

simplifying healthcare administration

CAQH®

CAQH CORE National Webinar

Streamlining Collections and Reducing Costs
Using CAQH CORE 360 Rule:
A Provider's Experience

January 22, 2015
2:00 – 3:00pm ET

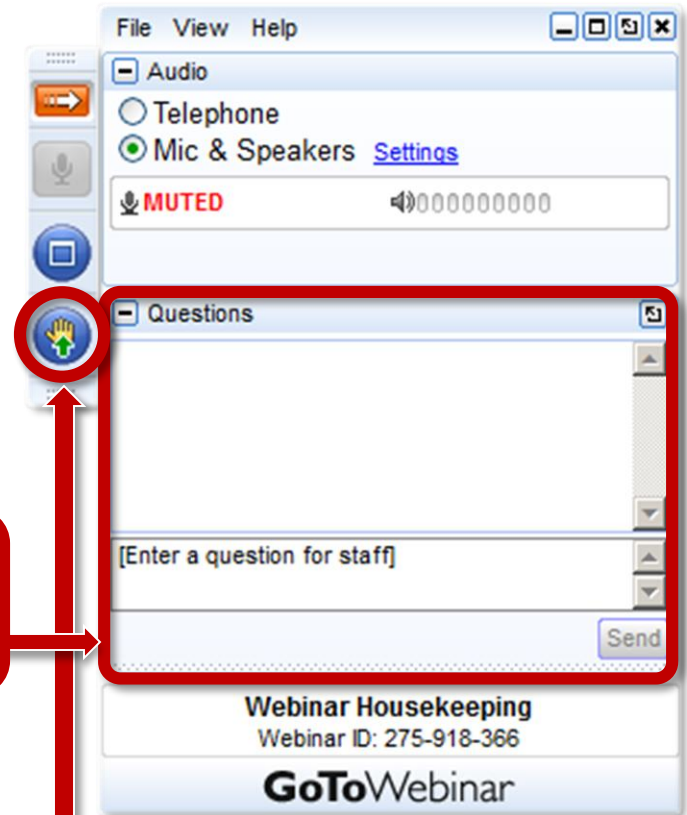
CORE®

Committee on Operating Rules
for Information Exchange

A CAQH Initiative


Participating in Today's Session

- Download a copy of today's presentation on the [CAQH.org website](http://CAQH.org)
 - Navigate to the CORE Education Events page and access a pdf version of today's presentation under the list for today's event
- The phones will be muted upon entry and during the presentation portion of the session
- At any time throughout the session, you may communicate a question via the web
 - Submit your questions on-line **at any time** by entering them into the **Q&A panel on the right-hand side of the GoToWebinar desktop**
 - On-line questions will be addressed first
- There will be an opportunity today to submit questions using the telephone
 - **When directed by the moderator, press the "raise hand" button to join the queue for audio questions**



Session Topics

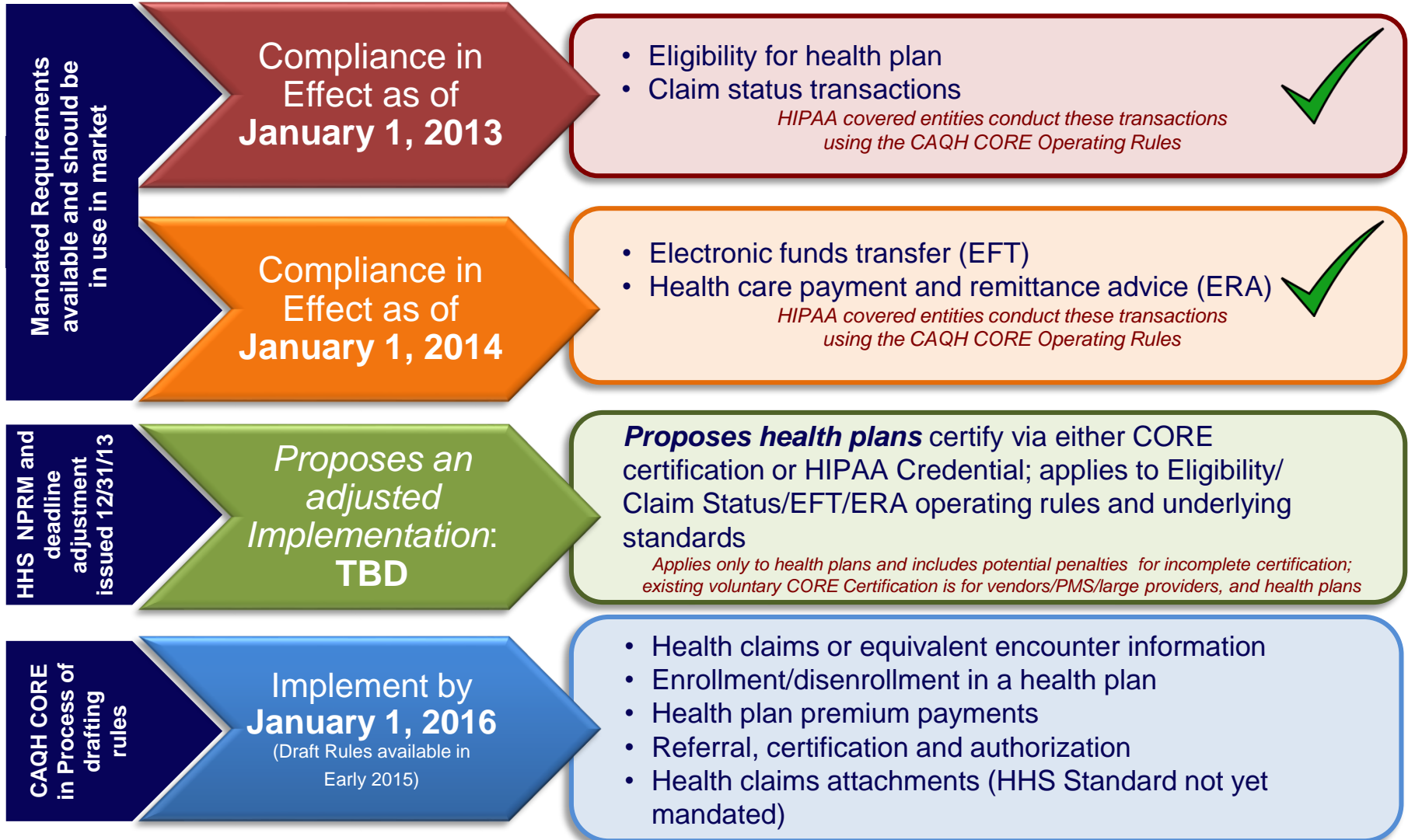
- Welcome Introduction
- CAQH CORE 360 Rule: Uniform Use of CARCs and RARCs
 - Overview
 - *Maintenance Process*
- CORE 360 Rule Implementation Perspective – ***Emory Healthcare***
- Audience Q&A



CAQH CORE 360 Rule
Uniform Use of CARCs and
RARCs
Overview and Maintenance Process

ACA Mandated Operating Rules and Certification

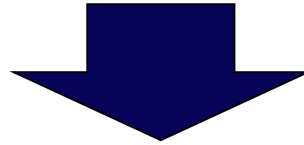
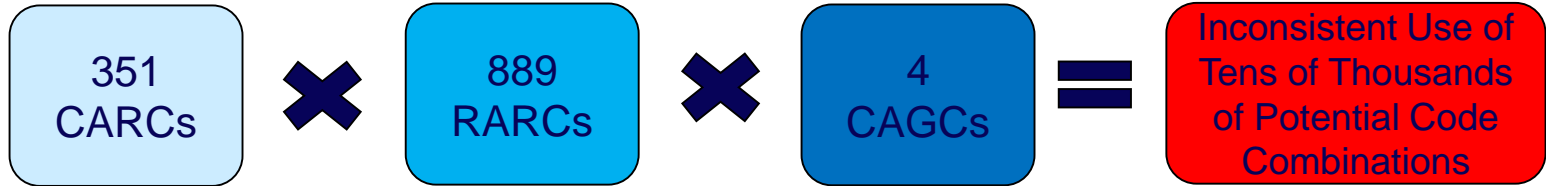
Compliance Dates Reminder



CAQH CORE Uniform Use of CARCs and RARCs Rule

Four Business Scenarios

Pre-CORE Rules



Post CORE Rules

Four Common Business Scenarios

CORE Business Scenario #1:

Additional Information Required – Missing/Invalid/Incomplete Documentation (≈380 code combos)

CORE Business Scenario #2:

Additional Information Required – Missing/Invalid/Incomplete Data from Submitted Claim (≈347 code combos)

CORE Business Scenario #3:

Billed Service Not Covered by Health Plan (≈650 code combos)

CORE Business Scenario #4:

Benefit for Billed Service Not Separately Payable (≈60 code combos)

Code Combinations not included in the CORE-defined Business Scenarios may be used with other non-CORE Business Scenarios

CAQH CORE Code Combinations Maintenance Process

CORE Business Scenario #1:

Additional Information Required – Missing/Invalid/Incomplete Documentation (≈380 code combos)

CORE Business Scenario #2:

Additional Information Required – Missing/Invalid/Incomplete Data from Submitted Claim (≈347 code combos)

CORE Business Scenario #3:

Billed Service Not Covered by Health Plan (≈650 code combos)

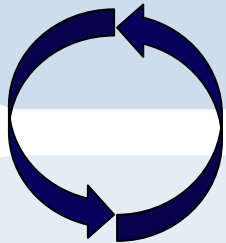
CORE Business Scenario #4:

Benefit for Billed Service Not Separately Payable (≈60 code combos)

CAQH CORE Compliance-based Reviews

Stability of *CORE Code Combinations* maintained

- Occur 3x per year
- **Triggered by tri-annual updates to the published CARC/RARC lists** by code authors
- Include only adjustments to code combinations to align with the published code list updates (e.g. additions, modifications, deactivations)



CAQH CORE Market-based Reviews

Supports ongoing improvement of the *CORE Code Combinations*

- Occur 1x per year
- Considers industry submissions for adjustments to the *CORE Code Combinations based on business needs* (addition/removal of code combinations and potential new Business Scenarios)
- *Opportunity to refine the CORE Code Combinations as necessary to ensure the CORE Code Combinations reflect industry usage and evolving business needs*

Maintenance: Uniform Use of CARCs and RARCs Rule

CORE Code Combinations Task Group (CCTG)

- **Goal:** Ongoing, data-driven focus on bringing uniformity to claim adjustment code
 - See [dedicated webpage](#)
- Composed of more than 40 CORE Participating Organizations from a wide variety of stakeholders; led by four multi-stakeholder Co-Chairs:
 - Shannon Baber, *UW Medicine*
 - David DuBay, *UnitedHealth Group*
 - Heather Morgan, *Aetna*
 - Janice Cunningham, *RelayHealth*
- Conducts three Compliance-based Reviews (CBR) and one Market-based Review (MBR) per year
 - **Compliance-based Review Work:**
 - Met deadlines on Completion of all three Compliance-based Reviews
 - Task Group currently conducting CBR in response to code adjustments published on November 1, 2014, with February 1, 2015 deadline
 - **Market-based Review Work:**
 - Completed updates to First Annual 2013 Market-based Review in July 2014
 - Launched 2014 MBR on **November 26, 2014**; survey incorporates process improvements and lessons learned from the 2013 MBR

2014 Market-based Review Process

Overview

- **Basic Information**

- 60-day Submission Period; launched on 11/26/2014 and all adjustment recommendations must be submitted to CAQH CORE via the online MBR Form by **5pm ET on Monday, 1/26/2015**
- All submissions must be made via the online [Market Based Review submission form](#) (MBR Form)
 - Adjustments must be requested using the latest version of the [CORE Code Combinations](#)

- **Scope of the 2014 MBR:**

- **Code Combinations Adjustments** – includes code additions/removals/relocations for existing CORE-defined Business Scenarios
- **Potential new CORE-defined Business Scenarios** – Includes formal call for potential additions of new CORE-defined Business Scenarios
 - In addition to New Business Scenarios, submitters must identify Code Combinations to associate with these requested new CORE-defined Business Scenarios

2014 Market-based Review

Call to Action

Only **FOUR DAYS LEFT** to Get your 2014 MBR Submissions In!

In order for your organization to receive the full benefits of the CORE 360 Rule, it is beneficial for you to take part in the CORE Code Combination Maintenance Process. Submitting adjustments via the [2014 Market-based Review Submission Form](#) ensures that the CORE Code Combinations and Business Scenarios:

- Reflect your specific business cases/needs
- Are thorough, precise and accurate
- Address the problem space in the most effective way

HELPFUL RESOURCES

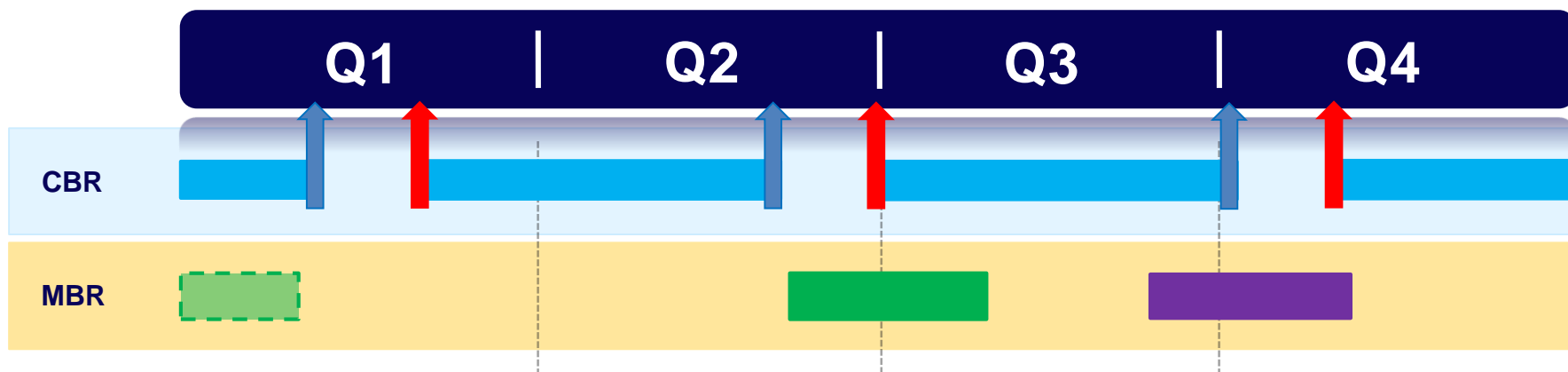
2014 MBR Training Session

CAQH CORE held a training session on the online MBR Submission Form in December 2014. You can access the [Slide Deck](#) and [Recording](#) of that training session on our [Education Events Page](#).

Dedicated CORE 360 Rule Webpage

For more information please visit CAQH CORE's [dedicated webpage](#) for CAQH CORE 360 Rule and the Code Combinations Maintenance Process

CAQH CORE Operating Rule Maintenance 2015 Timeline



-  Release of Updated CARC & RARC Lists by Code Committees (triggers CBR)
-  CORE Compliance Based Review of updated CARC and RARC lists
-  Release of Updated CORE Code Combinations List
-  2014 Market-based Review Submission Period (Closes January 26th)
-  Expected Release of CORE Code Combination Updates based on 2014 MBR
-  Expected Release of New Business Scenario Updates based on 2014 MBR

EMORY

HEALTHCARE

Streamlining Collections & Reducing Costs Using The CAQH CORE 360 Rule:

A Provider's Experience – Emory Healthcare



January 22nd, 2015

By Adam Gobin, Ashely Rosiek & Adam Townsend



PRESENTER BIOGRAPHIES:



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Table of Contents:

- Emory Healthcare & The Emory Clinic → the largest & most comprehensive healthcare system in Georgia.
- The PROBLEM & ANSWER Statements → review of the ACA & CAQH CORE standardization implications.
- Denial Centralization → a whole new way of thinking (CARCs, RARCs, Management Engineering, & BIG DATA)!
- Lessons Learned & Best Practices → the future of healthcare is NOW!
- Questions?



Emory University Hospital

- *Founded in 1905*
- *579-bed adult, tertiary care facility*
- *Staffed by 1,100 Emory SOM Faculty*
- *24,000 admissions*
- *78,000 outpatient services*



Emory University Hospital Midtown

- *Founded in 1908*
- *511-bed adult, tertiary care facility*
- *Staffed by 950 Emory SOM Faculty and 540 community physicians*
- *23,000 admissions*
- *165,000 outpatient services*



Emory University Orthopedics and Spine Hospital

- *Founded in 2007*
- *120-bed adult, Orthopedics and Spine specialty hospital*
- *Extension of EUH's acute care services*



Wesley Woods Center

- *Founded in 1954*
- *100-bed geriatric specialty facility*
- *25-bed inpatient hospice service*
- *250-bed skilled nursing facility (Budd Terrace)*
- *201-unit residential retirement facility (Wesley Woods Towers)*



Emory John's Creek Hospital

- *Founded in 2007*
- *Acquired in 2011 by Emory*
- *110-bed acute care facility*
- *10,000 admissions*
- *50,000 outpatient services*



Emory St. Joseph's Hospital

- *Founded in 1880*
- *Joint operating company with Emory in 2011*
- *410-bed acute care facility*
- *Staffed by 750 physicians*
- *20,000 admissions*



The Emory Clinic

- *Founded in 1953*
- *1,500 clinical providers*
- *3,000,000+ patient care visits*
- *125+ locations*



Emory Specialty Associates

- *Established in 2006*
- *300 clinical providers*
- *450,000 +patient care visits*
- *38clinical locations*

THE PROBLEM STATEMENT:

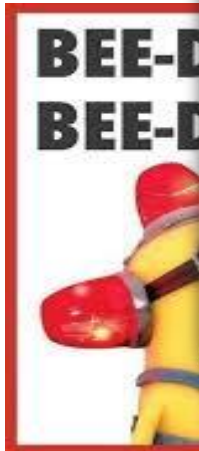
- There exists a gap between payers & providers – particularly dealing with language of patient billing information.

“According to projections from the Centers for Medicare & Medicaid Services (CMS), denials could increase anywhere from 100-200 percent, and days in accounts receivable (A/R) could grow by as much as 20-40 percent.”

- American Academy of Professional Coders (AAPC), May 2014



It's an incredibly complex process to create a simple one.



haba

Bonjour

MBET

h

THE ANSWER: ACA & CAQH CORE

- **Phase I** - Phase I CORE Rules focused on improving electronic eligibility and benefits verification, as eligibility is the first transaction in the claims process.
- **Phase II** - Phase II CORE should be extended to include rules around the claim status transaction to allow providers to check the status of a claim electronically, without manual intervention, or confirm receipt of claims.
- **Phase III** - CORE 350 Health Care Claim Payment/Advice (835) Infrastructure Rule.

ACA Section 1104 Transactions Requiring Operating Rules			
ACA Section 1104 requires HHS to appoint a "qualified non-profit entity" to develop operating rules for the conduct of electronic administrative healthcare transactions. The legislation also includes requirements for the development of three sets of operating rules to address and support a range of administrative transactions.			
	Eligibility and Claims Status	EFT/ERA	Other Transactions
Adoption Deadline	7/1/2011	7/1/2012	7/1/2014
Effective Date	1/1/2013	1/1/2014	1/1/2016



CAQH CORE CATEGORIZATION:

- **Business Scenarios:**

- Scenario #1: Additional Information Required-Missing/Invalid/Incomplete Documentation.
- Scenario #2: Additional Information Required-Missing/Invalid/Incomplete Data from Submitted Claim.
- Scenario #3: Billed Service Not Covered by Health Plan.
- Scenario #4: Benefit for Billed Service Not Separately Payable.

Sparking an innovative idea → using a categorization/classification of denials to drive workflow!



Categorizing CARCs & RARCs by groups using CORE Code Combinations – increases efficiency of denial follow up and cash turnaround!

WELCOME TO AR 2.0: DENIAL CENTRALIZATION!

Denial Centralization: An asserted effort by **The Emory Clinic** to centralize and standardize the AR workflow of denial management, discover root causes across all denial groups, & engage major stakeholders (vendors, payers or providers) to increase efficiency.

THE IDEA → Payers & Providers work together for mutual benefits!



Define Denial Codes and Remark Codes.

Measure through daily and weekly pulse reports.

Analyze through concise project charter.

Improve through standard operating procedures.

Control through quality audits and monitoring “Days to Pay”.



AR 2.0

The future is here. Seriously.

We've redesigned the way we think. Team-based work is the new cool. The value of knowing a lot and working a lot is going away because we have Google and not enough time to work all our accounts.



By integrating a team-based component into our daily work-flow, we are now able to spend more time understanding **why** accounts need to be worked instead of spending time completing actions and tasks. We are **discovering** and no longer just doing. **Join the revolution.**



MANAGEMENT ENGINEERING TECHNIQUES:



Twitter Approach to Text data or categorical variables.

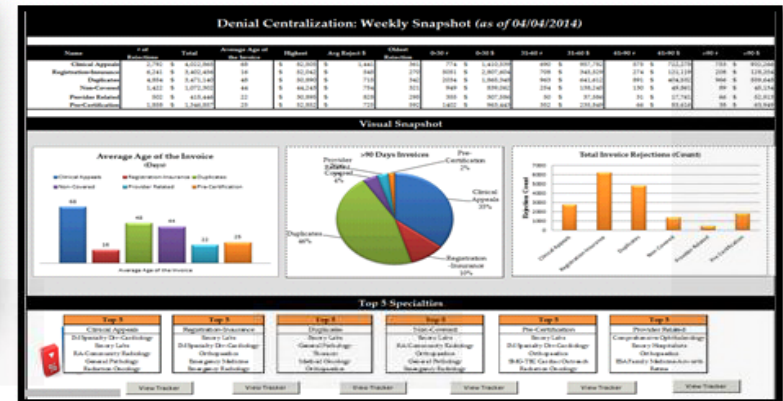


Instagram Approach to Numerical data.

Qualitative Audits

10:14 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WSHIELETA IN APPEALS DEPT MOD 76 APPEND CLM SNT BCK FOR RERPROCESSING...
10:14 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WSHIELETA IN APPEALS DEPT MOD 76 APPEND CLM SNT BCK FOR RERPROCESSING...
10:19 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WSHIELETA IN APPEALS DEPT MOD 76 APPEND CLM SNT BCK FOR RERPROCESSING...
10:21 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WKATHY IN APPEALS DEPT MOD 76 APPEND PROC AND CLM SNT BCK FOR RERPROCESSING...
10:24 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WKATHY IN APPEALS DEPT MOD 77 APPEND AND CLM SNT BCK FOR RERPROCESSING...
10:26 am	Rebill	Complete	26:00	EMKL-DUPLI	IDX Extract	PHONE APPEAL SPO/WKATHY IN APPEALS DEPT MOD 76 APPEND TO PROC AND CLM SNT BCK FOR RERPROCESSING...

Quantitative Audits



1. Review trending outcomes – common outcomes for specific denials?
2. Repeated actions – possible automations?

1. Review trending outcomes for specific denials?
2. Repeated actions – possible automations?

The process of examining big data to uncover hidden patterns, unknown correlations and other useful information that can be used to make better decisions.

Data Analytics



Utilize both claims and remit data to create predictive and prescriptive models.

Emory Clinic's Data Analytics Case Study: Administrative Denial Management



Big data is now a reality. The volume, variety and velocity of data coming into your organization continues to reach unprecedented levels.

Remit Data

Data Analysis

Charge and Claims Data

Appeals Tool

-SAS.com

CASE STUDIES:

UNDERSTANDING & DEVELOPING A COMMON LANGUAGE

- **Payer #1 252 Denials** – TEC scheduled weekly calls with Payer #1 to inquire further into 252 root cause denial.

PAYOR CASE STUDY	
DENIAL CODE & COMBINATION	CENTRALIZED DENIAL GROUP
252	COORDINATION OF BENEFITS
252 + MA04	COORDINATION OF BENEFITS
252 + N29	MEDICAL DOCUMENTATION
252 + N102	MEDICAL DOCUMENTATION
252 + N463	MEDICAL DOCUMENTATION
252 + N202	MEDICAL DOCUMENTATION
252 + M127	MEDICAL DOCUMENTATION

Month	Invoice Count	Invoice Balance
OCTOBER	215	\$ 414,522.59
NOVEMBER	212	\$ 462,446.45
DECEMBER	304	\$ 296,126.62
Grand Total	731	\$ 1,173,095.66

- **Payer #2 Fax Back**– TEC worked with Payor #2 to gain access to a futuristic fax-back communication device, allowing access to payer raw remit data.



Department of Orthopaedics Case Study



Goal: Decrease days to pay, increase cash flow

Average number of days it takes for denied claims to get paid

Payor Processing Time + Internal Processing Time + Payor Reprocessing Time

Top Cash CPTs

Avg:
13 days

	A	B	C	D	E
27130	18	13	12	11	12
27447	16	14	11	11	13
20610	14	12	12	15	14
29888	15	15	13	13	11
29881	17	15	13	15	16

Resubmitted Claims

Avg:
30 days

	A	B	C	D	E
27130	26	21	39	29	32
27447	36	32	27	31	28
20610	31	28	26	33	33
29888	29	31	31	33	32
29881	33	29	32	32	34

Recommendations:

1. Compare paid claims vs denied claims - what's the difference - focus in on the issues!
2. Calculate the Denial TAT by subtracting the claim resubmission date and the reject date

LESSONS LEARNED:

- **CORE Code Combinations = the Denial Centralization concept is born!**
 - Improving denial management through data analytics and management engineering techniques.
 - Working together to build a foundation for the future!
 - 1st attempt for payors & providers working together for mutual benefit (decreasing overall administrative costs)!
- **General Implementation Considerations & Challenges:**
 - Planning and Resources → reject code & type dictionaries.
 - Implementation Considerations/Steps → identifying centralized denial groups, creating centralized denial teams & members, SOP's & reporting (stage summary, days to pay, etc.)
 - Challenges & Resolution – stakeholder buy in, setting up systematic accountability, generalists v. specialists, equivalent reporting.





AR 2.0

The future is here. Seriously.



Forbes | 2013
WORLD'S
MOST
INNOVATIVE
COMPANIES

How are companies able to
constantly thrive?



Adapt. Innovate. Create.

To continue being ahead of the game, we need to change everything about the way we think and act around accounts receivables follow up. **Period.**



One more thing...



Something **incredible**
is coming.

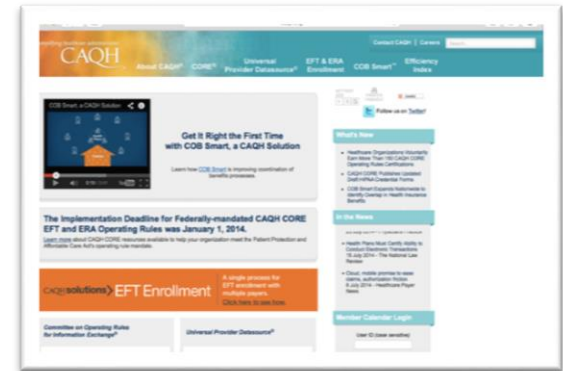
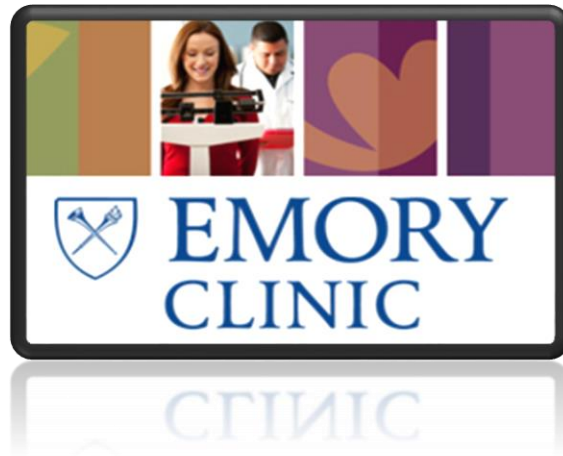


The most up-to-date **AR trend spotter** in the nation.

Coming Really Soon, We Promise.



QUESTIONS?



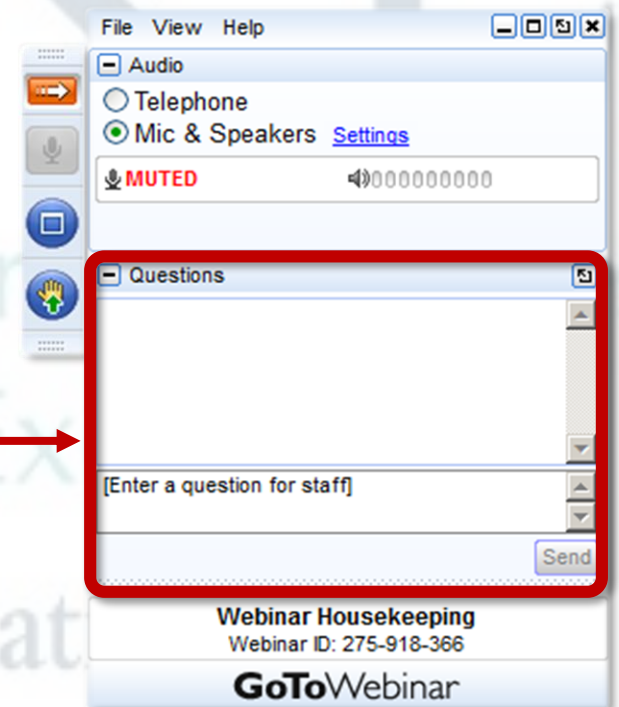
“Every system is perfectly designed to achieve exactly the results it gets.”

- Dr. Paul Batalden, Co-Founder of IHI

Q&A

Please submit your question:

- **Via the Web**: Enter your question into the Q&A pane in the lower right hand corner of your screen

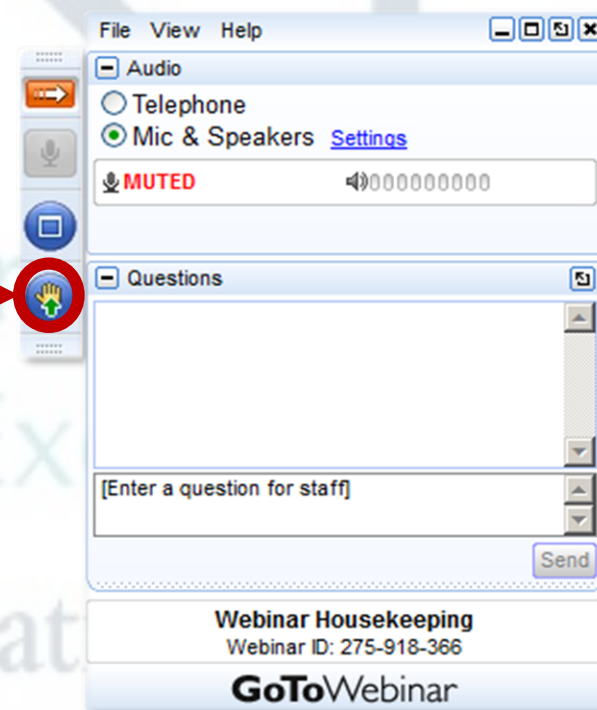


Q&A

Please submit your question:

- **By Phone or VoIP**: When prompted for audio portion of Q&A, please press “Raise Hand” Button to queue up to ask a question

NOTE: In order to ask a question during the audio portion of the Q&A please make sure that you have entered the “**Audio PIN**” (which is clearly identified on your user interface) by using your telephone keypad.



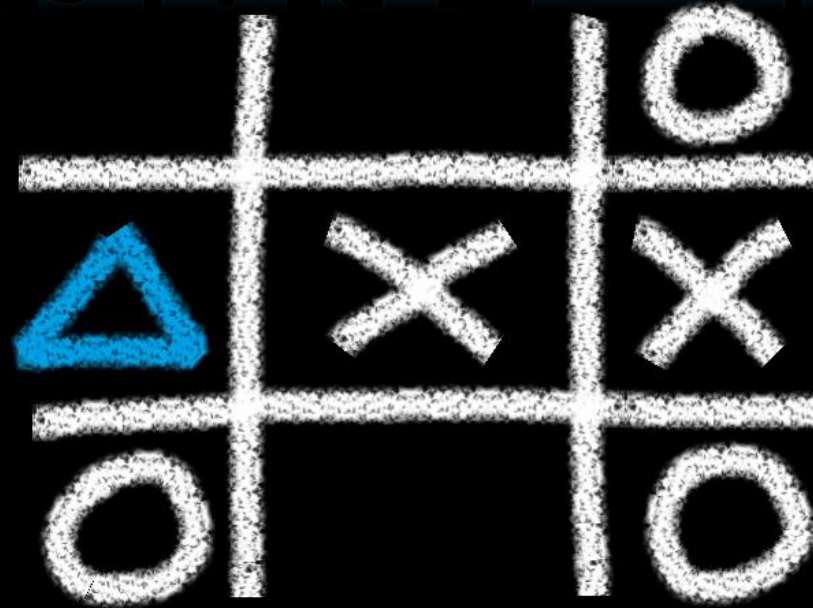
Thank You for Joining Us!

website: www.CAQH.org

email: CORE@caqh.org



You **Can't Win**



If You **Don't Know
The Rules**

APPENDIX

Additional Information and Resources

Implementation Steps for HIPAA Covered Entities

Free Tools and Resources

CAQH CORE has a **NEW [Implementation Resources webpage](#)** which contains descriptions of and links to all available free tools and resources including those outlined below and many others!

Education is key

Get executive buy-in early

- Read the [CAQH CORE Operating Rules](#)
- Listen to archive of past [CAQH CORE Education Sessions](#) or register to attend a future one
- Search the EFT & ERA [FAQs](#) for clarification on common questions
- Use our [Request Process](#) to Contact technical experts throughout implementation

Determine Scope of Project

- The [Analysis and Planning Guide](#) provides guidance to complete systems analysis and planning for implementation. Information attained from the use of this guide informs the impact of implementation, the resources necessary for implementation, as well as, what would be considered an efficient approach to, and timeline for, successful implementation.

Just Getting Started

Analysis and Planning

Systems Design

Systems Implementation

Integration & Testing

Deployment/Maintenance

Engage Trading Partners Early and Often

- **Provider's:** Use the EFT/ERA [Sample Health Plan](#) and [Sample Financial Institution](#) Letters as a way to help facilitate the request to receive EFT from your health plans and the request for delivery of the necessary reassociation data elements from your financial institutions

TEST, TEST, TEST!

- Leverage [Voluntary CORE Certification](#) as a quality check, a way to test with partners, and as a way of communicating compliance to the industry and other trading partners

Get Involved with CAQH CORE

- [Join](#) as a Participant of CAQH CORE in order to give input on rule-writing maintenance by joining a task group and to stay up-to-date on implementation developments

Promote Provider Adoption of EFT & ERA Operating Rules

Take Action Now!

Contact Your Health Plans!



- To benefit from new EFT and ERA mandates, ensure your provider organization has requested the transactions from its health plans and EFT & ERA Operating Rule implementation status
- To help facilitate this request, CAQH CORE developed the [**Sample Provider EFT Request Letter**](#)
- Providers can use this sample letter as template email or talking points with health plan contacts to request enrollment in EFT/ERA and benefits of operating rules
- The tool includes background on the benefits EFT, key steps for providers, an actual letter template, and glossary of key terms

Contact Your Banks!



- To maximize the benefits available through the CAQH CORE Reassociation Rule, providers must request delivery of the necessary data for EFT and ERA reassociation
- To help facilitate this request, CAQH CORE developed the [**Sample Provider EFT Reassociation Data Request Letter**](#)
- Providers can use this sample letter as template email or talking points with bank contacts to request delivery of the reassociation data
- The tool includes background on the benefits of the letter, key steps for providers, an actual letter template, and glossary of key terms

Available NACHA Resources

- [Healthcare Payments Resources Website](#)
 - Provides a repository of information on a wide variety of topics for both financial institutions and the healthcare industry. Includes links to many other resources, as well as customized information to help “translate” concepts from one industry to the other (FAQs, reports, presentations).
- [Healthcare EFT Standard Information](#)
 - Located within the healthcare industry tab of the above website, specific information can be found on the healthcare EFT standard.
- [Healthcare Payments Resource Guide](#)
 - Publication designed to help financial institutions in implementing healthcare solutions. It give the reader a basic understanding of the complexities of the healthcare industry, identify key terms, review recent healthcare legislation, and discuss potential impacts on the financial services industry.
 - Order from the NACHA eStore “Healthcare Payments” section
- [Revised ACH Primer for Healthcare Payments](#)
 - A guide to understanding EFT payment processing. Introduces the healthcare industry to the Automated Clearing House (ACH) Network, explains ACH transaction flow and applications, and includes two “next steps checklists,” one each for origination and receipt.
- Ongoing Education and Webinars
 - Check the Healthcare Payments Resource Website for “Events and Education”

Available CMS OESS Resources

- [HIPAA Covered Entity Charts](#)
 - Use the HIPAA Covered Entity Charts to determine whether your organization is a HIPAA covered entity
- [CMS FAQs](#)
 - Frequently asked questions about the ACA, operating rules, and other topics
- [Affordable Care Act Updates](#)
 - Updates on operating rules; compliance, certification, and penalties; and engagement with standards and operating rules
- [CMS eHealth University](#)
 - [What Administrative Simplification Does For You](#) – This fact sheet explains the basics behind how Administrative Simplification will help improve health care efficiency and lower costs
 - [Introduction to Administrative Simplification](#) – This guide gives an overview of Administrative Simplification initiatives and their purposes
 - [Introduction to Administrative Simplification: Operating Rules](#) – A short video with information on Administrative Simplification operating rules
- Additional Questions
 - Questions regarding HIPAA and ACA compliance can be addressed to:
 - Geanelle Herring, Health Insurance Specialist, Geanelle.Herring@cms.hhs.gov

2014 MBR Submission Process

Best Practices

Use a Single Email Address for Submissions

- If possible, create a shared email for the organization team completing the submissions
- If using employee email, forward the email address to another team member if employee is OOO

Keep a Detailed Spreadsheet of submissions with their Entry ID and All Additional Information

- This will allow you to easily find the Entry ID for any submitted adjustments that you need to alter or delete

Deletions:

- In drop down list for deletions the new scenarios will appear as **EIDXXX_://name of scenario**
- Deleted scenarios will still be shown in list of potential scenarios to be added to; if codes are added subsequent to a scenario deletion, these code combinations will be ignored from the submissions,
 - **INSTEAD:** submit a NEW scenario with a slightly modified name and add codes to that scenario
- Deleted entries will still be listed in the drop down as **EIDXXX_://** without any codes of scenario name

2014 MBR Submission Process

Additional Resources



Is there anything I can download that will walk me through the MBR Submission Process?

- Detailed instructions to assist in the completion of the online CAQH CORE 2014 Market-based Adjustments Form are available [HERE](#)



Where can I see what a completed 2014 MBR Form looks like?

- A sample completed CAQH CORE 2014 Market-based Adjustments Form is also available [HERE](#) for consultation as entities plan their submission



Where can I find the materials from this training session?

- The slide deck and video recording of today's training can be found on the [CAQH CORE education session webpage](#) will be offered explaining the MBR submission process



What if I have any other questions?

- If you have any questions, please send them to CORE@caqh.org