BILLING PERFORMANCE IMPROVEMENT TEAM

Charge Statement (What Are We Trying to Accomplish?):

*Maximize reimbursement from third party insurers for dental services provided at
_____ CHC dental program*

How Will We Accomplish This?

1. By convening a multidisciplinary team (representatives from all disciplines that play a role in the dental billing process) to meet on a regular basis
2. By reviewing and documenting (via flow chart) the entire billing process
3. By identifying potential opportunities for improving the billing process
4. By determining the root causes for flaws in the billing process
5. By developing strategies to eliminate these root causes (ie, changing the system)
6. By establishing performance measures to evaluate if the changes made have improved the dental billing process
7. By tracking and reporting these performance measures on an ongoing basis
8. By developing alternative strategies if the initial changes did not lead to process improvements

What Are the Billing Performance Measures?

1. Number of denied claims (by payer source)
2. Total number of dental claims filed (by payer source)
3. Top reasons for denials (eg, ineligible service, ineligible patient, coding errors, missing/incorrect information, etc.)—what are they, how often do they occur and where are the errors occurring?
4. Gross charges by payer source (eg, Medicaid, Commercial Insurance)
5. Net revenue by payer source (eg, Medicaid, Commercial Insurance)
6. Amount of money written off due to denied claims (by payer source) and bad debt (self-pay patients)
7. Amount of money in Accounts Receivable past 90 days (by payer source, including self-pay patients)

How Will We Track These Measures?

1. What reports/methods already exist?
2. What reports/methods need to be created?
3. Who will be responsible for gathering the data?
4. How often will the data be collected, analyzed and reported?
5. Who will the Billing Process Improvement Team report results to?

The Institute for Healthcare Improvement's Process Improvement Model

Setting Aims
Improvement requires setting aims. The aim should be time-specific and measurable

Establishing Measures
Teams use quantitative measures to determine if a specific change actually leads to an improvement.

Selecting Changes
All improvement requires making changes, but not all changes result in improvement. Organizations therefore must identify the changes that are most likely to result in improvement.

Testing Changes
The Plan-Do-Study-Act (PDSA) cycle is shorthand for testing a change in the real work setting — by planning it, trying it, observing the results, and acting on what is learned. This is the scientific method used for action-oriented learning.