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HOME CENTERED CARE
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Improving Workflows: Front Office, Back Office, and What it Means for Staffing

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Thomas Cornwell, MD**

HCCIntelligence[™] Webinar and Virtual Office Hours

August 21st, 2019

Introductions



Brianna Plencner, CPC, CPMA

Manager, Practice Improvement
Home Centered Care Institute



Paul Chiang, MD

Senior Medical and Practice Advisor
Home Centered Care Institute
Medical Director, HomeCare Physicians

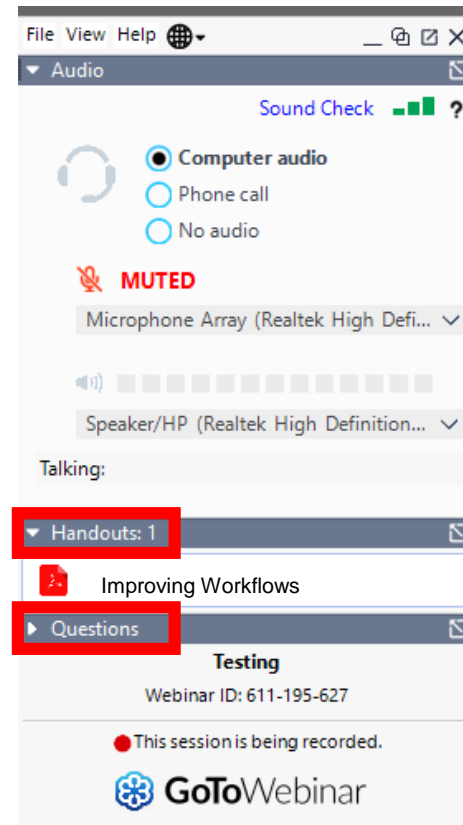


Thomas Cornwell, MD

Chief Executive Officer
Home Centered Care Institute
Founder, HomeCare Physicians

Housekeeping

- The first 30 minutes of today's Webinar will consist of a slide presentation and all participants will be muted during this time.
- The following 30 minutes will be Virtual Office Hours, and all participants will be able to submit questions via the question box.
- To submit a question, click on the arrow next to Questions, type in your question, press send.
- Handouts can be accessed in the handout box.
 - **Click on the name of the file and save to your computer**
- All participants will receive a copy of the slide deck, question and responses, and a recording of the presentation.



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**Advancing home-based primary care
to ensure medically complex patients
have access to high-quality care in their home.**

EDUCATION | CONSULTING | RESEARCH | ADVOCACY

Objectives

Objectives

1

Describe the functions performed by the front and back office within an HBPC practice.

2

Compare the various types of professionals who perform HBPC front and back office functions

3

Discuss the range of possible staffing models for HBPC and identify some possible pros and cons with each one

Front Office Functions

Front Office

Main Roles and Responsibilities

- Incoming & outgoing phone calls, initiate and route messages as appropriate
- Insurance verification
- Conduct new patient intake & process referrals
- Paperwork & form management
- Geographic scheduling
- Plan daily provider routes
- Appointment confirmation
- Medical record requests
- Assist with practice billing & coding, if applicable

Back Office Functions

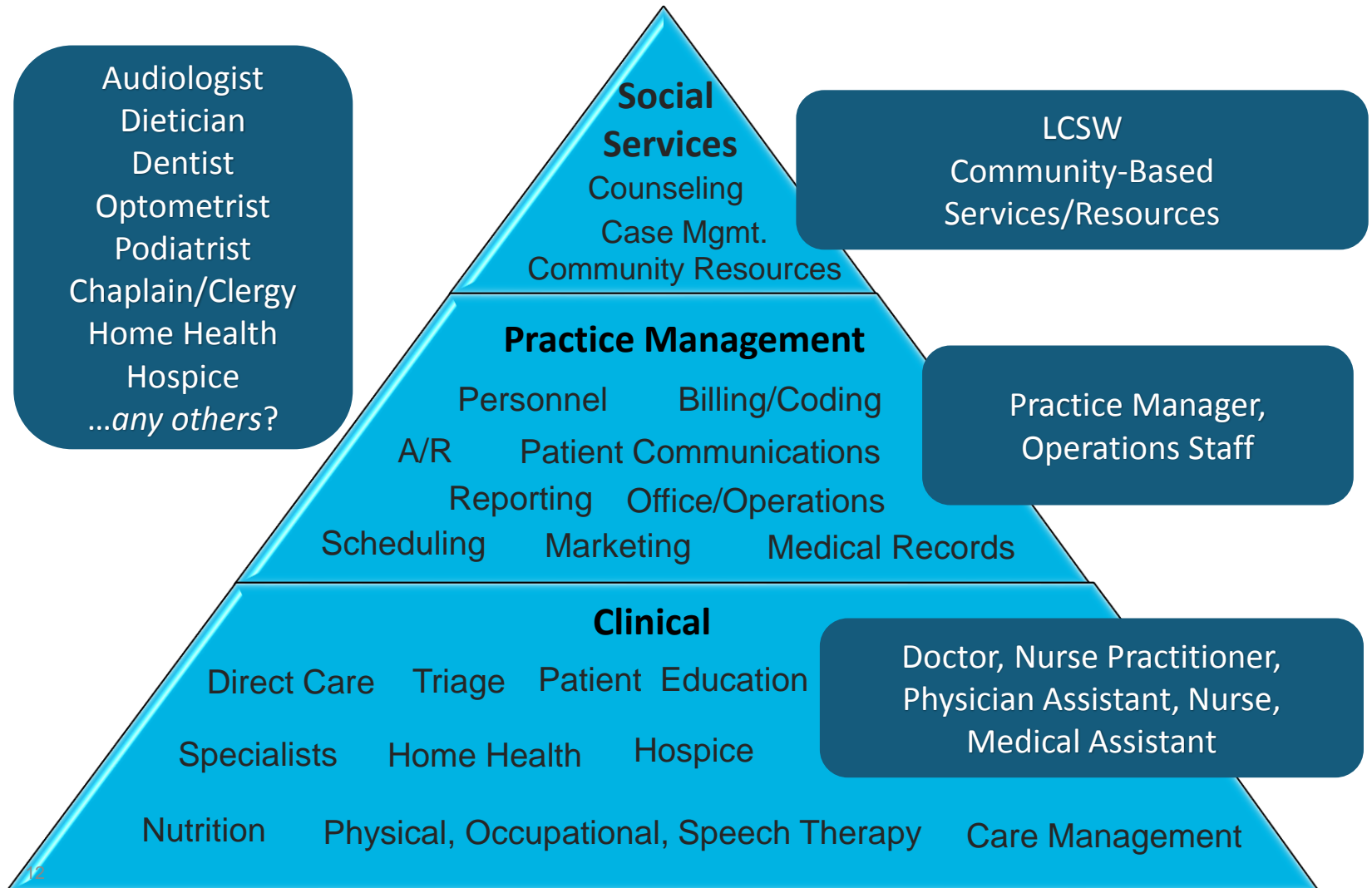
Back Office

Main Roles and Responsibilities

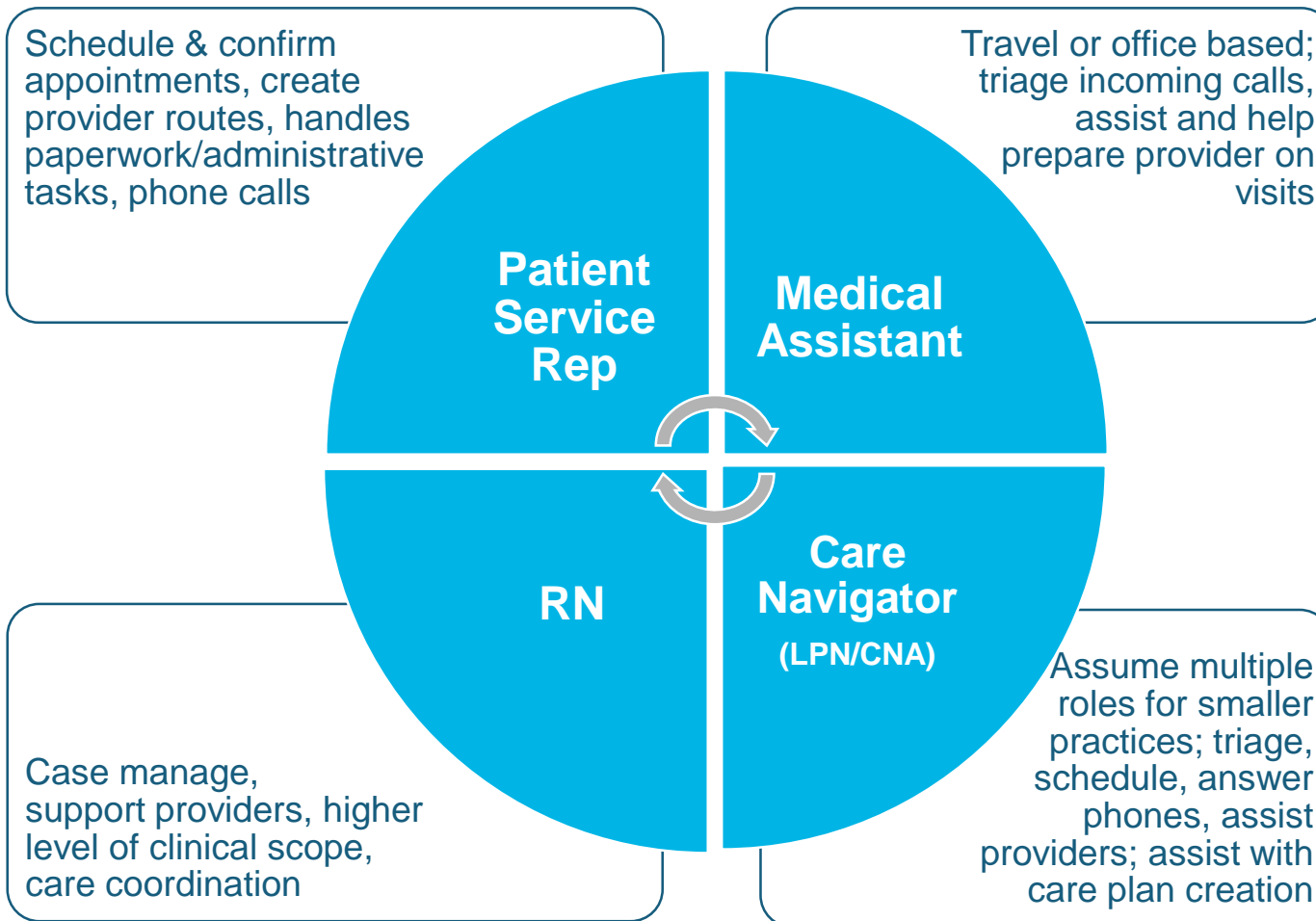
- Triage patient care and calls
- Durable Medical Equipment (DME) coordination
- Prior Authorizations
- Place orders and referrals (e.g. Home Health, Hospice, Ancillary Services, Specialists)
- Prescription refills
- Liaison between community services and provider
- Inventory Management (e.g. provider equipment and medical supplies)
- Care coordination
- Obtain and document medical history, as appropriate, within EHR
- Call patients with results and medical advice

Staffing

Team Roles/Responsibilities



Sample Positions



Staffing Ratios: Example

Illinois Community Hospital Home Care Program:

- **Census: 800**
- **Practice Administrator 0.25 FTE**
- **Physicians 1.1 FTE**
- **NP's: 3 FTE**
- **RN:1.5 FTE**
- **Administrative Staff: 2.5 FTE**
- **Medical Assistants: 1.5 FTE**

Staffing Ratios: Example

Ohio Home Care Program

- **Census:** 1,540
- **Physicians:** 7.4 FTE's
- **NP's:** 8.8 FTE's
- **RN Manager:** 0.7 FTE
- **Triage RN's:** 2.0 FTE
- **Medical Assistants:** 4.0 FTE
- **Patient Service Reps (Admin):** 5 FTE
- **Reimbursement Specialists:** 2.1 FTE

Staffing Ratios: Example

California Home Care Program

- **Census:** 616
- **Physicians:** 2.4 FTE's
- **NP's:** 2.0 FTE's
- **Social Workers:** 2.0 FTE's
- **Triage RN's:** 1.0 FTE
- **Administrative & Analytics:** 4.1 FTE's

Staffing Ratios: Example

New York Home Care Program

- **Census:** 782
- **Physicians:** 7.8 FTE's
- **NP's:** 2.0 FTE's
- **Social Workers:** 3.6 FTE's
- **Triage RN's:** 2.0 FTE
- **Administrative:** 4.0 FTE's

How Do You Evaluate Your Current Staffing?

- Does provider productivity support the business plan?
- Are schedules full? Are patients able to schedule timely appointments?
- Are patients experiencing long hold times or abandoned phone calls?
- Are patients able to obtain timely RX refills, prior authorizations, and referrals or do you receive complaints often?
- Are all team members working to the top of their scope or burdened with administrative tasks?

Additional Staffing Considerations

- Are AR days to bill within acceptable norms?
- How is overall staff and provider satisfaction?
- Are in-basket (EHR) or incoming messages addressed or reviewed by end of day or do several remain unopened and/or unaddressed for the next day?
- Is there time to review daily workflows and manage office personnel and/or address concerns?
- Are lab and diagnostic test results reviewed and responses provided to patients in a timely manner?
- What is the average wait time for a new patient?
- Does schedule allow for prompt post-acute follow up?

Don't Forget Data and Metrics

- Incoming call volume
- Average messages per day addressed by clinical staff and provider team
- Productivity per providers and practice as a whole
- Average increase of new referrals and referral source
- Days from referral to first visit and days to transitional care visits from discharge
- Annual patient, provider, and employee satisfaction surveys
- Phone calls returned same day by administrative and clinical support staff
- Timely registration and form management

Putting it All Together

- There is no “one size fits all” staffing model
- Consider your mission, business plan, and patient population to determine what’s best for your practice
- Monitor and review meaningful practice metrics periodically and plan for continuous improvement
- Ensure patients are not “falling through the cracks” to prevent care gaps
- Understand what provider productivity and reimbursement means for your budget
- Share and discuss performance results with entire team so everyone feels connected to the outcomes and impact

HCCIntelligence™ Virtual Office Hours: Ask the Experts

An open forum for questions and answers

HCCI Education and Resources



Gerontological Advanced Practice Nurses Association (GAPNA): Preconference
House Calls: APNs Navigating Challenges and Implementing Solutions
October 2, 2019 in Las Vegas, NV



American Academy of Home Care Medicine (AAHCM): Preconference
House Calls: Achieving Clinical Excellence and Sustainability
October 17, 2019 in Chicago, IL



HCCI Advanced Applications of Home-Based Primary Care™ Workshop
December 5-6, 2019 in Schaumburg, IL



HCCI University
E-Learning Modules
Featuring 12 on-demand web-based courses in both clinical and practice management topics. Available 24/7 at www.HCCIInstitute.org



HCCIntelligence™ Resource Center

At HCCI, we recognize the numerous challenges that can be encountered by home-based primary care (HBPC) providers and practice staff and the value of having access to knowledgeable experts and timely guidance. HCCI has developed a number of free resources to help you and your practice under our HCCIntelligence™ Resource Center at <http://www.hccinstitute.org>.



Hotline

630.283.9222 or email
Help@HCCInstitute.org
9:00 am – 5:00 pm (CST)
Monday through Friday



Webinars

Every third Wednesday of the month, HCCI hosts a free webinar on a clinical or practice management topic relevant to home-based primary care (HBPC).



Virtual Office Hours

Immediately following the monthly HCCIntelligence™ Webinar, HCCI hosts a 30-Minute Virtual Office Hours Session.

[Visit the HCCIntelligence™ Resource Center](http://www.hccinstitute.org)

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HCCI Consulting Services



Helping Organizations Build Sustainable Home-Based Primary Care Programs

At Home Centered Care Institute, we are committed to transforming health care through sustainable, innovative house call programs that enhance the patient experience, improve health outcomes, and reduce costs.

HCCI is pleased to offer affordable consulting services tailored to meet your practice's specific needs.

Our consultants include:

Providers with extensive experience in HBPC.

Practice managers skilled in running house call programs and recognized with national certifications in coding and medical auditing.

Other professionals with expertise in strategic planning, marketing, education and training, and quality.

To connect with HCCI and discover how your current or future practice can benefit from working with our team of professionals and expert consultants call 630.283.9222 or email help@HCCIInstitute.org.

Upcoming HCCIntelligence™ Webinars and Virtual Office Hours:

Wednesday, September 18th 4 pm – 5 pm CST

Geographic Scheduling: Impact on Home-Based Primary Care Productivity

Objectives

- Discuss the impact geographic scheduling and route planning process
- Describe tools and resources to assist with planning and routing
- Identify ways to operationalize the process of geographical scheduling

Presenters

- Brianna Plencner, CPC, CPMA – Manager, Practice Improvement
- Thomas Cornwell, MD – Chief Executive Officer, HCCI
- Paul Chiang, MD – Senior Medical and Practice Advisor, HCCI

Upcoming HCCIntelligence™ Webinars and Virtual Office Hours:

Thursday, October 17th 4 pm – 5 pm CST

Loews Chicago O'Hare Hotel

Louvre Ballroom

Rosemont, Illinois

**Join us for HCCIntelligence™ – Live Office Hours
to be held at the American Academy of Home Care Medicine
(AAHCM): Preconference,
presented by Home Centered Care Institute (HCCI).**

Upcoming HCIntelligence™ Webinars and Virtual Office Hours:

Wednesday, November 20th 4 pm – 5 pm CST

Entrepreneurship: “I Want to Start a House Call Program!”

Objectives

- Describe the type of individual it takes to own your own practice
- Discuss the rewards and challenges faced in starting up a new practice and operating your own business
- Identify key elements in achieving success and sustainability
- Define pitfalls and how to avoid them

Presenters

- Sandra L. Berkowitz, RN, JD
National Nurse Practitioner Entrepreneur Network (NNPEN)
- Lynn Rapsilber, DNP, ANP
National Nurse Practitioner Entrepreneur Network (NNPEN)

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