

# Data-Driven Sustainability

## 4 Practical Ways to Leverage the Power of Data



**Kim Woofter, RN, EVP Strategic Alliances and Practice Innovation**



**Matt Mulherin, MBA, Vice President, Practice Solutions**

# Poll #1



# Where We Started

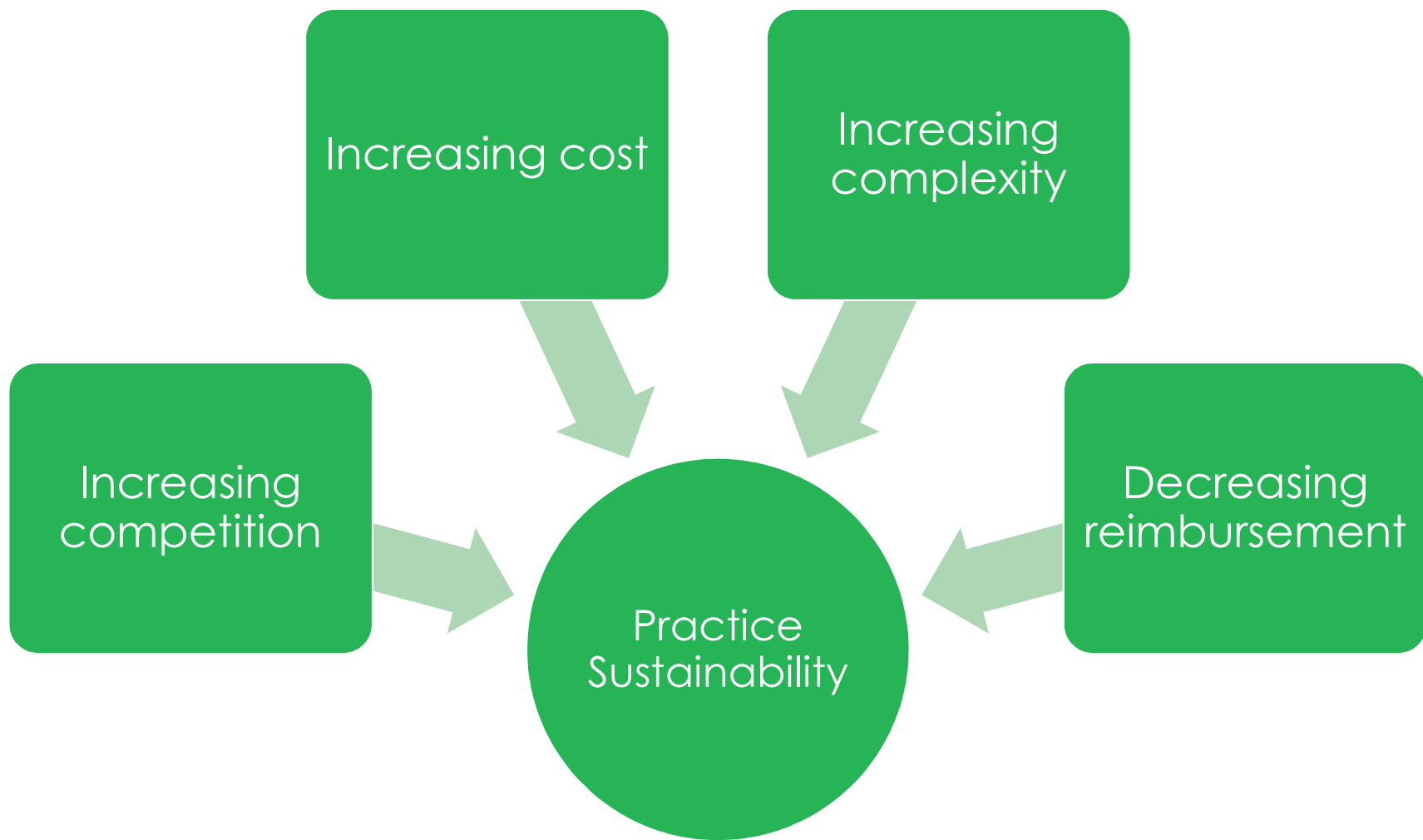


# Michiana Hematology Oncology, PC

Advanced Centers for Cancer Care®



# Challenges Facing the Practice



# Poll #2



# Top Pain Points

Drug  
costs

Revenue  
cycle

Staffing

Referrals



# g All-In





# What We're Doing Today



# Poll #3



# Financials: It All Starts with Fee Schedules



# Reimbursement

**Challenge: We need to be paid what we're supposed to be paid.**

• **What We're Doing About It:**

- Identifying operational issues that keep us from billing (missing dictation, incorrect capture of dosage or waste).
- Identifying coding errors that will result in underpayment.
- Auditing 100% of claims and flag for action claims with underpayments.

**Challenge: We need to get paid as fast as possible.**

• **What We're Doing About It:**

- Using revenue cycle analytics to streamline the revenue cycle process and submit clean claims.
- Redesigning prior authorization and revenue cycle processes to reduce delays and denials.

# Revenue Cycle Auditing

## Charges with Contractual Allowed Adjustment = Billed Amount

NO CONTRACTUAL ALLOWED ADJUSTMENT - BY CPT CODE

CPT CODE	DESCRIPTION	PROCEDURE DATE	IDA	PAYOR
46593	Declot Vascular Devi	02/05/18	214723	4
		02/07/18	247859	8
		03/15/18	247174	8
		03/19/18	253060	9
70470TC	Brain w/o Followed	04/12/18	253494	9
		05/02/18	251348	9
		05/10/18	247344	8
70491TC	Neck Soft Tissue	04/27/18	242514	7
71046TC	Chest XRay 2 Vie.	03/08/18	152050	2
71260TC	Thorax w/Contrast	02/01/18	247344	8
		04/17/18	76003	1
		04/24/18	249358	8
		04/25/18	252827	9
		04/26/18	253740	9
		04/27/18	251926	9
		04/27/18	242514	7
		05/01/18	218218	4
		05/02/18	251348	9

## TRANSACTION DETAILS - Select any row/item on first table

IDA	CPT CODE	CLAIM ID	PROCEDURE DATE	TRANSACTION DATE	TRANSACTION ID
152050	71046TC	1491842	03/08/18	3/26/2018 7:52:17 ..	28775473
				4/4/2018 2:50:01 PM	29059378
					29059379
					29059380
				4/10/2018 9:36:52 ..	28863162

NO CONTRACTUAL ALLOWED ADJUSTMENT ... CONTRACTUAL ALLOWED ADJUSTMENT ... CONTRACTUAL ALLOWED ADJUSTMENT ...

**Charges Where Contractual Allowed Adjustment = Billed Amount**

Aanalytics

PROCEDURE DATE	PAYER GROUP	PAYER NAME	SPECIALIST
			Angie Wynn Erica Lee Talyr Stevenson Doreen Borowski Julie Burnworth

**Pay vs Allowed - MEDONC**

Aanalytics

PROCEDURE DATE	YEAR	MONTH	BILLING GROUP	DRU	CPT CODES	MINIMUM PAY DIFFERENCE	MRN	LAST CHANGE DATE	FEE NAME
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## PAY VS ALLOWED - MEDONC (Negative DIFFERENCE values are underpayments, Positive are overpayments) LATEST TRANSACTION DATE

CHARGE ID	CPT CODE	DESCRIPTION	MRN	PROCEDURE DATE	CLAIM ID	PRIMARY PAYER	UNITS	ALLOWED	PRIMARY PAYER PAYMENTS & A.	DIFFERENCE	% DIFFERENCE
4417093	J9299	Opdivo 1mg BU	252671	5/29/2018 12:34:00 PM	1516071	Stewart C. Miller & Company	240	\$6,516,000	\$38.01	(\$6,477.99)	-99%
4324869	J2505	Neulasta 6mg BU	251323	2/20/2018 12:34:00 PM	1480499	MCC Humana Gold Choice	1	\$4,442.310	\$221.54	(\$4,220.77)	-95%
4422192	J9035	Avastin 10mg BU	250974	6/4/2018 12:34:00 PM	1518196	CareSource	40	\$3,086.800	\$802.58	(\$2,284.22)	-74%
4429059	J9310	Rituxan 100mg BU	249014	6/11/2018 12:34:00 PM	1520736	Priority Health	8	\$9,190.320	\$7,336.24	(\$1,854.08)	-20%
4304815	J2505	Neulasta 6mg BU	156320	1/29/2018 12:34:00 PM	1471753	MDwise Healthy Indiana Plan	1	\$5,957.020	\$4,442.31	(\$1,514.71)	-25%
4332891	J2505	Neulasta 6mg BU	251800	3/1/2018 12:34:00 PM	1483808	MDwise Healthy Indiana Plan	1	\$5,957.020	\$4,442.31	(\$1,514.71)	-25%
4434883	J9308	Cyramza 5mg BU	249182	6/15/2018 12:34:00 PM	1523134	UMR	280	\$16,531.200	\$15,111.60	(\$1,419.60)	-9%
4429060	J9034	Bendeka 1mg BU	249014	6/11/2018 12:34:00 PM	1520736	Priority Health	220	\$6,793.600	\$5,423.00	(\$1,370.60)	-20%
4302886	J9035	Avastin 10mg BU	242861	1/26/2018 12:34:00 PM	1471270	Priority Health Claims	90	\$6,899.400	\$5,569.20	(\$1,330.20)	-19%
4389345	J9264	Abraxane 1mg BU	252933	4/30/2018 12:34:00 PM	1505804	SIHO	220	\$3,179.000	\$2,031.48	(\$1,147.52)	-36%
4371802	J9999IF	durvalumab 10mg	251291	3/30/2018 12:34:00 PM	1498106	MCC Humana Gold Choice	62	\$4,572.500	\$3,583.17	(\$989.33)	-22%
4435160	J9271	Keytruda 1mg	252449	6/15/2018 12:34:00 PM	1523101	Cigna Healthcare	200	\$10,652.000	\$9,742.00	(\$910.00)	-9%
4447869	J1557	Gammaplex 500mg BU	251796	6/29/2018 12:34:00 PM	1528423	Meritain CHA 1761	90	\$4,860.000	\$4,050.00	(\$810.00)	-17%
4421121	J1557	Gammaplex 500mg BU	251796	6/1/2018 12:34:00 PM	1517788	Meritain CHA 1761	90	\$4,860.000	\$4,054.66	(\$805.34)	-17%
4395527	J1557	Gammaplex 500mg BU	251796	5/4/2018 12:34:00 PM	1507968	Meritain CHA 1761	90	\$4,860.000	\$4,054.71	(\$805.29)	-17%
4396853	J9264	Abraxane 1mg BU	252933	5/7/2018 12:34:00 PM	1508626	SIHO	220	\$3,179.000	\$2,508.00	(\$671.00)	-21%
4403863	J9264	Abraxane 1mg BU	252933	5/14/2018 12:34:00 PM	1511019	SIHO	220	\$3,179.000	\$2,508.00	(\$671.00)	-21%
4437993	J9263	Eloxatin 0.5mg BU	251143	6/19/2018 12:34:00 PM	1524431	Healthscope Benefits	300	\$3,960.000	\$3,300.00	(\$660.00)	-17%

## TRANSACTION DETAILS - Select any row/item on first table to see full charge details

MRN	CPT CODE	CLAIM ID	PROCEDURE DATE	TRANSACTION DATE	TRANSACTION ID	PAYER NAME	ADJUSTMENT TYPE	CHARGE	ADJUSTMENT	PAYMENT	TOTAL
244027	J9264	1534972	2/13/2018 12:46:10 PM	7/20/2018 12:51:43 PM	29507694	MCC Anthem Medicare Adv..		\$3,300.00			\$3,300.00
				8/3/2018 7:24:35 AM	29594348	MCC Anthem Medicare Adv.. Cont Allwd			(\$1,976.40)		(\$1,976.40)
					29594349	MCC Anthem Medicare Adv..				(\$1,297.13)	(\$1,297.13)
				8/9/2018 9:17:11 AM	29594345	MCC Anthem Medicare Adv.. Sequester			(\$26.47)		(\$26.47)
		1534972	2/13/2018 12:46:37 PM	7/20/2018 12:51:44 PM	29507695	MCC Anthem Medicare Adv..		\$1,100.00			\$1,100.00
				8/3/2018 7:24:35 AM	29594346	MCC Anthem Medicare Adv.. Cont Allwd			(\$658.80)		(\$658.80)
					29594347	MCC Anthem Medicare Adv..				(\$432.38)	(\$432.38)
				8/9/2018 9:17:01 AM	29594344	MCC Anthem Medicare Adv.. Sequester			(\$8.82)		(\$8.82)

# g Financials

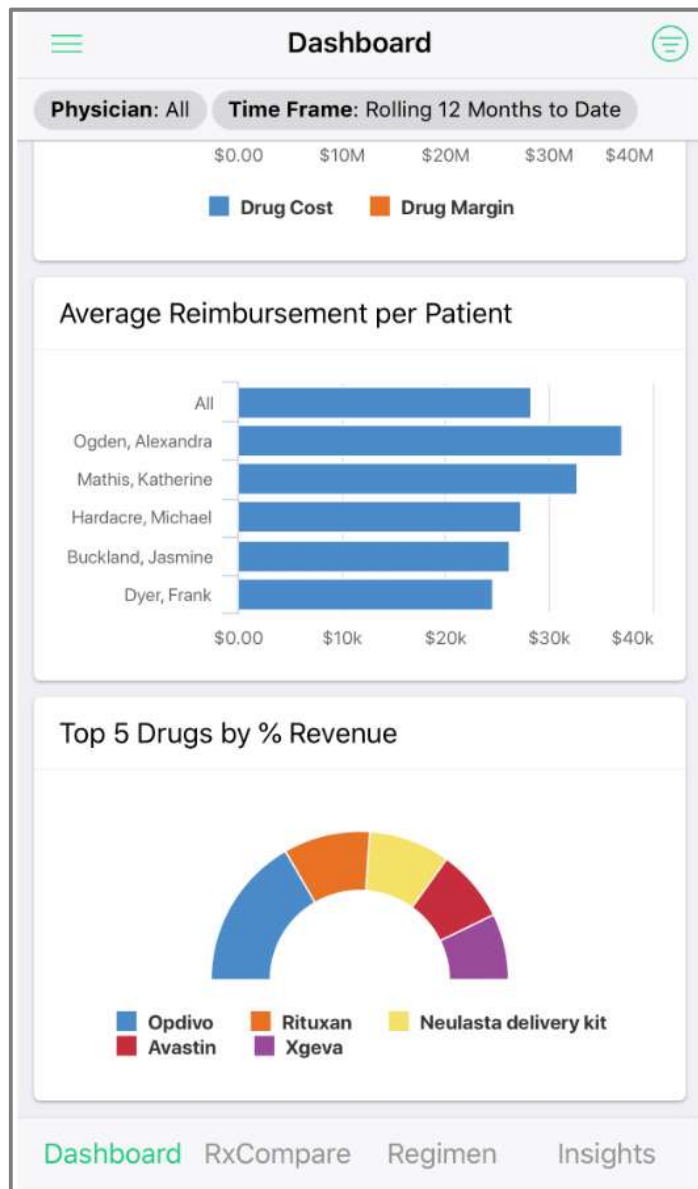
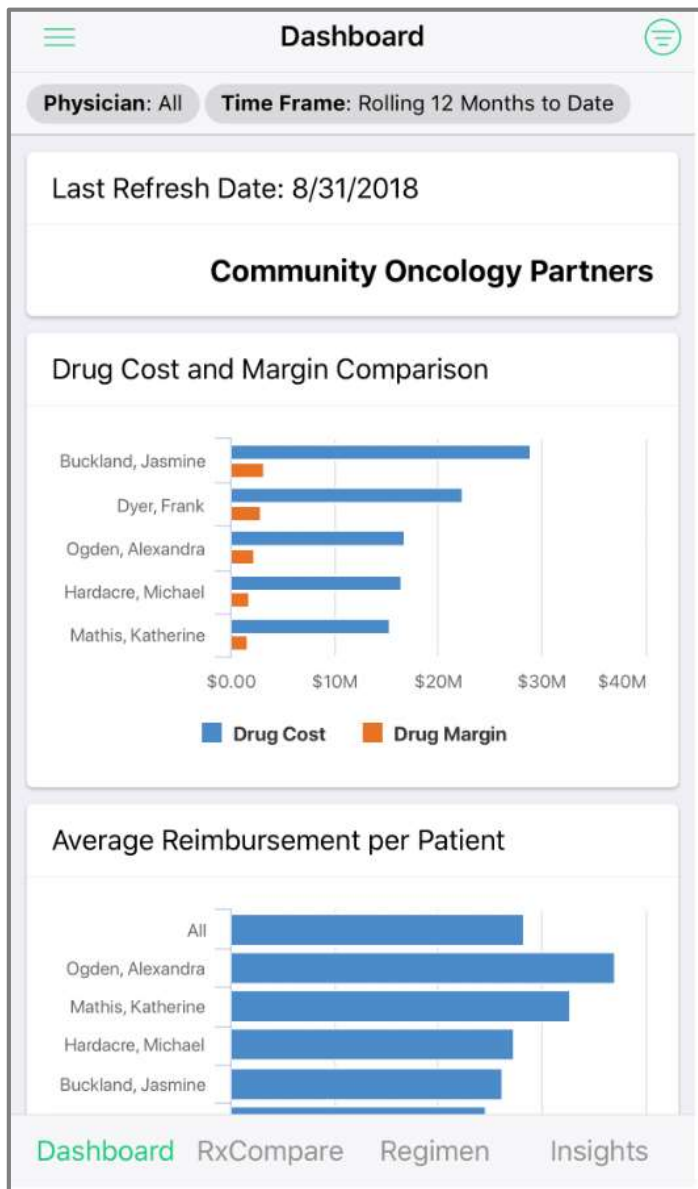
## Challenge: We need to eliminate underwater treatments.

- **What We're Doing About It:**
- Providing visibility for payer-specific financial outcomes of specific high costs drugs and treatments.
- Auditing 100% of scheduled treatments and alert stakeholders when a scheduled treatment is underwater.

## Challenge: We need to reduce spend and improve margin on high cost drugs.

- **What We're Doing About It:**
- Providing visibility for payer-specific financial outcomes of specific high costs drugs and treatments.
- Providing cross-site visibility to inventory levels for high cost drugs to eliminate excessive inventory and waste.

# g Financials: Dashboard





# Drug Financials: Back Office

Pharma Insights-Demo

Payer: Medicare Drug Type: All

High to Low

Drug Margin, Cost per Dosage

\$377.10 >	\$6,291.12
\$291.08 >	\$6,770.06
\$267.75 >	\$4,253.70
\$25.29 >	\$368.74
\$113.48 >	\$2,174.51
\$359.43 >	\$9,390.32
\$1,229.90 >	\$28,605.49
\$205.06 >	\$4,320.00

Compare Regimen Insights

Opdivo

Physician: All Payer: Medicare Drug Type: All

Drug Overview per Dose

<b>Drug Cost</b>	<b>\$6,291.12</b>
Allowed Amount	\$6,542.39
Estimated Rebate	\$125.83
<b>Drug Margin</b>	<b>\$377.10</b>
Admin Fees	\$63.92
<b>Total Margin</b>	<b>\$441.03</b>

**Drug Margin %** 5.99%  
**Total Margin %** 7.01%

Cost per Dose by Drug Class

Drug Class	Cost per Dose
Keytruda	\$9,390.32
Opdivo	\$4,320.00
Tecentriq	\$2,174.51

Total Margin per Dose by Drug Class

Dashboard RxCompare Regimen Insights

Opdivo

Physician: All Payer: Medicare Drug Type: All

Total Margin per Dose by Drug Class

Drug Class	Total Margin per Dose
Keytruda	\$441.03
Opdivo	\$441.03
Tecentriq	\$441.03

Total Revenue by Drug Class (Rolling 12 Months to Date)

Drug Class	Total Revenue
Keytruda	\$28,605.49
Opdivo	\$12,747,660.21
Tecentriq	\$4,320.00

Total Revenue (Rolling 12 Months to Date)

**\$12,747,660.21**

Dashboard RxCompare Regimen Insights

Opdivo

Physician: All Payer: Medicare Drug Type: All

Total Revenue (Rolling 12 Months to Date)

**\$12,747,660.21**

Billing Units per Dosage

Drug Margin by Payer

Payer	Drug Margin
Aetna	\$441.03
United Health Care	\$441.03
Anthem	\$441.03
Humana	\$441.03
Medicare	\$441.03

Dashboard RxCompare Regimen Insights



# g Financials: Clinical

Diagnosis
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Compare **Regimen** Insights

Regimen	Cost
<b>Abraxane Her/Per</b> 21 days, 6 cycles	<b>\$7,740.58</b> \$103,644.22
<b>Bevacizumab Q3W</b> 21 days, 12 cycles	<b>\$8,049.66</b> \$105,844.57
<b>Carb Taxol QW</b> 7 days, 6 cycles	<b>\$274.33</b> \$931.60
<b>Herceptin Q2W</b> 14 days, 12 cycles	<b>\$1,779.20</b> \$37,839.98
<b>Paclitaxel Carbo Q2W</b> 14 days, 4 cycles	<b>\$447.02</b> \$1,824.79
<b>Pembro Hercep Q21D</b> 21 days, 12 cycles	<b>\$8,700.74</b> \$166,094.29
<b>Pembrolizumab Q21D</b> 21 days, 12 cycles	<b>\$6,008.90</b> \$109,370.61
<b>Per Q21 Her Pacli Q7</b> 21 days, 4 cycles	<b>\$5,361.04</b> \$122,901.94
<b>TCH+P</b> 21 days, 6 cycles	<b>\$3,516.74</b> \$68,243.57

Dashboard RxCompare **Regimen** Insights

TAC		
<b>Payer: Medicare</b>		
<b>Regimen Overview</b>		
<b>Drug Cost</b>	<b>\$30,065.56</b>	
Allowed Amount	\$34,284.63	
Estimated Rebate	\$150.34	
<b>Drug Margin</b>	<b>\$4,369.41</b>	
Admin Fees	\$813.48	
<b>Total Margin</b>	<b>\$5,182.89</b>	
<b>Drug Margin %</b>	<b>14.53%</b>	
<b>Total Margin %</b>	<b>17.24%</b>	
<b>Regimen by Component (21 days, 6 cycles)</b>		
Activity Name	Cost	Margin
Fulphila	\$23,940.00	<b>\$3,494.44</b>
Emend 150 mg IV	\$1,670.45	<b>\$380.56</b>
Chemotherapy Infusion 3 Hours L4	\$0.00	<b>\$364.49</b>
Chemotherapy Injection L1	\$0.00	<b>\$327.49</b>
Palonosetron 0.25mg	\$672.54	<b>\$288.81</b>
Cyclophosphamide 500 mg/m*2	\$2,357.40	<b>\$123.82</b>
New Chemotherapy		

Dashboard RxCompare **Regimen** Insights

TAC
<b>Total Regimen Margin by Payer</b>
<b>NCCN Identifier: NCCN-BINV-1012.1</b>

Dashboard RxCompare **Regimen** Insights

ing

**Challenge: We need to have balance and consistency in staffing and workloads.**

- **What We're Doing About It:**

- Scheduling patients and chemo nurses using complexity-based capacity planning.
- Reporting and analytics on trends and variations to help with scheduling opportunities.
- Using data for performance management.

# ty-Based Staffing

LOCATION ACUITY | FTE PERFORMANCE - RN | FTE PERFORMANCE - LOCATI... | RN ACUITY | ACUITY BY DATE BY STAFF

## FTE Performance - RN

Aanalytics

**STAFF FTE**

EMPLOYEE	FTE ACUITY - PREVIOUS TWO WEEKS	FTE ACUITY - ROLLING 1 MONTH	FTE ROLLING 1 MONTH
Nurse 1	25.56	25.02	
Nurse 2	75.42	81.93	
Nurse 3	17.62	15.92	
Nurse 4	36.36	24.78	
Nurse 5	25.45	21.44	
Nurse 6	31.04	26.50	
Nurse 7	31.63	26.23	
Nurse 8	20.22	22.69	
Nurse 9	23.05	20.55	
Nurse 10	28.66	25.57	
Nurse 11	32.97	28.62	
Nurse 12			
Nurse 13	31.71	23.31	
Nurse 14			
Nurse 15	32.13	26.16	
Nurse 16	28.52	24.65	
Nurse 17	31.98	27.46	
Nurse 18	28.21	24.18	
Nurse 19	13.36	15.38	
Nurse 20	33.91	29.43	
Nurse 21	27.79	24.49	
Nurse 22	29.27	28.00	
Nurse 23	25.77	23.10	
Nurse 24			
Nurse 25		1.77	
Nurse 26			
Nurse 27	28.79	23.86	
Nurse 28			
Nurse 29	16.19	12.27	

**LOCATION FTE**

LOCATION	FTE ACUITY - PREVIOUS TWO WEEKS	FTE ROLLING 1 MONTH
Location A	28.44	
Location B	28.06	
Location C	49.46	
Location D	23.37	
Location E	24.47	
Location F	30.22	
Average	30.67	

LOCATION ACUITY | FTE PERFORMANCE - RN | FTE PERFORMANCE - LOCATI... | RN ACUITY | ACUITY BY DATE BY STAFF

## RN Acuity PREVIOUS CALENDAR QUARTER

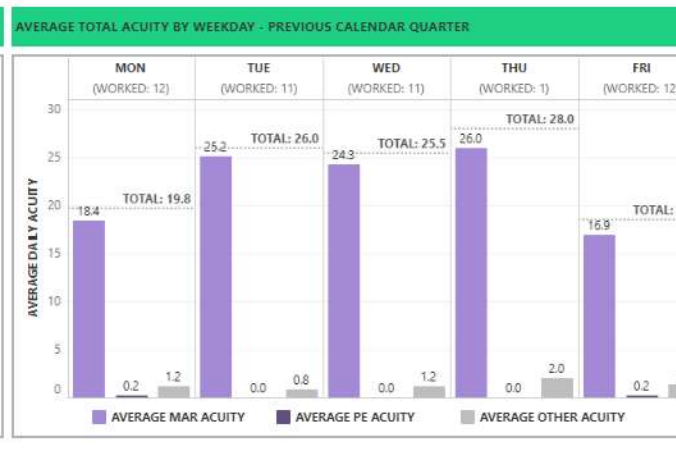
Aanalytics

RN: Nurse 2 | TIME PERIOD: PREVIOUS CALENDAR QUARTER | DATE RANGE: 10/01/2018 TO 12/31/2018



**ACUITY DETAILS BY DAY - PREVIOUS CALENDAR QUARTER**



	TOTAL HOURS	TOTAL MAR ACUITY	TOTAL PE ACUITY	TOTAL OTHER ACUITY	TOTAL ACUITY	FTE ACUITY	
Monday, 10/01/18	Location C	8.47	11	0	1	12	11.3
Tuesday, 10/02/18	Location C	7.26	21	0	0	21	23.1
Wednesday, 10/03/18	Location A	8.03	23	0	0	23	22.9
Friday, 10/05/18	Location A	8.25	27	0	0	27	26.2
Monday, 10/08/18	Location C	9.35	23	0	0	23	19.7
Wednesday, 10/10/18	Location A	9.79	18	0	4	22	18.0
Friday, 10/12/18	Location A	9.13	18	0	6	24	21.0
Monday, 10/15/18	Location C	0.00	10	0	2	12	
Tuesday, 10/16/18	Location C	8.69	25	0	1	26	23.9
Wednesday, 10/17/18	Location A	9.35	30	0	0	30	25.7
Friday, 10/19/18	Location A	4.40	26	2	0	28	50.9
Monday, 10/22/18	Location C	4.40	14	0	0	14	25.5
Tuesday, 10/23/18	Location C	9.35	20	0	1	21	18.0
Friday, 10/26/18	Location A	9.46	16	0	6	22	18.6
Monday, 10/29/18	Location C	6.71	16	0	2	18	21.5
Tuesday, 10/30/18	Location C	7.70	16	0	2	18	18.7



**Challenge: We need to pinpoint opportunities for new patient growth.**

- **What We're Doing About It:**
- Providing analytics and reporting on practice-, site-, and physician-level patient volumes and referral source patterns to understand market trends and opportunities.
- Alerting stakeholders when interventions with referrers can increase volumes (1<sup>st</sup> time referrer, decrease in referrals from existing referrer).

# rral Analytics

New Patient Report		Hospital Conversion Report																										
		<b>New Patients</b>																										
<b>DETAIL</b> <input type="radio"/> PHYSICIAN <input type="radio"/> MARKET/FACILITY <input type="radio"/> REFERRING PRACTICE <input checked="" type="radio"/> DIAGNOSIS/INFUSION		<b>YEARS</b> (Multiple values)	<b>BRAND NEW PATIENT:</b> The patient has never been to the practice or in a service line specialty <b>REOCCURRING NEW PATIENT:</b> The patient has not been back to the practice in the last 36 months (3 years) <b>TOTAL NEW PATIENT:</b> The sum of Brand New and Reoccurring New patients										<b>LATEST PROCEDURE DATE:</b> 12/11/2018															
		<b>MONTHS</b> (All)																										
OVERALL																												
		2017												2018														
		Janu.	Febr.	March	April	May	June	July	Augu.	Sept.	Octo.	Nov.	Dece.	Total	Janu.	Febr.	March	April	May	June	July	Augu.	Sept.	Octo.	Nov.	Dece.	Total	
PRACTICE	BRAND NEW PATIENTS	347	320	350	238	341	314	317	342	312	314	305	241	3,741	293	263	318	313	325	284	290	312	300	354	222	18	3,292	
	REOCCURRING NEW PATIENTS	23	25	25	21	30	19	32	19	18	27	30	15	284	30	24	25	16	27	27	32	35	19	31	27	1	294	
	TOTAL NEW PATIENTS	370	345	375	259	371	333	349	361	330	341	335	256	4,025	323	287	343	329	352	311	322	347	319	385	249	19	3,586	
MED	BRAND NEW PATIENTS	324	309	329	222	327	298	306	329	295	301	287	237	3,564	293	263	317	321	328	280	296	316	299	362	228	19	3,322	
	REOCCURRING NEW PATIENTS	21	22	18	17	28	19	26	20	16	21	26	11	245	20	19	23	14	25	22	24	29	18	25	17		236	
	TOTAL NEW PATIENTS	345	331	347	239	355	317	332	349	311	322	313	248	3,809	313	282	340	335	353	302	320	345	317	387	245	19	3,558	
GYN	BRAND NEW PATIENTS	35	19	35	22	30	26	30	23	21	28	23	12	304	8												8	
	REOCCURRING NEW PATIENTS	1	1	1	2		2	2	1		4		1	15														
	TOTAL NEW PATIENTS	36	20	36	24	30	28	32	24	21	32	23	13	319	8												8	
ROC	BRAND NEW PATIENTS	60	55	75	44	62	73	64	61	66	48	52	48	708	53	56	60	59	60	51	53	56	44	56	53		601	
	REOCCURRING NEW PATIENTS	4	2	4	3	3	1	2	4	4	1	2	4	34	3	5	8	2	4	3	1	2	2	6	2		38	
	TOTAL NEW PATIENTS	64	57	79	47	65	74	66	65	70	49	54	52	742	56	61	68	61	64	54	54	58	46	62	55		639	
DIAGNOSIS/INFUSION																												
		2017												2018														
		Janu.	Febr.	Mar.	April	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Total	Janu.	Feb.	Mar.	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total	
Solid Tumor	Total	150	133	139	109	143	147	147	124	151	136	142	106	1,627	123	125	136	140	144	130	125	123	139	146	90	9	1,430	
	Internal Infusion													677	54	43	57	60	61	49	61	53	55	47	23		563	
		BRAND NEW PATIENTS	63	55	60	50	53	62	48	52	57	51	47	34	632	46	42	50	60	56	47	56	48	51	42	20		618
		REOCCURRING NEW PATIENTS	5	5	2	4	5	3	5	4	1	3	4	4	45	8	1	7		5	2	5	5	4	5	3		45
Hematologic	Total	82	73	77	55	85	82	94	68	93	82	91	68	950	69	82	79	80	83	81	64	70	84	99	67	9	867	
	Internal Infusion													911	63	75	72	77	77	77	60	65	82	93	62	9	812	
		BRAND NEW PATIENTS	78	69	74	49	85	80	88	66	92	77	86	67	911	63	75	72	77	77	77	60	65	82	93	62	9	812
		REOCCURRING NEW PATIENTS	4	4	3	6		2	6	2	1	5	5	1	39	6	7	7	3	6	4	4	5	2	6	5		55
Not Internal	Total	13	18	14	9	18	12	18	11	12	19	18	11	173	15	16	16	18	14	9	14	12	17	19	8	1	159	
	Internal Infusion													78	4	7	7	7	7	7	3	5	2	10	5	2	59	
		BRAND NEW PATIENTS	4	8	7	3	11	5	7	5	4	7	9	2	72	4	7	6	7	7	3	5	2	10	4	2		57
		REOCCURRING NEW PATIENTS	1	1			1		1		1				6			1							1			2
	Not Internal	8	9	7	6	6	7	10	6	8	11	9	9	95	11	9	9	11	7	6	9	10	7	14	6	1	100	

# Results To Date



# t We've Found

Area	Impact
Drug financials	Dialogue Pharmacoeconomics discussion & decisions Visibility of underwater scenarios
Revenue cycle	Significant recovered revenue Significant improvement in team efficiency
Acuity-based staffing	Smoothing Savings of FTEs
Referrals	Awareness and prompts for intervention: Trends of top referrers Awareness of first time referrals

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# Providers

Treatment	Cost at Provider A (Hospital)	Cost at Provider B (Independent Clinic)
Keytruda	\$38,850	\$9,714
Oprelvekin	\$19,519	\$4,442
Neupogen	\$2,856	\$480
Chemotherapy infusion 1 hr	\$491	\$440
Emphy Scan	\$490	\$264

## Patient Journey

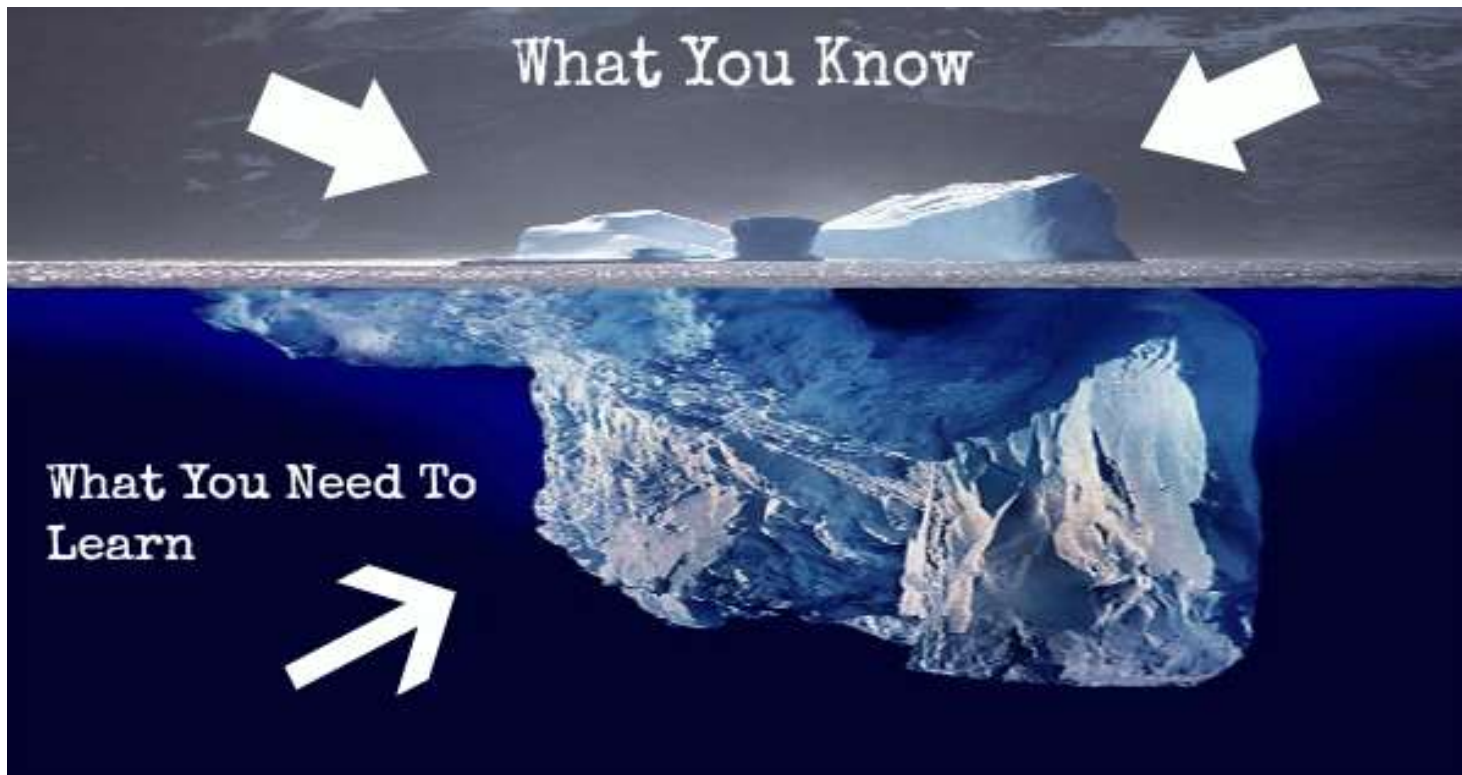
financial impact  
of patient choice

**\$1,464,643**

TOTAL SAVINGS  
resulting from patient  
choosing a community  
oncology provider



# re of Data-Driven Decision Making



# Questions?



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