

# Professional fee coding: Managing change, empowering results

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# Agenda

- Identify the differences between professional and facility coding
- Describe the challenges unique to professional coding
- Define Business Process Advisory Services (BPAS) for professional coding
- Share lessons learned / paths to success
- Explain how a transition to Single Path Coding is the opportunity for organization continuity



# Differences between professional vs facility coding

## Facility coding

### People

- Organizational structure in HIM under one leadership
- Use of 3M™ Coding and Reimbursement System (CRS) prior to 3M™ 360 Encompass™ System for computer-assisted coding (CAC)
- Code all service lines

### Process

- Standardized Coding workflows
- Focus is on coding vs coding and charging
- Written guidelines
- Audit and education done regularly

### Technology

- 3M 360 Encompass in place with familiarity

## Professional coding

### People

- Organizational structure varies from “in HIM” to “partly in HIM” to “not in HIM”
  - Little to no exposure to 3M product library
  - Code by specialty

### Process

- Lack of standardized coding workflow
- Focus is on charge reconciliation and coding
- Not always working “top of license”
- Audit and education varies

### Technology

- Revenue cycle technology use
- Coding software use varies

# Segmentation



si·lo

/ˈsɪlō/

Filter definitions by topic

All

Farming

Military

Commerce

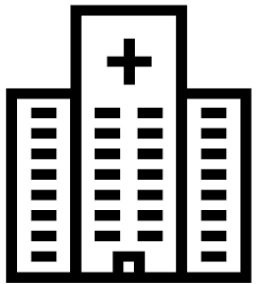
*noun*

1. a tower or pit on a farm used to store grain.
2. an underground chamber in which a guided missile is kept ready for firing.

*verb*

isolate (one system, process, department, etc.) from others.

"most companies have expensive IT systems they have developed over the years, but they are siloed"



Hospitals (IP)



Outpatient  
clinics



Owned offices



Specialty centers

# Challenges unique to professional coding

## Organizational structure

- Fragmented reporting structure
- Physicians often do the coding and charge capture
- Coding staff's focus is charge review /claim edits

## Skill set

- Strong on charge review
- Not as strong on:
  - Medical coding knowledge, particularly diagnosis coding
  - Anatomy, pathophysiology, pharmacology
- May or may not have coding credentials

## Software silos and challenges

- Use of books and internet for coding
- Not familiar with 3M encoder and reference library
- Interfaces with EMR and billing system(s)



**Why business process  
advisory services (BPAS)?**

# BPAS objectives

Objectives	Benefits
Assess client operations to identify and design optimal configuration	Demonstrating commitment to the success of the program with cross-functional engagement
Provide consultation and support regarding system validation to ensure system build meets clients' operational needs	Providing support for best practices in professional coding
Assist in training super users and provide consultative advice for clients to pursue future professional fee rollout	Fostering an environment that continually enhances learning
Go-live observation	Building on the expertise of the client team, administration, coding and HIM professionals
Return to client site after go-live to validate that optimal settings and processes are in place and assess optimal system use moving forward	Continuously improving the current program to meet the goals outlined at go-live

# Current vs. future

Common current state workflow	Future state with 3M™ 360 Encompass™ Professional System
1. Encounter coding	1. Document coding for provider
2. Coders picking case documents	2. No cherry picking as worklists are specific to coder role
3. Attestations	3. Document linking
4. H&P or OP note	4. Document linking
5. Split bill for assist	5. Document linking (billing and charging tasks are removed from coding)
6. Shared bill for extender (PA/NP)	6. Document linking (billing and charging tasks are removed from coding)
7. Encounter charge verification	7. Document alerts
8. Coders queue for assigned work	8. Worklists are built to specific coder roles
9. Charge modification processes	9. Charging tasks are outside of coding workflow



# 3M 360 Encompass Professional license options

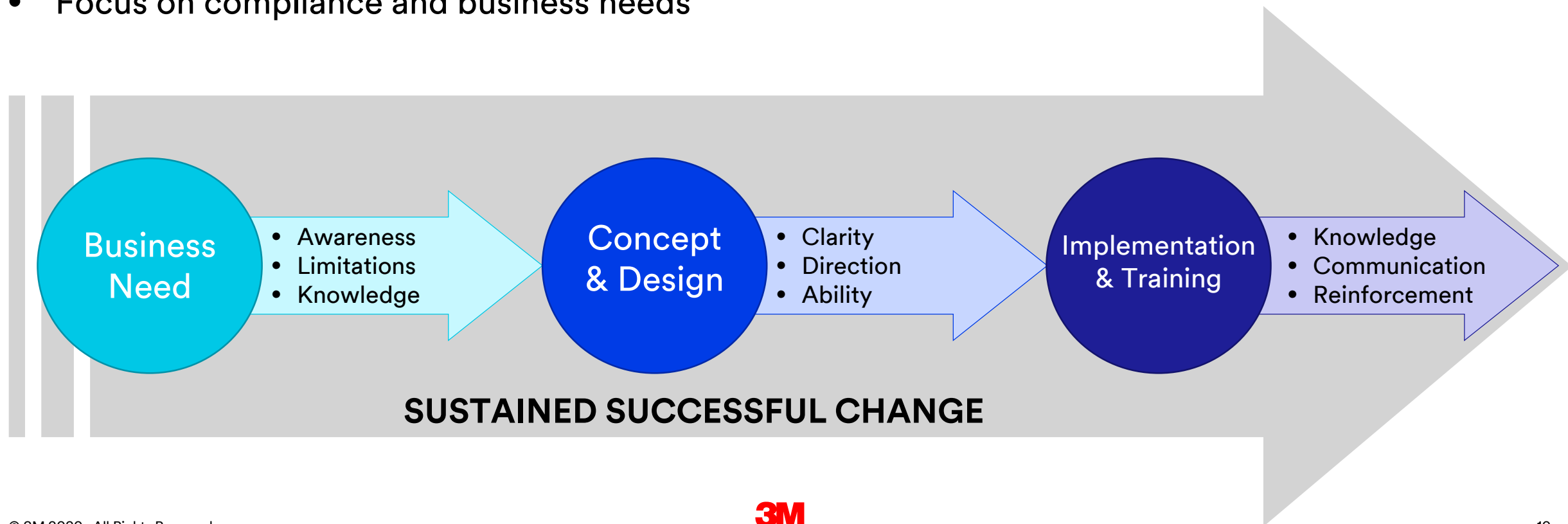
360 Professional Contract Term	Common/CMS Term	Place of Service (POS)
Profee Facility = Main hospital facility-based service locations and based on annual service agreement	<ul style="list-style-type: none"> <li>• Hospital Based Services</li> <li>• On Campus Facility</li> <li>• Emergency Department</li> </ul>	<ul style="list-style-type: none"> <li>• POS 21</li> <li>• POS 22</li> <li>• POS 23</li> </ul>
Profee Clinic = Off campus non-facility based service locations billed based on volume of providers	<ul style="list-style-type: none"> <li>• Clinic/Office Services</li> <li>• Off Campus Hospital</li> <li>• Urgent Care Center</li> <li>• Ambulatory Surgical Center</li> <li>• Other OP Enterprise Services</li> </ul>	<ul style="list-style-type: none"> <li>• POS 11</li> <li>• POS 19*</li> <li>• POS 20</li> <li>• POS 24*</li> <li>• Plus other POS as needed</li> </ul>

\* POS 19 and POS 24 needs clarification regarding hospital ownership and tax ID

# Change management

Systemic change management to achieve long-term success

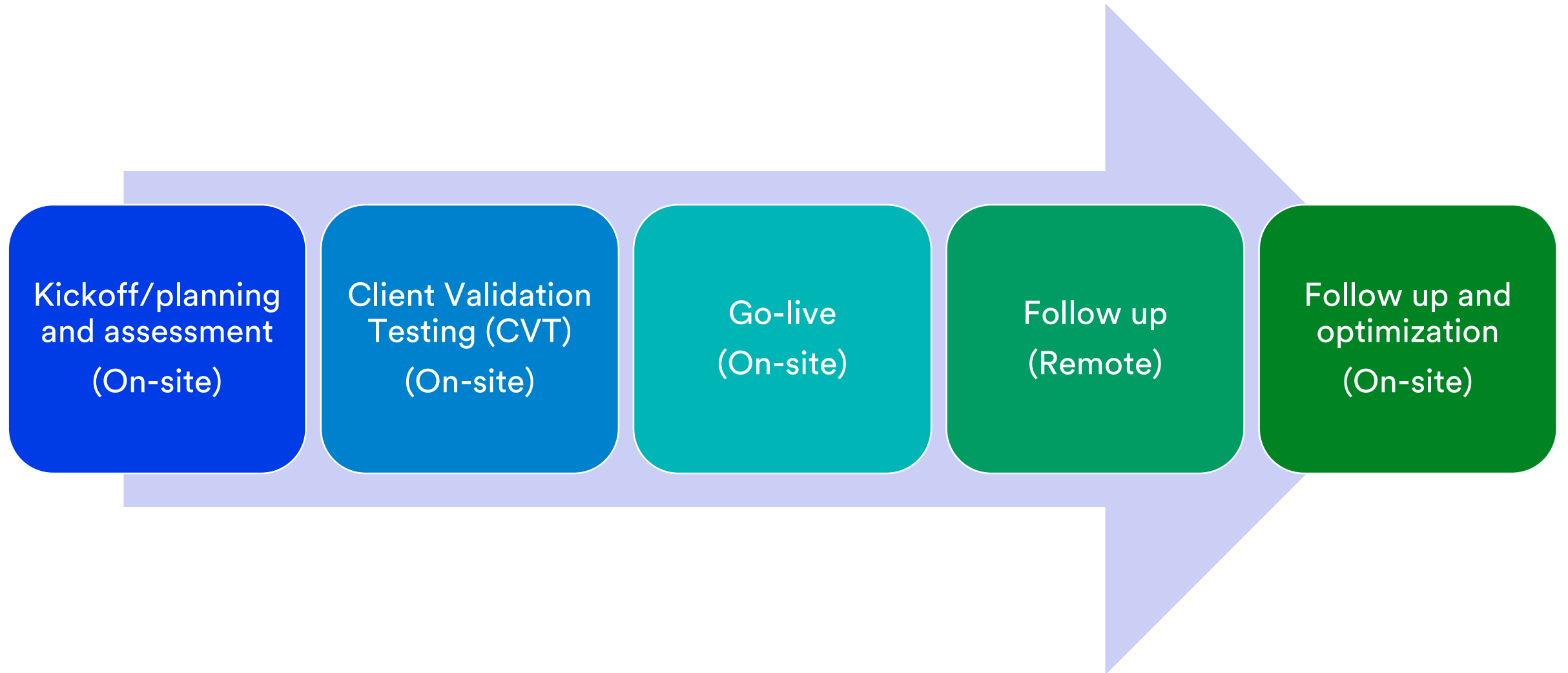
- Coding documents
- Coding for providers
- Reduction of non-coding tasks
- Focus on compliance and business needs



# Change management example

Common pre-360 Professional client process	360 Encompass Professional – change sustained
Retrospective coding	Prospective coding
Encounter based coding	Coding document for provider
Internal coding metrics used for productivity	Industry coding metrics used for productivity
Providers not always clear	Reduction of outsourced coding resources
Highly compartmentalized communication	Reduction of non-coding tasks assigned to coders
Coders responsible for billing tasks	Clear trackable communication across revenue cycle
Coders responsible for registration tasks	Diversification of coder training
Coders abstracting without required documentation	Opportunity for coder advancement
Multiple paper processes	Improved metric tracking and reporting
Poor metric reporting and tracking	Revenue expectation clarity
Unknown sources of revenue loss	Focus on compliance and business needs

# Client support from BPAS



# 3M 360 Encompass Professional BPAS lessons learned

## Colleen's observations

- Non-coding professionals doing professional coding work
- Non-efficient current workflows and processes will challenge readiness for 360 Professional
- Physician pressure for coding assignment/lack of collaboration with physicians during build
- Fragmented reporting structure for professional coding not addressed/political
- A willing and operationally ready team prepared to succeed

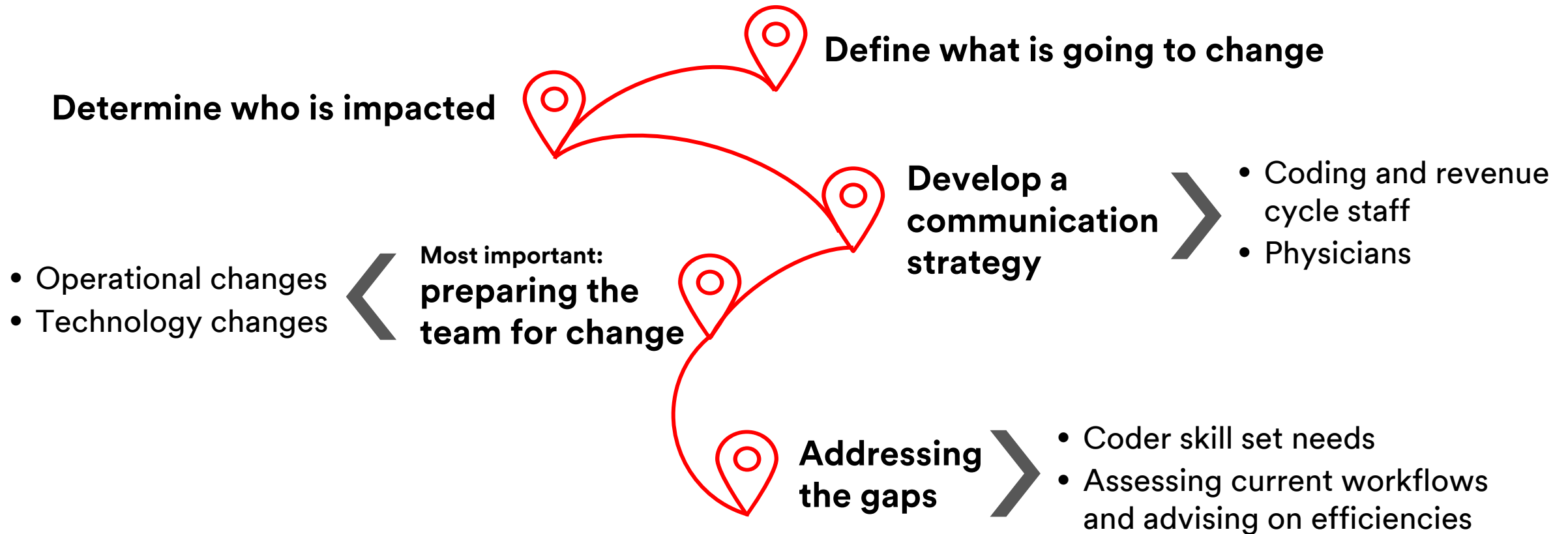
## Sheldon's observations

- E/M established level selection
- POS 19 grandfathered in?
- Pseudo codes
- SVC
- Phases: Big Bang vs. staged approach

3M recommends a phased implementation.

# Path to success: change management considerations

Strong 3M-led implementation plan results in the best outcome.

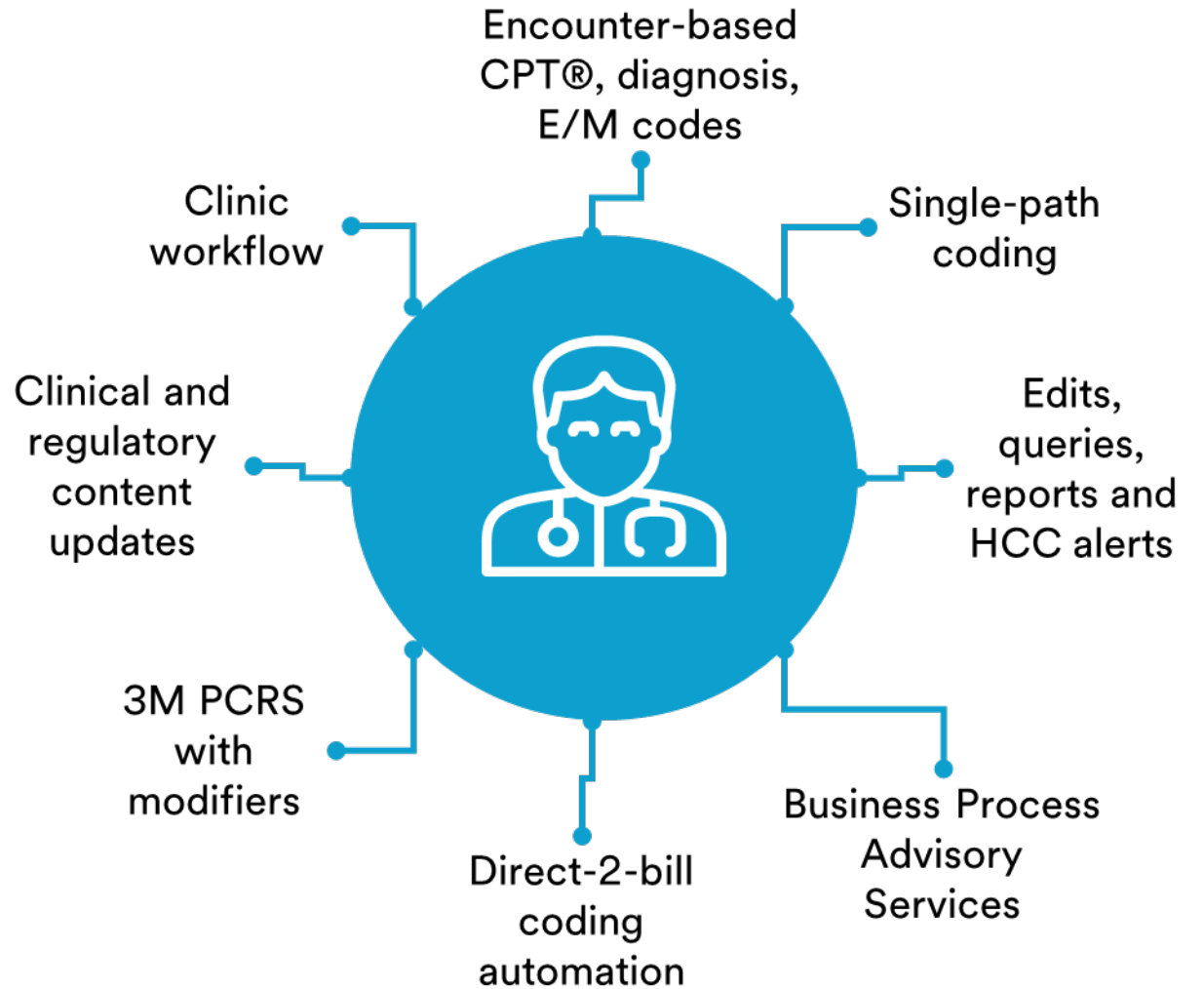


# The power of computer-assisted coding for your professional team

With first-of-its-kind technology, 3M 360 Encompass Professional boosts productivity and efficiency, empowering both professional and facility coders to:

- Gain visibility into each other's workflows
- Review previously coded documents and those documents yet to be coded
- Reference all available, pertinent documentation

The result is a complete, compliant and accurate claim submission process and increased productivity.



**3M** Science.  
Applied to Life.™

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