



Data reporting: Bridging the Gap Between Finance & Clinicians

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“Does this look like a happy chart to you?”

http://www.almeidacartoons.com/Med_toons2.html

Wealth of information exists.....from multiple sources

- **State Databases i.e. OSHPD**
- **Sg2**
- **University Healthsystem Consortium**
- **Advisory Board**
- **Internal Cost Accounting Systems**
- **Press Ganey**

Why should the physicians want to participate?

- **Burning Platform**
 - *Loss of patients due to competition*
 - *Hospital full*
 - Can't get patients in and/or surgical procedures cancelled/delayed
- **Need support from the Medical Center**
 - *Capital*
 - Equipment
 - Facilities
 - *Personnel*
 - Patient authorization assistance
 - Care coordination assistance (Nurse Coordinators, NP's)
 - Support to recruit new physicians to their practice

Working With Physicians

- **Translating Finance speak into Clinical speak**
 - *How do you turn data into meaningful reports physicians understand and that will compel them to improve financial and clinical performance?*

Educate Physicians to Financial Speak

- **Case**
- **Case Mix Index-CMI**
- **DRG**
- **Payors-How Hospitals get paid**
- **Charges**
- **Net Revenue**
- **Direct Costs**
- **Direct Contribution to Margin**
- **Indirect Costs**
- **Net Margin-Profit/Loss**

Difference between Medical Physicians and Surgeons

- **Medical physicians- Round, discuss, will usually put up with meetings**
- **Surgeons- Cut, Fix and Get Out**

Hospital Accounting.....Physician Accounting

- *Reconciling the numbers*
 - What is a case?
 - *Hospitals are paid on a discharge basis for Inpatients*
 - *Physicians are paid based on RVU's and a per procedure basis*

How do you present information to physicians so that they can understand it quickly.....

- **Dashboards**
 - *Quality*
 - *Financial*
 - *Patient Satisfaction*



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Data Presentation

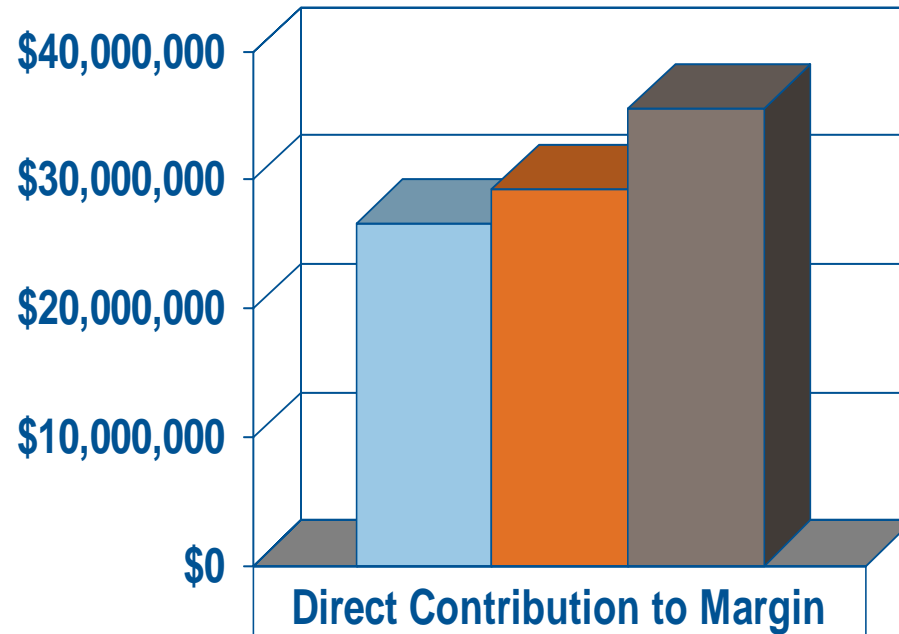
Sept FY07 and Sept FY08

Service	Discharges			ALOS			CMI			Direct Contribution Margin		
	FY07	FY08	Variance	FY07	FY08	Variance	FY07	FY08	Variance	FY07	FY08	Variance
Inpatient												
Cardiology	190	190	0	4.81	3.13	(1.68)	1.72	1.25	(0.47)	\$1,307,576	\$579,627	(\$727,949)
Cardiac Surgery	27	24	(3)	10.74	11.46	0.72	5.32	6.25	0.92	\$737,935	\$747,730	\$9,795
Thoracic Surgery	25	26	1	7.28	6.04	(1.24)	2.96	2.72	(0.24)	\$302,099	\$282,500	(\$19,599)
Vascular Surgery	55	49	(6)	7.02	6.37	(0.65)	2.48	2.61	0.13	\$354,453	\$833,847	\$479,395
Total	297	272	(8)	5.97	4.72	(1.24)	1.83	1.60	(0.23)	\$2,702,064	\$2,443,705	(\$258,358)

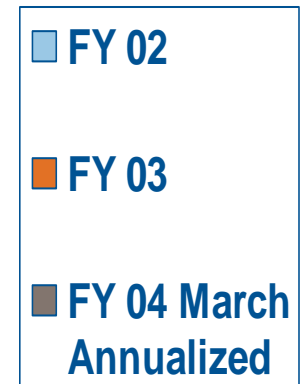
YTD Sept FY07 and Sept FY08

Service	Discharges			ALOS			CMI			Direct Contribution Margin		
	FY07	FY08	Variance	FY07	FY08	Variance	FY07	FY08	Variance	FY07	FY08	Variance
Inpatient												
Cardiology	535	531	(4)	4.23	3.73	(0.50)	1.47	1.38	(0.09)	\$3,146,062	\$4,628,302	\$1,482,240
Cardiac Surgery	92	92	(0)	11.15	16.27	5.12	5.37	6.38	1.01	\$1,987,846	\$2,554,322	\$566,477
Thoracic Surgery	91	83	(8)	5.89	5.57	(0.32)	3.04	2.80	(0.24)	\$1,153,829	\$789,732	(\$364,098)
Vascular Surgery	174	171	(3)	6.18	7.14	0.96	2.40	2.49	0.09	\$1,372,435	\$2,227,144	\$854,709
Total	892	855	(15)	5.49	5.62	0.13	2.21	2.14	(0.07)	\$7,660,172	10,199,500	\$2,539,328

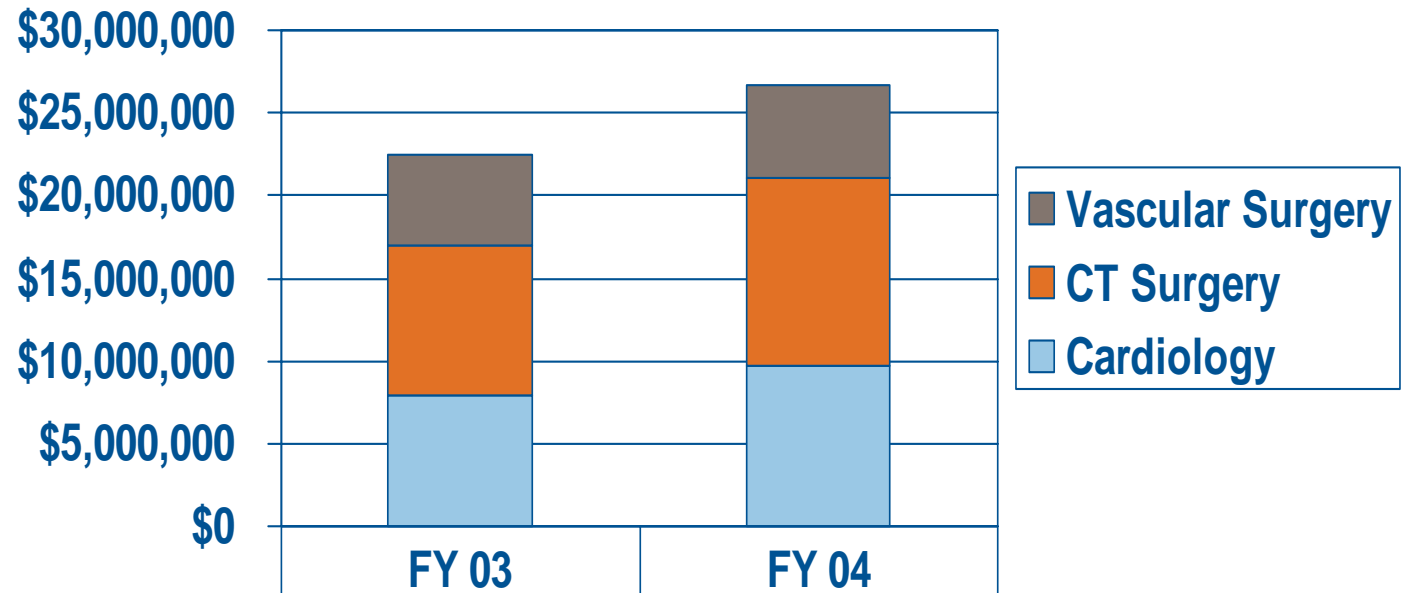
Direct Contribution to Margin FY 02-04 March Annualized



FY 02	\$26,600,000
FY 03	\$29,300,000
FY 04 March Annualized	\$35,500,000



March Year to Date Direct Contribution to Margin FY 03 Compared to FY 04

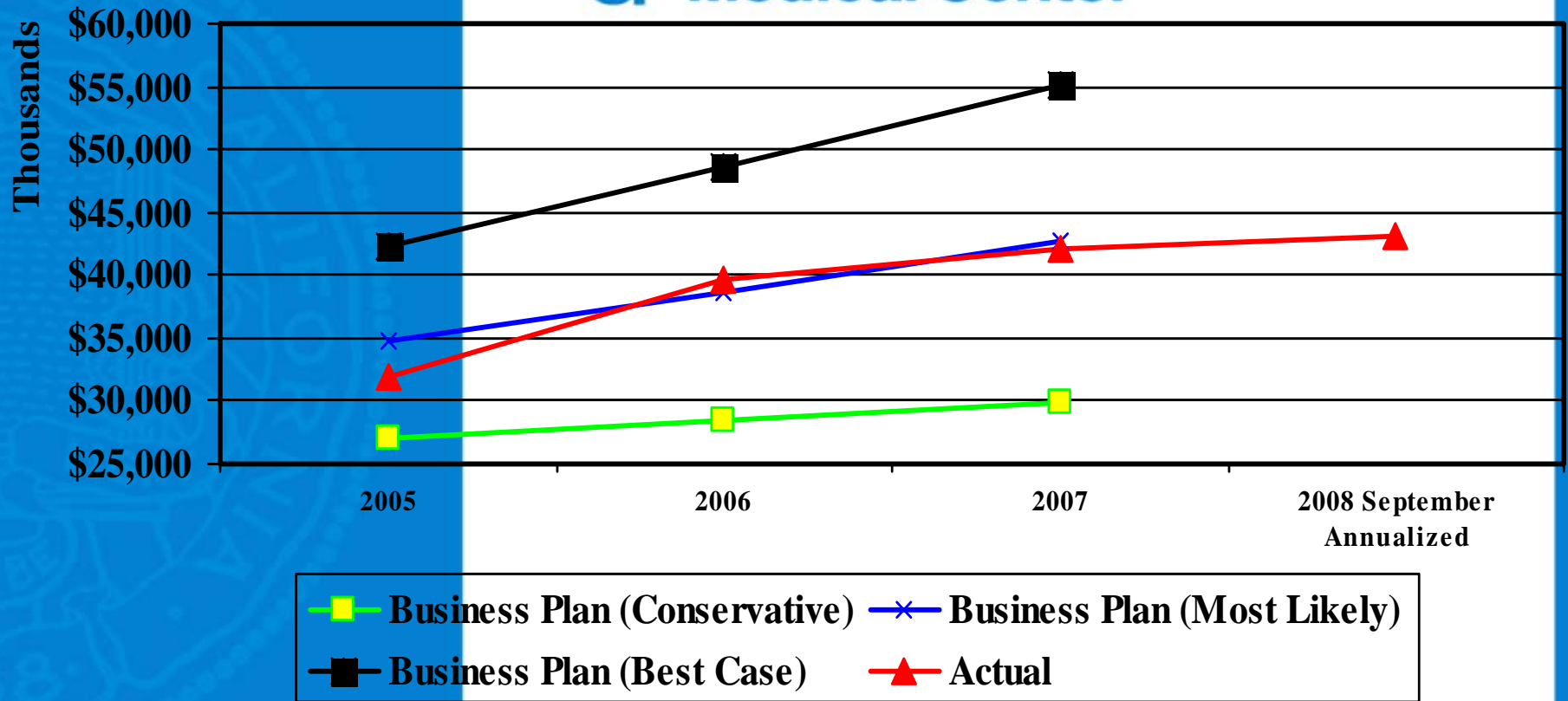


	FY 03	FY 04
■ Vascular Surgery	\$5,542,045	\$5,527,877
■ CT Surgery	\$9,031,921	\$11,337,003
■ Cardiology	\$7,923,101	\$9,753,199

Heart and Vascular Center Performance Compared with Business Plan

Direct Contribution to Margin has improved
FY 06 to FY 07 by \$2.5 M
FY 07 to FY 08 September annualized by \$1 M

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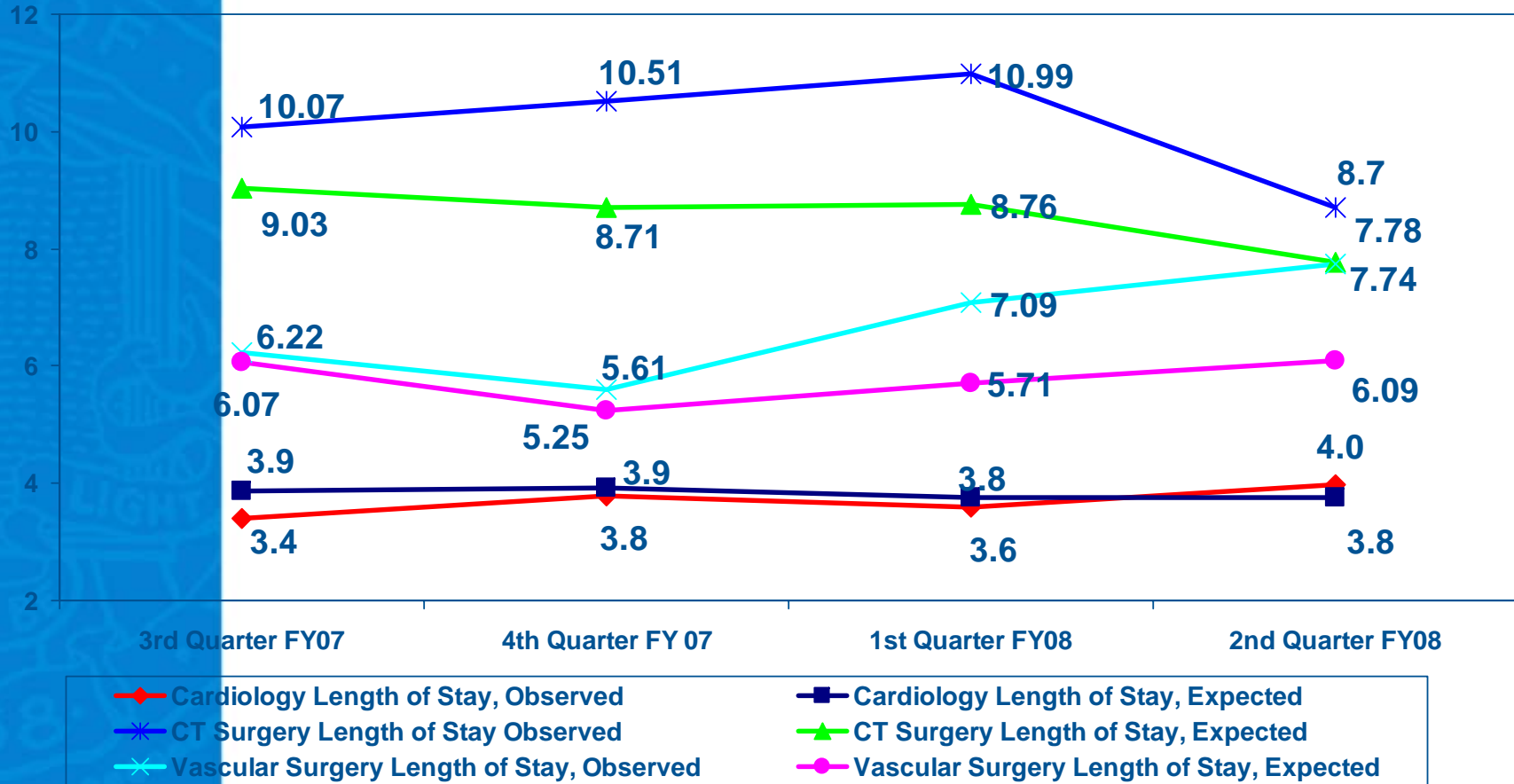
Source TSI: Attending Physician Heart and Vascular Center Includes
Hospital Ancillary (Outpatient) ECHO, EKG, Stress Testing, Vascular Lab

Does Not Include-CT Scans, MRIs, Labwork

Operational Indicator

Trends in Observed vs. Expected Length of Stay

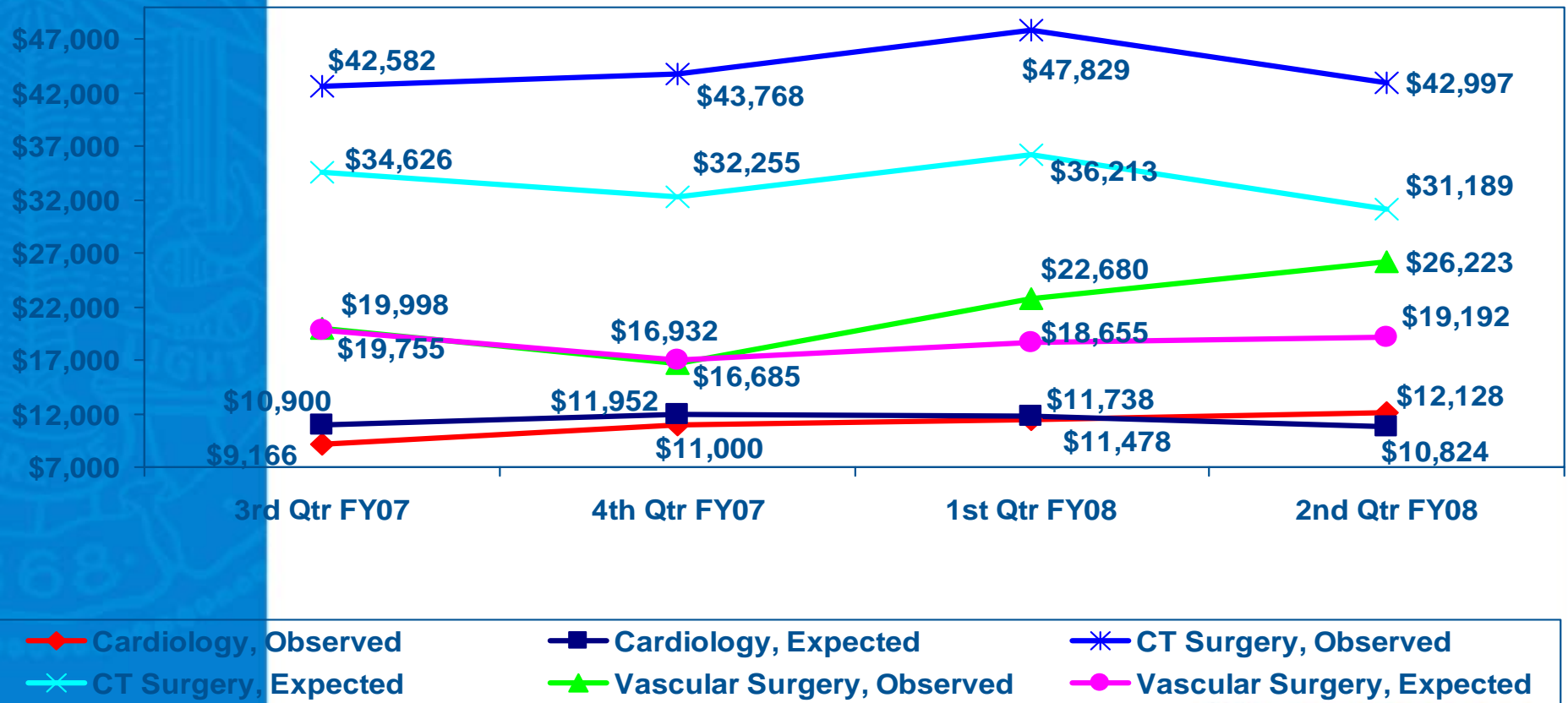
All Cases with Cardiologists, CT Surgeons, or Vascular Surgeon
As Attesting Physician Calendar Year 2007



Operational Indicator

Trends in Observed vs. Expected Cost per Case

All Cases with Cardiologists, CT Surgeons and Vascular Surgeons
As Attesting Physician Calendar Year 2007



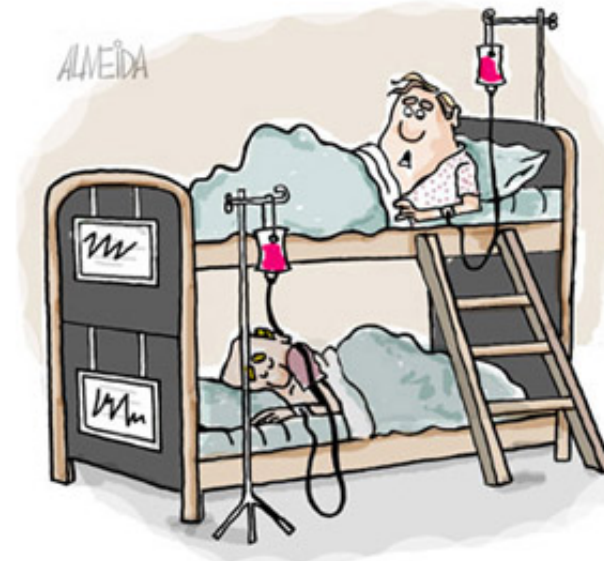
Patient Satisfaction “Likelihood of recommending” 2007

INPATIENT						
	April-June	Rank	Jul-Sept	Rank	Oct-Dec	Rank
Cardiology	88.7	66	89	67	91.4	92
CT Surgery	89.9	82	82.4	18	95.2	99
Vascular Surgery	93.6	99	92.1	96	89.3	72
Medical Center Average	90.8	88	91.2	89	90	76
OUTPATIENT						
	April-June	Rank	Jul-Sept	Rank	Oct-Dec	Rank
Cardiology	91.7	68	90.4	47	91.9	75
CT Surgery	93.2	95	91.7	67	96.4	98
Heart and Lung Transplant			87.5	18	97.1	99
Vascular Surgery	87.5	17	92.8	90	91.5	66

Source Press Ganey
Target is 70% Rank

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Physician Specific Data



"Medical care certainly ain't what it used to be!"

Physician Specific Data

- **Collaborating on Efforts**
 - *Aligning Incentives*
- **Perspectives**
 - *Medical Center Executives vs. Physician Needs*
 - *DRG vs. Principle Procedure Code*
 - *Actionable Data*
 - *Granular Details*
 - Implant Formulary
 - Risk Adjusted Data

DRG v Principal Procedure

- **Executives and Administration utilize DRGs for national reporting and databases**
- **Physician's need principal procedures to assess variances for clinicians to derive actionable information**

Physician Profile Cards

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 Physician Profilecard - Spine*
 December -2007

Select Physician

Cases	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	4	33	18	124
81.06 - LUMBAR/LUMBOSAC FUS ANT	9	32	27	81
81.02 - OTHER CERVICAL FUS ANT		16	15	100
81.05 - DORSAL/DORSOLUM FUS POST	1	10	10	72
03.4 - EXCIS SPINAL CORD LESION		8	11	46
OTHERS	9	38	37	220
Total	23	137	118	643

Average Length of Stay (ALOS)	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	6.00	5.55	5.83	6.10
81.06 - LUMBAR/LUMBOSAC FUS ANT	7.67	8.16	7.78	7.10
81.02 - OTHER CERVICAL FUS ANT		6.63	3.47	5.51
81.05 - DORSAL/DORSOLUM FUS POST	12.00	13.00	9.40	9.67
03.4 - EXCIS SPINAL CORD LESION		6.63	7.09	8.93
OTHERS	6.00	5.84	7.27	6.32
Total	6.91	6.97	6.85	6.81

ICU Cases	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	1	3	1	14
81.06 - LUMBAR/LUMBOSAC FUS ANT	3	9	10	18
81.02 - OTHER CERVICAL FUS ANT		5	1	14
81.05 - DORSAL/DORSOLUM FUS POST	1	4	4	33
03.4 - EXCIS SPINAL CORD LESION		2	5	16
OTHERS	2	9	11	33
Total	7	32	32	128

ICU ALOS	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	2.00	2.33	2.00	3.07
81.06 - LUMBAR/LUMBOSAC FUS ANT	3.33	5.67	3.00	4.06
81.02 - OTHER CERVICAL FUS ANT		4.40	2.00	5.93
81.05 - DORSAL/DORSOLUM FUS POST	7.00	9.00	2.25	4.45
03.4 - EXCIS SPINAL CORD LESION		1.50	1.80	2.50
OTHERS	2.00	3.44	3.09	4.58
Total	3.20	4.69	2.69	4.20

Total Implant Cost	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	\$33,925	\$380,932	\$224,226	\$1,232,747
81.06 - LUMBAR/LUMBOSAC FUS ANT	134,071	635,538	695,997	1,551,610
81.02 - OTHER CERVICAL FUS ANT		146,532	113,157	646,317
81.05 - DORSAL/DORSOLUM FUS POST	10,831	213,953	199,873	1,340,750
03.4 - EXCIS SPINAL CORD LESION		31,719	52,926	136,551
OTHERS	127,515	408,256	365,829	1,182,828
Total	\$306,343	\$1,816,930	\$1,651,808	\$6,090,802

Severity of Illness (SOI) Cases	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
1 - Minor	10	54	48	235
2 - Moderate	5	44	46	275
3 - Major	8	32	24	160
4 - Extreme		7		36
Total	23	137	118	706

Patient Days	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	24	183	105	756
81.06 - LUMBAR/LUMBOSAC FUS ANT	69	261	210	575
81.02 - OTHER CERVICAL FUS ANT		106	52	551
81.05 - DORSAL/DORSOLUM FUS POST	12	130	94	696
03.4 - EXCIS SPINAL CORD LESION		53	78	411
OTHERS	54	222	269	1,391
Total	159	955	808	4,380

Case Mix Index (CMI)	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	4.04	3.90	3.31	3.88
81.06 - LUMBAR/LUMBOSAC FUS ANT	5.06	5.50	5.83	5.47
81.02 - OTHER CERVICAL FUS ANT		3.21	2.50	2.74
81.05 - DORSAL/DORSOLUM FUS POST	3.12	4.15	5.09	4.83
03.4 - EXCIS SPINAL CORD LESION		2.29	2.05	2.20
OTHERS	4.16	2.78	2.72	2.20
Total	4.44	3.81	3.63	3.31

ICU Days	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	2	7	2	43
81.06 - LUMBAR/LUMBOSAC FUS ANT	10	51	30	73
81.02 - OTHER CERVICAL FUS ANT		22	2	83
81.05 - DORSAL/DORSOLUM FUS POST	7	36	9	147
03.4 - EXCIS SPINAL CORD LESION		3	9	40
OTHERS	4	31	34	151
Total	23	150	86	537

% of cases with an ICU stay	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	25.00%	9.09%	5.56%	11.29%
81.06 - LUMBAR/LUMBOSAC FUS ANT	33.33%	28.13%	37.04%	22.22%
81.02 - OTHER CERVICAL FUS ANT		31.25%	6.67%	14.00%
81.05 - DORSAL/DORSOLUM FUS POST	100.00%	40.00%	40.00%	45.83%
03.4 - EXCIS SPINAL CORD LESION		25.00%	45.45%	34.78%
OTHERS	22.22%	23.68%	29.73%	15.00%
Total	30.43%	23.36%	27.12%	19.91%

Implant Cost per Case ²	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
81.08 - LUMBAR/LUMBOSAC FUS POST	\$8,481	\$11,543	\$12,457	\$10,022
81.06 - LUMBAR/LUMBOSAC FUS ANT	14,897	19,861	25,778	19,156
81.02 - OTHER CERVICAL FUS ANT		9,158	7,544	6,463
81.05 - DORSAL/DORSOLUM FUS POST	10,831	21,395	22,208	18,622
03.4 - EXCIS SPINAL CORD LESION		4,531	4,811	3,691
OTHERS	14,168	13,609	13,058	9,314
Total	\$13,319	\$14,195	\$15,295	\$11,279

Payor Mix - All Cases	Year to Date			Total Pop.
	Current month (Dec-07)	FY08 Year to date		
		FY08	FY07	
Commercial	86.96%	54.01%	57.63%	52.41%
Medi-Cal		13.14%	14.41%	12.89%
Medicare	8.70%	29.93%	27.12%	31.59%
Other	4.35%	2.19%	0.85%	2.69%
Self		0.73%		0.42%
Total	100%	100%	100%	100%

* Spine Patient Population defined by DRG 496-500, 519, 520, 531, 532, 546
² Only for Implant Cases

Executive Dashboards

UCSF Medical Center Spine Program - Executive Scorecard

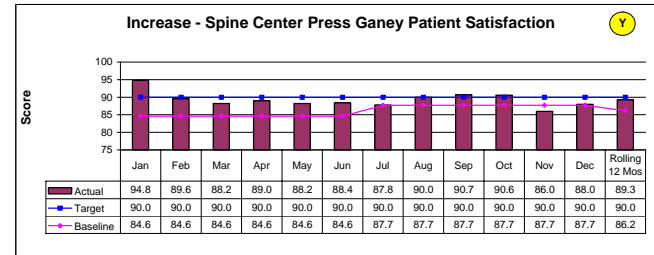
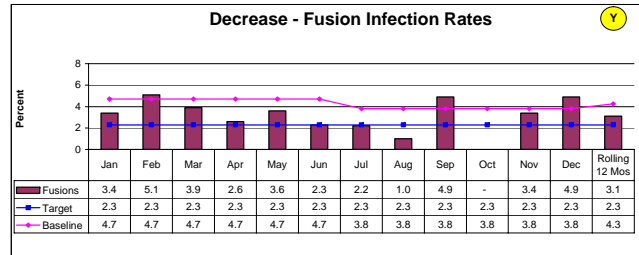
Traffic lights are assigned based on the 12 month rolling average performance

G = green, on or exceeding target

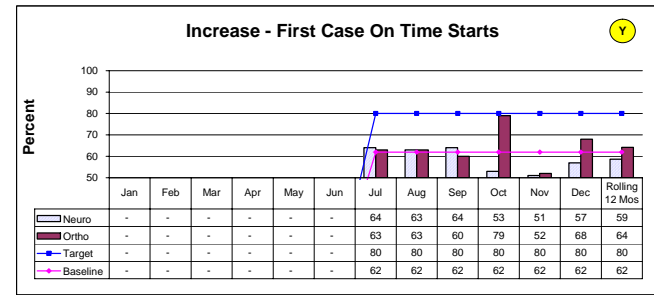
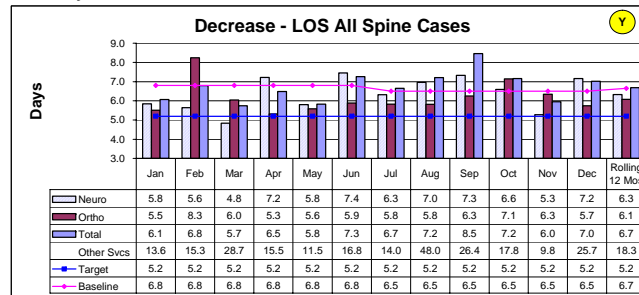
Y = yellow, better than baseline but not at target

R = red, no improvement from baseline

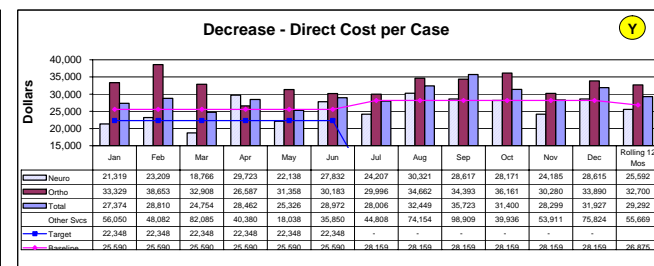
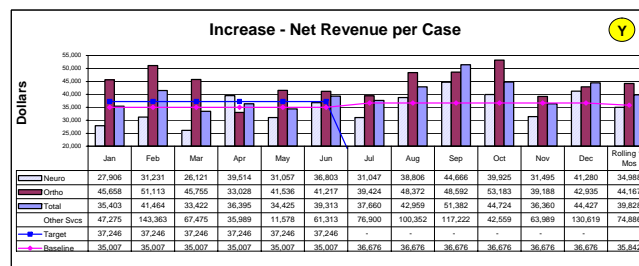
Quality



Efficiency

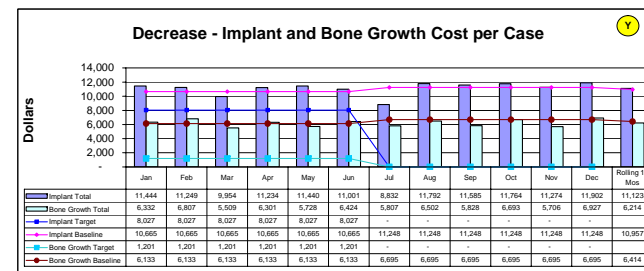
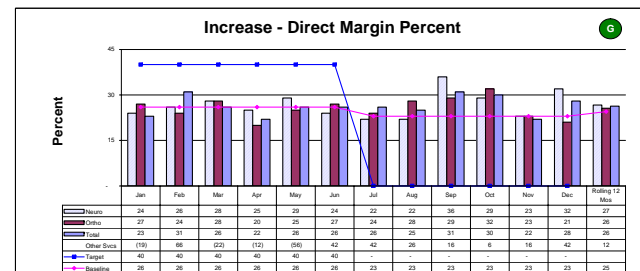
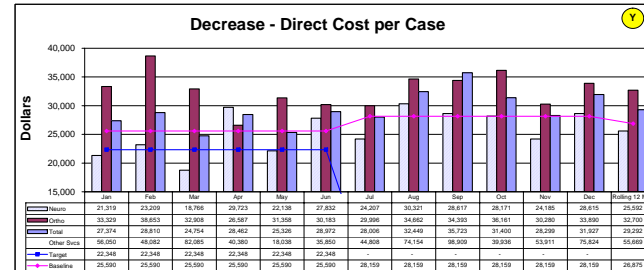
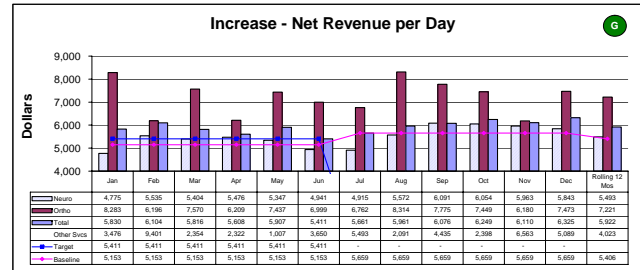
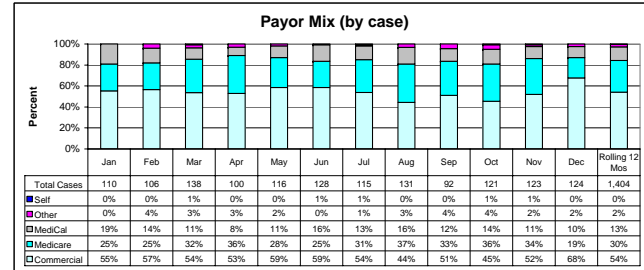
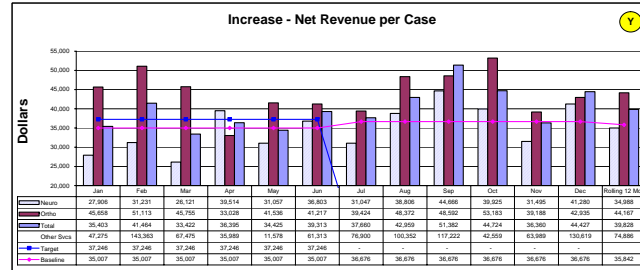


Financial



Finance

UCSF Medical Center Spine Program - Finance Scorecard



Footnotes:
Data available 6 weeks after the end of the month
Source = Data provided by DSS from Eclipsys system
FY07 baselines = FY06. FY08 baselines = FY07 average actuals
Sep case volume: Spine = 91, Implants = 80, Bone Growth = 19

- Recommendations**
- Improve reimbursement in upcoming payor negotiations
 - Improve charge capture via implant coordinators
 - Improve contract carve outs
 - Calculate department utilization targets for use by acute care & OR teams

- Develop and implement implant product preference guidelines
- Hold cost of new technology budget neutral
- Develop and implement guidelines for use of bone growth stimulators
- Finalize spine implant vendor negotiations

Questions?



"Do you have the same chart in English?"