

# ***Benchmarking: Coding Productivity***

**Audio Seminar/Webinar**

***April 19, 2007***

***Practical Tools for Seminar Learning***

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Some of the information in this presentation has been presented by Ms. Dunn at National AHIMA Conferences, State CSA Meetings, and HCPro and AHIMA Audio Seminars or published in various journals, newsletters, or books

## Faculty

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Rose started her career as Director of Medical Records at Barnes Hospital, a 1,200-bed teaching hospital in St. Louis. She was promoted to Vice President at Barnes and was responsible for more than 1,600 employees and new business development. After Barnes, she joined MetLife where she worked with managed care organizations nationwide on a variety of operational, medical management, and network development issues. Rose also has served as a Chief Financial Officer of a dual hospital system in Illinois.

Ms. Dunn is active in several professional associations including American Institute of Certified Public Accountants, American College of Healthcare Executives, Healthcare Financial Management Association, and American Health Information Management Association. She holds fellowship status in HFMA, ACHE and AHIMA. She also is certified in healthcare privacy and security.

She is the author of several texts including *Finance Principles for the Health Information Manager*, *More with Less* and *Haimann's Healthcare Management*. In addition, she has published more than 200 articles and has made numerous presentations across the United States on a wide variety of topics.

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## ***Objectives***

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- ◆ **Discuss some of the issues impacting coder productivity**
- ◆ **Discuss approaches to measuring productivity**
- ◆ **Example**
- ◆ **Other Considerations**

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## ***Golden Rule***

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- ◆ ***Don't assume that what is done at other places is the same as what is done at your place***
- ◆ **Idiosyncrasies**
- ◆ **System differences**
- ◆ **Expectation differences**



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## ***Issues Impacting Coder Productivity***

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- ◆ **Environment (workplace/space/noise)**
- ◆ **Technology (encoder, PC, access to transcribed documents and other reports, computer assisted coding tools)**
  - Ease of connection
  - Training/Skills
- ◆ **Education and Experience**



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## ***Issues Impacting Coder Productivity***

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- ◆ **Priorities**
  - Unbilled
  - Compliance
  - Quality
    - Comprehensiveness
    - Secondaries- Severity
  - Quantity

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## *Issues Impacting Coder Productivity*

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### ◆ Condition of record

- All paper
  - Assembled/not assembled
- Hybrid
  - Ease in access to parts
  - Timeliness of access
  - Quality of images
  - Technology support



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## *Issues Impacting Coder Productivity*

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### ◆ Condition of record

- Completely electronic
  - Does it look and feel like the old record
  - Can you tell the story
  - Cut and Paste/Templates
  - Toggle effort
- Legible/readable
  - Typed
- Complete/Incomplete

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## ***Polling Question #1***

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**What do you think impacts productivity the most?**

- \*1 Environment**
- \*2 Technology**
- \*3 Education and Experience**
- \*4 Condition of Record**



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## ***Issues Impacting Coder Productivity***

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- ♦ **Documentation**
  - Adequate
  - High percentage of queries >1%
- ♦ **Support**
  - Clerical staff to pull/file
  - Clerical staff to enter data into abstract
  - Interference person
  - Resources

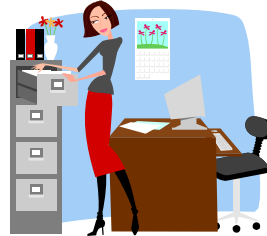
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## ***Issues Impacting Coder Productivity***

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### **◆ Other Duties**

- **Other HIM Duties**
  - Analysis
  - ROI
  - Transcription
- **Quality Related Activities**
  - Core Measures/ORYX
  - Occurrence Data



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## ***Issues Impacting Coder Productivity***

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### **◆ Other Duties**

- **Reimbursement Related Activities**
  - Capturing Charges
  - Validating Charges
- **Coding only**
  - How much does the chargemaster push through
- **Committee Duties**
  - Revenue Cycle
  - Chargemaster

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## ***Polling Question #2***

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**Have you established productivity expectations?**

**\*1 Yes**

**\*2 No**



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## ***Approaches to Measuring Productivity***

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- ◆ **Miller and Waterstraat** (Applies to Apples: Using Autobenchmarking to Measure Productivity 1/04)
  - Coined “Autobenchmarking”
  - Promotes developing your own productivity standards
    - Productivity benchmarks are not transferable
    - Too much variability between entities
  - Adopts the US DOL Definition of “labor productivity” as output per hour

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## Approaches to Measuring Productivity

### ♦ Miller and Waterstraat

- Output=completed work meeting the “task specification”
  - Excludes defective work
- Choose a measurement technique that is:
  - Valid
  - Accurate
  - Time efficient
  - Cost effective



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## Approaches to Measuring Productivity

### ♦ Miller and Waterstraat

- Incorporates an audit component
  - Suggested 5% sample-to identify defective work output

Coder	Work Output	Tot Hrs Worked	Avg Hrlly Output	% Final Output	Fin Work Output	Avg Hrlly Output
A	500	140	3.57	91%	455	3.25
B	475	140	3.39	96%	456	3.26
C	300	80	3.75	85%	240	3.00
D	350	80	4.69	70%	245	3.06
Avg			3.69			3.17

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## *Approaches to Measuring Productivity*

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- ◆ **Miller and Waterstraat**
  - **Autobenchmarking intent**
    - To benchmark the performance of their individual employees against their own departmental work output
    - Internally measured against one's peers doing the same work
    - Self-adjusts continually

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## *Approaches to Measuring Productivity*

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- ◆ **Miller and Waterstraat**
  - Successful if data collected weekly over long period before being used—6 months+
  - Some display suggestions
  - Requires Manager to investigate variances
    - Coder C—lower production
    - Coder D—accuracy rate

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## *Approaches to Measuring Productivity*

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- ◆ **Myjer and Butu** (2004 IFHRO Congress & AHIMA Convention Proceedings)
  - **Comparing to self**
    - Doesn't tell you how the "Best Performers" are doing
  - **Comparing to others**
    - Comparability/differences in practices
  - **Comparing to published data (consortium)**
    - **Comparability issues**
      - Mix of facility types and complexities

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## *Approaches to Measuring Productivity*

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- ◆ **Myjer and Butu**
  - **Benefits of benchmarking with others**
    - **Stimulates thinking**
      - Process comparison
    - **Borrowing ideas from others**
    - **Re-examine existing approaches**
  - **Disadvantages**
    - **Idiosyncrasies**
    - **Data may not be accurate**

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## *Approaches to Measuring Productivity*

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### ◆ Myjer and Butu

- Uses the work hours equivalent of an FTE
  - Productive RVU (89% of paid hours = the RVU)
  - Estimates number of records per RVU
- Monitor quality routinely

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## *Approaches to Measuring Productivity*

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### ◆ Dunn

- Looking within
- Worked hours
  - Exclude non-worked hours
  - Define non-worked hours
- Minimum Expectations
  - Stretch goals
- Routine quality reviews
- Annual re-review



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***Example***

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- ◆ **Data Collection and Analysis**
  - 2-3 pay periods
  - Preferably without holidays
  - Calculate averages
  - Identify the mid-point between the average and the high producer

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***Example***

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- ◆ **Define the Expectation**
  - Expectation = Midpoint between Average and High Producer = Stretch goal
- ◆ **Monitoring/Continuous Improvement**
  - Share results
  - Re-evaluate annually
  - Continuously monitor quality
  - Provide ongoing education

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**Polling Question #3**

**What are your quality expectations?**

- \*1 90-93%**
- \*2 94-95%**
- \*3 96-97%**
- \*4 98-100%**
- \*5 We have not established quality expectations**



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**Example**

<b>Coder</b>	<b>Work Output</b>	<b>Total Hours Worked</b>	<b>Avg. Output/ Worked Hour</b>
<b>A</b>	<b>500</b>	<b>140</b>	<b>3.57</b>
<b>B</b>	<b>475</b>	<b>140</b>	<b>3.39</b>
<b>C</b>	<b>300</b>	<b>80</b>	<b>3.75</b>
<b>D</b>	<b>350</b>	<b>80</b>	<b>4.69</b>
<b>Avg</b>			<b>3.69</b>
<b>Stretch</b>			<b>4.19</b>

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## Other Considerations

- ◆ Remove the hurdles
- ◆ Sending coders home
  - Increased productivity
- ◆ Technology
  - Dual Screens
    - Flat and Large
- ◆ Computer Assisted Coding options
- ◆ Ergonomics and Temperature



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## Other Considerations

- ◆ Advancement Opportunities
  - Coding Career Ladder
    - **Coder I**
      - Accurately codes 1 type of Outpatient
    - **Coder II**
      - Accurately codes 2 or more types of Outpatient
    - **Coding Specialist I**
      - Accurately codes Inpatient and Outpatient
    - **Coding Specialist II/Senior Coder**
      - All duties of Specialist I and Compliance activities



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## ***Other Considerations***

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- ◆ **Ask the Coding Team!**
  - Work with the issues daily
  - Know the best way to do their job
  - Know what they want
- ◆ **Recognition**



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## ***Reference Materials***

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- ◆ **P.J. Miller and F.L. Waterstraat. "Apples to Apples: Using Autobenchmarking to Measure Productivity." *Journal of AHIMA* 75, no. 1 (January 2004): 44-49.**
- ◆ **D. Myjer and D. Butu. "Oranges to Apples: HIM Productivity and Benchmarking." *2004 IFHRO Congress & AHIMA Convention Proceedings*, October 2004**

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## **Resources**

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- ♦ Dunn, R. Coder Productivity, HCPPro 2006
- ♦ Dunn, R. "Performance Standards for Coding Professionals," *For the Record*, September 16 and 23, 1991
- ♦ Dunn, R. "Staffing Standards: Do We Have What It Takes?" *For the Record*, March 29, 1993
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- ♦ Dunn, R. "1997 Survey Results: Staffing Issues," *Journal of AHIMA*, September 1997
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- ♦ Dunn, R. "Putting Productivity Plans to Work," *Journal of AHIMA*, October 2001
- ♦ Dunn, R. "Turning Production Data into Management Tools," *Journal of AHIMA*, October 2002.

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## *Resources*

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- ♦ Dunn, R. Haimann's Healthcare Management 8<sup>th</sup> Ed., published by Health Administration Press. 2006
- ♦ Dunn, R. More With Less, published by HCPro. 2004
- ♦ Flanagan, Christopher. "Using 'Key Indicators' to Report, Monitor, and Improve HIM Operations" AHIMA BOK
- ♦ Orenstein, Anita "Performance Management and Process Improvement". Effective Management of Coding Services (AHIMA)
- ♦ HFMA. "Self Assessment Tool." Available online at [www.hfma.org/resource/focus\\_areas/patient\\_financial\\_svcs/400285.htm](http://www.hfma.org/resource/focus_areas/patient_financial_svcs/400285.htm)

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*Thank you*

**For your attention and for  
taking time out of your busy  
day.**

## ***Audience Questions***

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## ***Audio Seminar Discussion***

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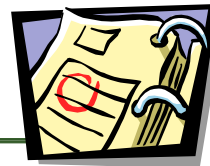
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## ***Upcoming Audio Seminars***

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### **Reporting Hospital Outpatient Modifiers**

♦ **May 3, 2007**

### **Coding for Gastrointestinal Endoscopy**

♦ **May 10, 2007**

### **Benchmarking: HIM Processes**

♦ **May 22, 2007 (New Date)**

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# Appendix

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