Benchmarking: HIM Processes

Audio Seminar/Webinar
May 22, 2007

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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.
Rose T. Dunn, RHIA, CPA, CHPS, FACHE

Ms. Dunn is a Past AHIMA President and recipient of AHIMA’s 1997 Distinguished Member Award. She is Chief Operating Officer of St. Louis-based, First Class Solutions, Inc., a national health information management consulting firm providing coding compliance and operational consulting services.

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.

Cheryl Doudican, RHIA

Ms. Doudican is the Director of Health Information Management at Mercy Health Center in Oklahoma City, Oklahoma. She currently serves as one of the HIM subject matter experts for the Sisters of Mercy Health System, which is currently in the process of migrating to a common information system platform. Cheryl has vast experience in the Health Information Management field, to include various leadership and consulting positions. Cheryl has successfully modified workflows, decreased AR days, and successfully collaborated with departments such as Patient Accounts and Medical Staff in efforts to improve the revenue cycle process. Cheryl has successfully eliminated all transcription outsourcing for her facility by conducting an operational review of transcription, evaluating payment methodologies and implementing speech recognition.
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Objectives

- Review factors that affect productivity
- Discuss how to develop and monitor productivity standards for common HIM functions
- Apply productivity standard setting for hybrid environments
- Reveal how one organization improved transcription productivity through the use of speech recognition
- Discuss incentive plans considerations in a speech recognition environment

Golden Rule

- 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
Issues Impacting Productivity

- Environment
  (workplace/ space/ noise/ hormones)
- Technology (PC, access to on-line documents and other reports, printers)
  - Ease of connection
  - Skills
- Education and Experience

Factors Affecting Productivity

- Diversity makes jobs more rewarding
- Specialization/ Division of Labor improves productivity
  - Discussed by Adam Smith in his economics book *An Inquiry into the Nature and Causes of the Wealth of Nations (1776)*
  - 10 pin makers-doing all 18 tasks to make a pin ≅ 200 pins per day
  - 10 pin makers-each doing specialized tasks to make a pin (assembly line) ≅ 48,000 pins per day

[Adam Smith]
Factors Affecting Productivity

Generations
- Boomers: 1943-1961 “live to work”
- Generation X: 1962-1981 “no burn out here”
- Millenials/Gen Y: 1982-2002 “work to live”

Generational Behavior molded by:
- Media
- Pop Culture
- Technology
- Current Events
- Economy
- Diversity

Polling Question #1

Are you experiencing generational conflict in your workplace?

*1 Yes
*2 No
*3 Not sure
Productivity Standards

- Do independent data collection
- Involve staff
- Capture data over time
- Averages
  - Address peaks and valley
  - No one person gets the hardest cases ALL the time

Collecting Data

- Keep it simple (KISS)
- At least 6 weeks (3 pay periods)
- Ideally no holidays
  - Disruptions/ Distractions
- Time Ladder
Collecting Data

- Time Ladder
  - Identifies productive and non-productive time
  - Identifies activities that could be reassigned to others
  - Identifies distractors

- Exhibits A and B
  (Appendix of Resource Book)
  - Blank and Annie's

Polling Question #2

What do you think your productive time percentage is?

* 1 90-100%
* 2 80-89%
* 3 70-79%
* 4 Less than 70%
Establishing Standards

- Use actual data
- Determine the average production of each employee
  - After eliminating timewasters/distractors
- Determine production by record type
- Use actual productive hours
- Calculate the midpoint between the highest producer and the average of all in the team

Actual Data-Inpatient Analysis

<table>
<thead>
<tr>
<th>Employee</th>
<th>Actual 6 Week Production</th>
<th>Average/Day/Hr 8 hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talisha</td>
<td>1020 233 h</td>
<td>35 or 4.38/ hour</td>
</tr>
<tr>
<td>Kelly</td>
<td>2190 240 h</td>
<td>73 or 9.1/ hour</td>
</tr>
<tr>
<td>Richard</td>
<td>1800 237 h</td>
<td>61 or 7.59/ hour</td>
</tr>
<tr>
<td>Total</td>
<td>5010 710 h</td>
<td>Avg. 56 or 7.06/ hr-all vs. 73 or 9.1/ hr-high (56 + 73)/ 2 = 65 or 8/ hr-Exp. Std.</td>
</tr>
</tbody>
</table>
Address Variations

- Talisha (single mom): What’s the story
  - Not a new employee
  - Phone time (personal)
- Richard (30 y.o.): What’s the story
  - Doing more than Talisha!
- Kelly: What’s the story (may be boomer or Millie)
  - Likes to be center of attraction
  - Stroke her and watch the records fly!

How Many Employees Do You Need

- Do not assume that every hour is a productive hour
- FTE analysis Slides 38-40 at end of this presentation
**Items to Consider**

- **Loose materials:**
  - Old or recent
  - Chasing
  - Drop filing or fastening in
    - 1”/1-1.25 hours vs. 1”/2-2.25 hours
  - Scan the puppies

**Items to Consider**

- **Analysis**
  - Assembling and analyzing or just analyzing
  - Specializing by clinical service
  - Where’s the printer for the deficiency sheets
  - Just physicians or every clinician in the world
  - Records queued to them via workflow or have to pull their records from the shelf or from the floor
**Items to Consider**

- **Release of Information**
  - Duties other than ROI?
    - All mail; All phone calls; Receptionists
    - Transfer charts (to them/ go after them)
  - Where is the record?
    - Hybrid environment greatest impact
    - Off-site
    - Strewn throughout clinics
  - Charging/ Not Charging

- **Cancer Registry**
  - How do charts get to them?
  - Cross training provided to analysts
  - Coding support
  - Working remotely?
  - Team work
Polling Question #3

Are your cancer registrars working remotely and are they more productive?

* 1 My staff works on site (do not work remotely)
* 2 My staff work remotely and productivity hasn’t changed
* 3 My staff work remotely and productivity has improved
* 4 My staff work remotely and productivity has deteriorated

Designing the Incentive Plan

- Determine if the incentive will be cash in paycheck or alternative
  - Bonus time
  - Gift certificates
  - Gifts
  - Education
  - Fish
Designing the Incentive Plan

- Assess what it would cost if contracted
- Determine current per unit cost excluding benefits
- Split difference
- Ex: Avg. Analyst: $13.00/hr.
  Per Unit: $13.00/8 = $1.63/unit
  Contractor: $16.00/8 = $2.00/unit
  Incentive: $1.80/unit for each record ≥65/day

Unit Pay Plan

- Assess what it would cost if contracted
- Determine current per unit cost excluding benefits
- Split difference
- Ex: Avg. Analyst: $13.00/hr.
  Tier One: ≤8 records/hour = $1.30/unit
  Tier Two: 9-12 records/hour = $1.50/unit
  Tier Three: 13+ records/hour = $1.70/unit
Monitor Quality and Productivity

- Spot check sample of records
- Listen to customers
  - Clinicians
- Incomplete Area feedback
- Continue to periodically check productivity
  - Adjust expectations accordingly

Expectations and the Plan

- Should:
  - Be in writing and dated
  - Be approved by Department Management/Administration/Human Resources
  - Include purpose of the program
  - Specify the expectations and any caveats
    - Errors (demerits)
  - Specify what happens if expectations are not met
  - Indicate that the policy/plan can change at Management’s discretion
Transcription Case Study

Polling Question #4

Are you using speech recognition with back-end editing for HIM transcription?

* 1 Yes
* 2 No
A snapshot of transcription:

- Backlog of 1391 jobs @ 3862.6 minutes
- Outsourcing overflow (approximately $30,000/month)
- Transcription coworkers were typing directly into Meditech

Purchased New Dictation and Transcription System

- Purchased transcription software system
- Purchased speech recognition product
**Evaluated Pay Methodology**

- Was receiving hourly rate plus incentive for additional minutes transcribed beyond the minimum required
- Decided to move to a straight production pay system *(see Exhibit C Guidelines for Transcription Services All Functions)*

**Speech Editors versus Traditional Transcription Pay**

- Had to find approaches that would make the transcription coworkers want to try editing
- Paid the same amount for production for both editors and traditional transcription coworkers
- Paid average salary for one month for all MT’s that trained on editing
- Editors signed an agreement that they would after their initial 30 days of salary matching, that they will stay on speech editing a minimum of 2 hours per day *(See Exhibits D and E)*
A different approach to editing

- Instead of using traditional MT’s in editing, the focus was placed on hiring vocational technical school transcription graduates

- The graduates were given a typing test to determine if they had really good grammar and spelling skills and then trained

Production Gains from Speech Editing

- Gains are measured in time saved with a report; i.e., a transcription coworker as an average took 5 mins. to transcribe a report, with speech editing the time is reduced to 3 mins.  *(See Exhibit F Speech Performance Analysis breakdown)*
Polling Question #5

For those facilities that are using speech recognition, what has been your productivity gain?

* 1  No gain
* 2  1% - 20%
* 3  21% - 50%
* 4  51% - 75%
* 5  > 76%

What’s happened since implementing speech recognition?

- After almost 2.5 million dollars over a 5 year time period was spent on overflow transcription outsourcing…nothing has been outsourced since September, 2006
- No overtime hours in transcription since September, 2006
- Revenue is now being generated by transcription
Closing Notes

Questions????

Thank you
For your attention and for
taking time out of your busy
day.
Appendices

FTE Analysis Form

- Hours authorized per week: ______
- (Deduct)
  - Average Auth. Vacation Hrs: (_______)
  - Average Auth. Holiday Hrs: (_______)
  - Average Sick Time Hrs: (_______)
  - Average Meeting Time Hrs: (_______)
  - Auth. Breaks (__ min.x240) (_______)
- Net Hours Per FTE: ______
**FTE Analysis Form**

- Discharges x avg. min.: _______
- Ambi Surg x avg. min.: _______
- ED Visits x avg. min.: _______
- Anc. Tests x avg. min.: _______
- Other records x avg. min.: _______
- Total Analysis Minutes Required: _______
- Total Analysis Hours Required: _______

(Analysis Minutes/ 60)

- Total Analysis Hours Required: _______
- Net Hours Per FTE: _______
- FTEs Required: _______

(Total Analysis Hours/ Net Hours Per FTE)
References and Resources

- Adam Smith:
  [http://www.mhhe.com/economics/mcconnell15e/student/olc/chap04origin.mhtml](http://www.mhhe.com/economics/mcconnell15e/student/olc/chap04origin.mhtml)

- Generations: Understanding Generational Differences... D. Kurt J. Keppler

References and Resources

References and Resources

- Dunn, R. *Haimann’s Healthcare Management 8E*. Health Administration Press
- Dunn, R. *More With Less 1E*. HCPro
- Dunn, R. *Coder Productivity*. HCPro

References and Resources

- 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)
Audio Seminar Discussion

Following today’s live seminar
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Click on Communities of Practice (CoP) - icon on top right
AHIMA Member ID number and password required – for members only

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en then under Community Discussions, choose the
Benchmarking HIM Processes Audio Seminar Forum
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• Network with other AHIMA members
• Enhance your learning experience

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pre-recorded Webcasts of
past seminars.
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Joint Replacement Coding
Faculty: Beth Janeway, CPC, CCS-P, CCP and David V. Janeway, MD
• June 14, 2007

Medicare’s Proposed MS-DRGs: A Coding Perspective
Faculty: Gail Garrett and Gloryanne Bryant
• June 26, 2007

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Each person seeking CE credit must complete the sign-in form and evaluation in order to view and print their CE certificate

Certificates will be awarded for AHIMA and ANCC Continuing Education Credit
Appendix

A - Time Ladder Analyst
B - Time Ladder
C - Guidelines for Transcription Service All Functions
D - Speech Editing Agreement (New Employee)
E - Speech Editing Agreement
F - Speech Performance Analysis
CE Certificate Instructions
**TIME LADDER**

**EMPLOYEE NAME:** ___Annie Analyst_________________________  **DATE:** __________________

**DAY OF WEEK (Mon, Tues, etc.):** ___Wednesday_________________________

<table>
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<tr>
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<th>Activity Description</th>
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<tr>
<td>7:00</td>
<td>Retrieve records from floor_____________________________</td>
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<tr>
<td>7:15</td>
<td>Retrieve records from floor_____________________________</td>
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<tr>
<td>7:30</td>
<td>Check off discharge list_______________________________</td>
</tr>
<tr>
<td>7:45</td>
<td>Answer phone/pull record/deliver to ED__________________</td>
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<td>8:00</td>
<td>Make coffee for department_____________________________</td>
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<tr>
<td>8:15</td>
<td>Start analysis________________________________________</td>
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<td>Analysis______________________________________________</td>
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<tr>
<td>8:45</td>
<td>Analysis______________________________________________</td>
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<tr>
<td>9:00</td>
<td>Cover physician incomplete area________________________</td>
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<td>Cover physician incomplete area________________________</td>
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<td>Cover physician incomplete area________________________</td>
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<td>Analysis______________________________________________</td>
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<tr>
<td>10:00</td>
<td>Break________________________________________________</td>
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<tr>
<td>10:15</td>
<td>Clear copier_________________________________________</td>
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<tr>
<td>10:30</td>
<td>Deliver record to L&amp;D_______________________________</td>
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<td>Lunch________________________________________________</td>
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<td>Restroom_____________________________________________</td>
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<td>Go out and pick up lunch for the Boss___________________</td>
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<td>2:45</td>
<td>Organize stacks and file in Incomplete Area____________</td>
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<td>Filing in Incomplete Area____________________________</td>
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<tr>
<td>3:15</td>
<td>Clean off desk_______________________________________</td>
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**Summary:** 195 minutes analyzing  
105 minutes to assign elsewhere?  
60 minutes of timewasters  
45 minutes of paid breaks  
480 – 105 = 375/480 = 78% productive
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HIM Transcription - Transcription Services Guidelines for Co-Worker Production

Policy

Document Number:  
MHC-IM-TR-0001

Revision #:

Document Owner:  
Director - Health Information Management

Author:

Status:  
Ready for web export

Date Last Updated:  
09/12/2005

General Description

Purpose:  
To establish general transcription guidelines for in-house and home-based transcription coworkers.

Description:

1. For remote transcription coworkers, Mercy Health Center will provide computer and transcribing equipment, initial installation and monthly business internet connection. If a transcription coworker resigns within 90 days of going home, the installation/monthly fee for the internet expense shall be reimbursed to the hospital, as well as hospital equipment being returned. If a transcription coworker moves to a new residential location, the transcription coworker will be responsible for the installation charge for the internet connection at the new location. Hospital insurance will cover the equipment used in the home.

2. Only Mercy Health Center coworkers will be allowed to use hospital equipment. Unauthorized use by other individuals will result in the counseling process with the possibility of immediate termination.

3. Mercy Health Center's confidentiality policy will apply to all transcription coworkers who will sign an annual acknowledgement. Keyboards will be locked when not in use. Each transcription coworker will be assigned a unique transcription ID number for Dictaphone, and will only work on the assigned number.
4. **Coworkers trained in speech editing** will be required to have a **minimum production of 7001 lines per week**, with progressive production goals set with the coworkers at the time they are released from their training. All **non-certified production-based transcription coworkers** will be paid by the following production scale:

**LINES PER WEEK - CENTS PER LINE**

- Up to 6000: 0.0800
- 6001 - 7000: 0.0875
- **7001 - 8000**: 0.0950 *(minimum production level for speech editors)*
- 8000+: 0.1050

All **certified** production-based transcription coworkers will be paid the following production scale *(for budgeting purposes coworkers are asked to forecast in the fiscal year that the budget is being developed, when they will attempt certification, so that funds can be adequately allocated for the budget)*:

**LINES PER WEEK - CENTS PER LINE**

- Up to 6000: 0.0900
- Up to 7000: 0.0975
- 7001 - 8000: 0.105
- 8000+: 0.115

*(RADIOLOGY LINE LENGTH WILL BE WEIGHTED AT 1-1/2 TIMES a line in ExText), which will be reevaluated with a new weight determined before going live with Powerscribe.*

5. Differential rates for transcription coworkers will be $1.10 per hour for evenings, $1.25 nights, $1.00 hour for weekend days, $2.10 for weekend evenings, and $2.25 for weekend nights.

6. Transcription leadership will schedule work so as to **minimize** the need for overtime. Transcription coworkers who anticipate that they will have overtime should contact their supervisor and receive **approval** to work overtime **in advance**. Transcription leadership before authorizing the overtime will review the following:

- Determine total job availability to include status of the different work types in all ready status
- Calendar of transcription coworkers on the schedule
- Review the current production level of the coworker requesting overtime.
- Overtime will be paid at a rate of one-half the calculated production rate (production earnings divided by total number of hours worked during the workweek) on hours exceeding 40 in the workweek. For example, if a transcription coworker earns $880 in production pay and works 44 hours, this represents a production rate of $20.00 per hour ($880/44 = $20) added to their production earnings.
7. Paid time off (PTO) will be paid at the transcription coworker's base hourly rate per hour. Productivity will not be pro-rated when PTO's are taken. PTO's must be scheduled and approved in advance except in the case of illness (refer to Attendance and Punctuality Policy). Efforts will be made to have only one transcription coworker scheduled on vacation at a time (exceptions will be at the discretion of transcription leadership). Coordination of vacation calendars will take place with the Transcription Supervisor.

8. Initial training will be paid at the transcription coworker's base hourly rate, as well as attendance at mandatory in-services and department/section meetings.

9. Transcription coworkers will be required to produce a minimum of 1200 lines per day. **Coworkers trained in speech editing will be required to produce a minimum of 1400 lines per day.** If minimum production is not met in a 5-day workweek for two consecutive weeks, or in situations where leadership determines that the coworker is marginally performing, transcription coworkers may be required to work in-house as space is available, to receive additional training until production level can be met based on goals established by leadership, or for a minimum of two pay periods. Transcriptionists are not guaranteed 1200 lines per day, dependent upon the dictation volume on the system.

10. At the end of the last shift each week, the transcriptionist will complete a Weekly Production Exception Log and e-mail to the transcription supervisor. This log will list all clockings for the week as well as any PTO, training hours or other non-productive times.

11. Transcription coworkers will accept jobs as they flow through the work queue. Rejected jobs (with the exception of Radiology) will be monitored and may result in disciplinary action if needed. Pool scripts available will consist of Radiology and EXText, with the highest priority given to the reports that need to be transcribed most immediately. **Special assignment of jobs to any coworker whether assignments are specifically to themselves or others in order to build production pay will result in disciplinary action.**

12. Transcription coworkers must be familiar with all designated dictators and meet the required accuracy rate of 95%. (QA will be done on a weekly basis.) Failure to meet the accuracy rate for the three month quarter will result in the transcription coworker being required to work in-house, as space is available, to receive additional training and monitoring until accuracy rate has reached the minimum level, or for a minimum of two pay periods.

13. Transcription Supervisor must be made aware of any downtime via e-mail or phone call. If unscheduled downtime occurs and is less than four hours, or if the computer is back up by noon, the time will be required to be made up during the work week. If the downtime will last for an entire working day and the minutes are above 500, the transcriptionist will be asked to come work on site as space is available. Otherwise, downtime will be paid to the transcription coworker at their base hourly rate. Compensated downtime does not include that scheduled by the IS Department.

14. Transcription coworkers will transcribe during designated shift hours, unless prior arrangements have been made with the Transcription Supervisor.
15. If transcription coworkers work on an actual holiday such as December 25th or January 1st, they will be paid at their hourly plus their line count for that day, plus any differential pay. If transcription coworkers work on a MHC observed holiday that is different from the actual holiday, they will be paid at their hourly rate plus any differential pay.

Consequences

1. In regards to #2, there would be immediate termination.
2. In regards to #9, in-house training until production level can be met or for a minimum of two pay periods, schedule of work may change when working on site based on space availability.
3. In regards to #11, counseling process would begin.
Speech Editing Agreement

New Employee

I understand that I will be starting speech editing as part of my transcription training at Mercy. I commit that I will remain totally on speech editing with occasional reports in regular transcription as the need arises. Speech editing progress will be assessed periodically with adjustments in transcription workload at the discretion of leadership.

I understand that I will remain on an hourly rate of pay, (as set by Human Resources during the hiring process), until I have been trained and signed off on all work types. After that time, I will be paid for production hours at the rate of .08 cents per line or more, depending on the number of lines per week, (as noted on the production pay scale). Non-production hours and PTO will be paid at the hourly rate of pay.

____________________________                                ____________________
Employee Name                Date

____________________________     ____________________
Supervisor                                                                        Date
Speech Editing Agreement

I understand that I will be learning speech editing as part of my transcription training at Mercy. I will commit to remaining totally on speech for a period of four weeks, with occasional reports in regular transcription as the need arises, after which time I will commit to a minimum of two hours per day on speech for at least eight weeks. These time frames are at the discretion of leadership and will be dictated on an individual basis.

I understand that during my four weeks of speech only, I will be paid for my average production line count, or my actual production line count, whichever is greater. My average line count will be determined by the average production line count of the three previous pay periods, (six weeks).

Average line count for production hours will be ____________________.

______________________________   __________________
Employee Name        Date

______________________________    __________________
Supervisor                                                            Date
<table>
<thead>
<tr>
<th>Period 1 Values</th>
<th>Period 2 Values</th>
<th>Period 3 Values</th>
<th>Period 4 Values</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>03/25/07 to 03/31/07</strong></td>
<td><strong>03/08/07 to 03/24/07</strong></td>
<td><strong>03/11/07 to 03/17/07</strong></td>
<td><strong>03/04/07 to 03/10/07</strong></td>
</tr>
<tr>
<td><strong>Pre Ratio</strong></td>
<td><strong>Ratio</strong></td>
<td><strong>Gain</strong></td>
<td><strong>Job# (all)</strong></td>
</tr>
<tr>
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<td>Ratio</td>
<td>Gain</td>
<td>Job# (all)</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>10</td>
<td>5.49</td>
<td>3.52</td>
<td>56%</td>
</tr>
<tr>
<td>60</td>
<td>3.8</td>
<td>56%</td>
<td>72 (82)</td>
</tr>
<tr>
<td>160</td>
<td>9.03</td>
<td>5.58</td>
<td>62%</td>
</tr>
<tr>
<td>45</td>
<td>14.88</td>
<td>3.8</td>
<td>292%</td>
</tr>
<tr>
<td>1301</td>
<td>10.76</td>
<td>3.74</td>
<td>188%</td>
</tr>
<tr>
<td>1110</td>
<td>3.76</td>
<td>2.42</td>
<td>55%</td>
</tr>
<tr>
<td>131</td>
<td>5.63</td>
<td>3.46</td>
<td>63%</td>
</tr>
<tr>
<td>65</td>
<td>4.6</td>
<td>2.75</td>
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</tr>
<tr>
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<td>56%</td>
</tr>
<tr>
<td>940</td>
<td>5.61</td>
<td>3.66</td>
<td>52%</td>
</tr>
<tr>
<td>650</td>
<td>4.99</td>
<td>5.52</td>
<td>-10%</td>
</tr>
<tr>
<td>6000</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>617</td>
<td>7.41</td>
<td>3.64</td>
<td>103%</td>
</tr>
<tr>
<td><strong>OVERALL AVERAGE GAINS FOR THE MONTH OF MARCH: 104.25%</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Top 3 Transcriptionists' Productivity**

<table>
<thead>
<tr>
<th>Period 1 Values</th>
<th>Period 2 Values</th>
<th>Period 3 Values</th>
<th>Period 4 Values</th>
</tr>
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<td><strong>Ratio</strong></td>
<td><strong>Gain</strong></td>
<td><strong>Job# (all)</strong></td>
</tr>
<tr>
<td>Pre Ratio</td>
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<td>Gain</td>
<td>Job# (all)</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
<td>---</td>
</tr>
<tr>
<td>45</td>
<td>14.88</td>
<td>3.8</td>
<td>292%</td>
</tr>
<tr>
<td>1301</td>
<td>10.76</td>
<td>3.74</td>
<td>188%</td>
</tr>
<tr>
<td>60</td>
<td>7.63</td>
<td>2.63</td>
<td>169%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>10.55</td>
<td>3.11</td>
<td>224%</td>
</tr>
</tbody>
</table>

**Projected Productivity Gains**

<table>
<thead>
<tr>
<th>All MTs at 20% or more</th>
<th>All MTs at Top 3 avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.39</td>
<td>2.37</td>
</tr>
<tr>
<td>94%</td>
<td>89%</td>
</tr>
</tbody>
</table>

**All MTs at 20% or more**

| 7.39 | 3.8 | 56% | 100 (108) | 7.74 | 3.18 | 134% | 621 (661) |

**All MTs at Top 3 avg.**

| 7.39 | 2.37 | 212% | 613 (649) | 7.36 | 2.07 | 255% | 599 (638) |
| 94% | 89% | 193% | 717 (769) | 6.96 | 3.27 |

**Average**

| 10.05 | 3.11 | 224% | 172 (186) | 10.77 | 2.98 | 262% | 154 (168) | 9.31 | 3.04 | 206% | 157 (174) | 7.43 | 3.71 | 100% | 617 (661) |
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