

THE PROVIDER 360 PROGRAM

CGS ADMINISTRATORS, LLC

The **Provider 360 (P360)** program offered by CGS focuses on helping providers and suppliers reduce/eliminate claim errors. The program is an optional three-part collaborative session series, by invitation only. The sessions provide lean education and possible process improvements. This document provides basic information about Lean Process Improvements covered in the sessions and a program overview, including details for each of the three sessions.

CGS Medicare Provider 360 Web Pages

JB DME: <https://www.cgsmedicare.com/jb/mr/p360.html>

JC DME: <https://www.cgsmedicare.com/jc/mr/p360.html>

J15 HHH: <https://www.cgsmedicare.com/hhh/medreview/p360.html>

J15 Part A: <https://www.cgsmedicare.com/parta/mr/p360.html>

J15 Part B: <https://www.cgsmedicare.com/partb/mr/p360.html>

It all Begins with Data

Lean Process Improvement begins with **DATA**. Data and facts are fundamental to every quality improvement effort. Without the **FACTS**, our problem-solving efforts are reduced to a "guessing game."

"Practice the philosophy of continuous improvement.
Get a little bit better every single day." - Brian Tracy

What is Lean Process Improvement?

Lean Process Improvement provides principles and tools to help providers and suppliers to identify issues that cause claim errors resulting in denials. Lean Process Improvement involves:

- Incremental improvements
- A focus on reducing and eliminating waste
- Improving the quality of your claim submissions to reduce cost so that your organization is paid timely.

LEAN STEPS

- Value Stream Process Map
- Identify Waste
- Streamline Processes



RESULTS

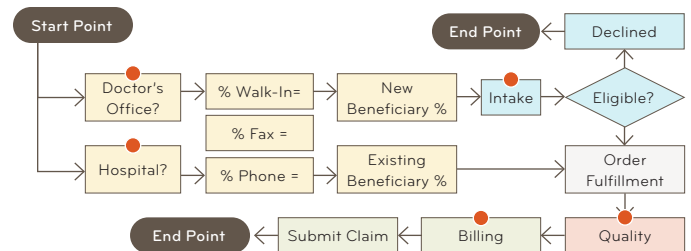
- Reduce Waste
- Increase Speed
- Improve Quality



Value Stream Process Mapping

CGS understands the need for providers and suppliers claims to be paid on time. Our goal is to ensure you are paid on time! Through **VALUE STREAM PROCESS** mapping, we will identify the steps in your process while educating your facility on how to identify the root cause of your claim denials.

A **VALUE STREAM PROCESS** map is a visual representation of the processes involved in delivering a product or service, with the purpose of identifying and eliminating the waste within the process.



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Identify the Waste: 8 Forms of Waste

The term “waste” encompasses an array of definitions, including wasted time, finances, steps, and human potential, to name a few. The acronym that spells out the **8 forms of waste** is **DOWNTIME**.

- D** **DEFECTS:** Not doing the job right the first time a (which causes rework).
- Charts or reports with inaccurate or incomplete information
 - Incorrect data entered in computer
- O** **OVERPROCESSING:** Providing more input or time into a process than needed.
- Multiple forms with the same information
 - Printing multiple forms
- W** **WAITING:** Waste created while not producing.
- Waiting for response back via email, etc.
 - Patients waiting for service
- N** **NON-UTILIZATION OF THE INTELLECT:** Not tapping into skills, talent, and abilities of your staff.
- Not having a suggestion program in place
 - No cross-training
- T** **TRANSPORTATION:** Moving product unnecessarily.
- Moving a client from room to room
 - Having to walk between buildings, floors etc. to get services
- I** **INVENTORY:** Something produced and not yet wanted by the customer.
- Files in cabinet that are no longer used
 - Overstocked and outdated supplies
- M** **MOTION:** Unnecessary movement of personnel
- Searching for information, supplies etc.
 - Walking from front of office to back of office to get something
- E** **EXCESSIVE PRODUCTION:** Too many courses of action.
- Too many copies, reports, emails etc.

Problem Solving

The process of finding solutions to difficult or complex issues. Problem Solving is an **8-STEP PROCESS**:

1. Clarify the Problem
2. Breakdown the Problem
3. Set the Target/Goals
4. Analyze the Root Cause
5. Develop Countermeasures
6. Implement Countermeasures
7. Monitor Results and Process
8. Standardize and Share Success

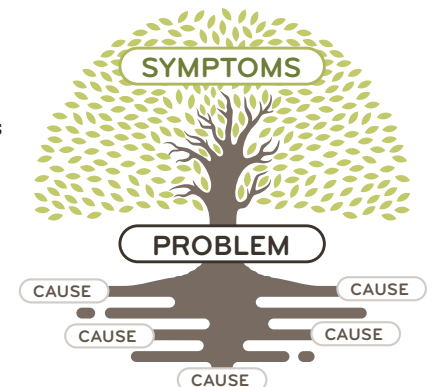
The eight steps to practical problem solving also include the Plan, Do, Check and Act (PDCA) cycle.

- Steps one through five are the planning process.
- The doing is found in step six.
- Step seven is the checking.
- Step eight involves acting out the results of the new standard.



Root Cause Analysis (RCA)

RCA is the act of defining a problem; determining the cause of the problem; identifying, prioritizing, and selecting alternatives for a solution; and implementing a solution.



Example of a Root Cause Analysis Tool

5 Whys – One of the simplest and fastest problem-solving ways to get to the root of a problem.

The method is remarkably simple: when a problem occurs, you drill down to its root cause by asking “Why?” five times.

Unable to Receive Appropriate Documentation from Physician's Office (**WHY #1**)

1. Physician's Office Not Cooperative

WHY?

2. Repeat Offender Not Giving Correct Info

WHY?

3. Called a Week Ago and Have Not Heard Back

WHY?

4. Have Not Attempted 2nd Call

WHY?

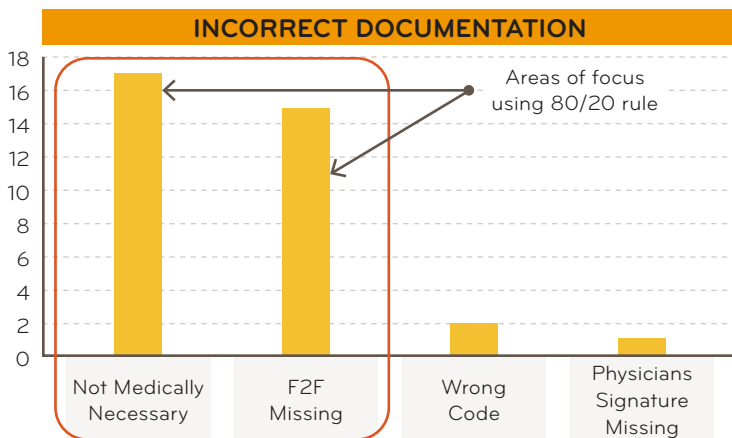
Root Cause

5. Have Not Built Relationship with Office

Counter Measure

STANDARDIZE PROCESS:
Build working relationship with office manager, nurse, etc.

Validate Improvements: Measure your Success



The simple act of measuring process performance often drives improvement. Over time, measurement will highlight performance trends. All lean process Improvements initiatives begin with data (baseline measure) and validate improvements with data (success measure).

The Pareto Chart is a very powerful tool for showing the relative importance of problems. Within the Pareto is the 80/20 Rule which states that, for many events, roughly 80% of the effects come from 20% of the causes.

CGS Provider 360 (P360) Session Overview

Engaging the Provider/Supplier

Based upon multiple factors, CGS may engage a provider or supplier and ask they participate in the P360 program. Since this program is optional, it is important participants engage in an open and collaborative manner.

"Without data you're just another person with an opinion."
- W. Edwards Deming

Lean Education: Session 1 (1.5 hours)

Participants learn valuable lean education to help identify claim error issues.

- Basics of Lean Process Improvements
- How to build a Value Stream Process Map
- Education on Root Cause Analysis
- How to create an action plan
- Introduction to Quality Assurance
- Identifying Opportunities for Improvement (OFI) from your Value Stream Process Map
- Questions and answers

Personalized Education: Session 2 (1.5 hours)

The session provides valuable information on specific topics and policies, as well as how to improve processes and avoid common errors in claim submission.

- Review specific claim denials for your organization
- Education on policies and documentation requirements
- Review quality assurance methods
- Questions and answers

Follow Up: Session 3 (1.5 hours)

During this final session, CGS will review the results from your Value Stream Process Map and action plan.

- Review your Value Stream Process Map
- Review Opportunities for Improvement (OFI)
- If needed, review your action plan
- Education on policies and documentation requirements

- Review educational opportunities available through the CGS Medicare website
- Questions and answers

Lessons Learned

CGS will capture lessons learned gleaned from each of the three sessions, and a post-program survey. Lessons learned are shared with the provider/supplier community anonymously via the provider outreach and education team, the CGS website, association meetings and seminars. These lessons are used to improve the P360 Program.

"Practice the philosophy of continuous improvement. Get a little bit better every single day." - W. Edwards Deming

Post Provider 360 Review

Collectively, this program helps improve the overall CMS Comprehensive Error Rate Testing (CERT) rate. Following completion of the P360 program, CGS will evaluate claim errors to see if your organizations claim error rate has improved.

