

Background

- In August of 2012 a finance Kaizen event was initiated for the Comer Emergency Department to improve patient admission flow and look for process improvement opportunities that could enhance revenue.
- The revenue improvement project focused on capturing unclaimed revenue due to insufficient nursing documentation related to coding medication administration.
- Medicaid pays differently for a IV infusion verses IV push. IV infusions must have a start and a stop time documented to be billed at a higher rate.

The Intervention

- The Finance Department Clinical Data Analysts sent a daily spreadsheet to management indicating insufficient documentation.
- Management followed up with each employee, educating them on the documentation needed to bill at the appropriate level.
- Management tracked progress and held individuals accountable for required documentation.
- This intervention was expected to improve both the hospital's finance growth and long term positioning consistent with the FY'14 annual operating plan.

Results

- The average infusion dollars billed per patient in the 8 months leading up to the Kaizen was \$30.95.
- The average infusion dollars per patient post Kaizen up to December 2013 is \$67.78.
- This is an overall revenue increase for IV Infusions of 219%.
- January to August 2012 Infusion Revenue dollars \$589,894.
- January to August 2013 Infusion Revenue dollars \$1,158,684.

Aims

- The improvement in revenue would be seen rapidly in the monthly PLWPA43 report.
- Success would be indicated by an increase in revenue for IV Infusion in the Comer ED.

Lessons Learned

- Small changes can lead to large increases in revenue for the institution.
- Tracking individual employee performance is time consuming and effective.
- Accountability both positive and negative is essential to success with any process improvement project.

Next Steps

- Continue to monitor progress and discuss with staff as needed.
- Strive for 100% compliance of start and stop times.
- Apply the same template for process improvement to other revenue generating opportunities.

*=Comer Emergency Department
 **=Center for Nursing Professional Practice & Research
 ***=Section of Pediatric Emergency Medicine
 ****=Finance

