



# EVIDENCE-BASED IMPROVEMENT

## Components

- Measuring Performance
  - What are consensus measures of revenue cycle excellence?
- Comparing Performance
  - How are peers performance and what are performance targets?
- Improving Performance
  - How do high performers succeed?

# EVIDENCE-BASED IMPROVEMENT

## Benefits

- Identify and manage to trends
- Validate best practices
- Trigger corrective action
- Forecast performance
- Identify opportunities for process improvement
- Compare performance with like organizations
- Use data to change behaviors

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## HFMA INITIATIVE



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# WHAT IS MAP?

MAP is a comprehensive performance improvement strategy

- Identify indicators
- Track and improve performance
- Recognize excellence
- Share successful practices

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# MAP KEYS

MAP Keys are industry-developed key indicators for revenue cycle performance

- Clearly defined
- Measurable
- Discerning
- Comparable



# MAP KEYS

MAP Keys focus on key areas of revenue cycle performance

- Patient access
- Revenue integrity
- Claims adjudication
- Management



# PURPOSE | VALUE | CALCULATION

## Example

Indicator → Net days in A/R

Purpose → Trending indicator of overall A/R performance

Value → Indicates revenue cycle efficiency

Calculation → 
$$\frac{\text{Net A/R}}{\text{Net patient service revenue}}$$



# COMPARING PERFORMANCE

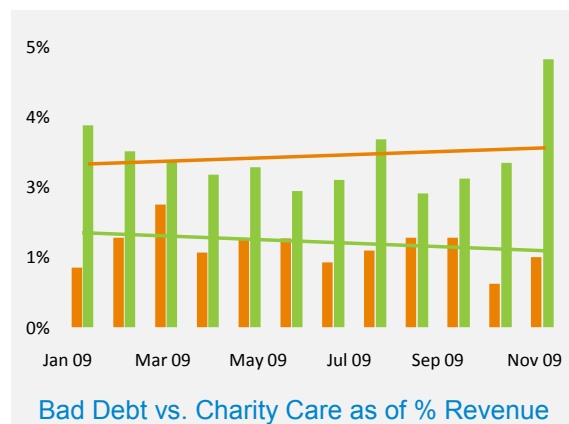
- Manage trends
- Identify opportunities
- Prioritize opportunities
- Identify successful practices

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# COMPARING PERFORMANCE

Flexible comparisons are needed for in-depth analysis

- Industry trends
- Performance over multiple time frames
- Pre-selected peer groups
- Customized peer groups



Bad Debt vs. Charity Care as of % Revenue

Source: HFMA's 

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## MAP AWARD

HFMA's MAP Award recognizes healthcare organizations that achieve excellence in the revenue cycle and serve as models for the healthcare industry



# INSIGHTS FROM AND ABOUT HIGH PERFORMERS

## Area for improvement: Cash collection

↗ Cash collection as a % of adjusted net patient services revenue

- Median: 100.2
- Top quartile: 102.1

Source: HFMA's **mapapp** March 2010

- Research
  - % of high performers citing importance of investing in front-end technology
  - % of high performers having estimates available for patients at registration
- Successful practices
  - Sample scripts
  - Use of dedicated trainers for patient access staff

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# SUCCESSFUL PRACTICES

- Culture
- People
- Processes
- Technology
- Communication

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## HFMA's MAP KEYS – More Info:

- <http://www.hfma.org/mapkeys/>
- [http://www.hfma.org/library/revenue/improvement/KPI\\_Home.htm](http://www.hfma.org/library/revenue/improvement/KPI_Home.htm)
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