Compliance Outcomes
An Ounce of Prevention is Worth It

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Our Common Objective

How do we, as a community, communicate and prove the value of compliance to our constituencies?
It Is Still A Struggle (Sometimes)

- Prevention valued less than reaction
- “Gimme a NUMBER” mentality
- Real “investment” occurring AFTER a significant finding
- Compliance as a legal mandate rather than an indicator of business performance
It’s About Performance: The “OIG View”

- Do you have a working program?
- What did you do to prevent these occurrences?
- How do you handle incidents as they arise?

“He would have done some really cool stuff, but his boss wouldn’t let him!”

*Epitaph he never wants to see: Tom Peters, in Re-Imagine*
A Working Program

- 7 Elements scratches only the surface
- Is there a rigorous process to stay on top of risk areas and regulations?
- Is compliance an ingrained philosophy?
- Are necessary resources applied given the nature of the organization?
Approach to Prevention

- Is detection haphazard or programmatic?
- Are you measuring the OUTCOME of your activities or just the output?
- What are the outcomes?
- Have you changed attitudes or behavior?
Incident Handling

- Is there a clear process?
- What evidence is in place to demonstrate the process works?
- How aggressive is it dealt with?
CMS Is Also Focusing on Performance

- CMS Compliance Program Certification Pilot Program
  - Voluntary pilot project for Medicare Advantage Organizations. Participants submit to comprehensive review of their compliance programs, and establish regular reporting to the CMS Regional Office.
- Pay-for-Performance
- Chronic Care Management
- Proving value is about performance not effort or output
- The health care outcomes movement can serve as a model
- Focus on quality, as with the medical model
Is Healthcare A Model?

- Prevention and detection preached long before acceptance (Falling on the sword)
- Cultural change was/is massive
- Outcomes measurement versus Output
- Individualism versus evidence-based.
- Technology as an enabler to better outcomes when PROPERLY USED
What Can We Learn

- How we talk matters
- Prevention efforts require proof
- Appropriate technology
- Outcomes not Output
- Improvement is the real goal
Talk Their Language!

- Terms we use
- Risk Assessment
- Hotline
- Audit
- Education
- Internal Investigation
- OIG Investigation
- Hospital “Spin”
- Compliance Physical
- Support Line
- Compliance Panel
- CCE
- Case Management
- Proctology Exam
Use Technology WISELY

- ROI is driven by process change not installing wireless networks or software
- Automating a poor process may worsen a bad situation by making it systemic
Understand What Matters

- Does a 97% first pass claims rate mean good compliance?
- Is a heart surgeon with a 5% mortality rate better than one with a 25% rate?
- Does the lack of a major event indicate anything?
- Does not having a heart attack mean you’re healthy?
Use Metrics Properly

- We need measures that mean something, and are based on facts.
- Focus first on HOW and WHAT to measure.
- *Standards are hard to set. Focus on demonstrating improvement from wherever you are.*
Output Versus Outcome

- Traditional Measurement
  - Input->Activity->Output

- Outcomes Measurement
  - Input->Activity->Output->Outcome

- Advanced Measurement
  - Procedural Utility (the halo effect)
Definitions

- Inputs: Resources dedicated, consumed or constraints
- Activities: What the program does with the inputs to fulfill its mission
- Outputs: Quantitative or qualitative measures of important activities, work products, or actions
- Outcomes: Quantitative or qualitative measures of changes in behavior, values, conditions, or other attributes
- Procedural Utility: the benefit people and organizations gain from involvement in a process regardless of outcome - FAIRNESS
Inputs and Activities

- **Inputs**
  - Staff
  - Consultants
  - Tools
  - Regulations

- **Activities**
  - Risk Assessments
  - Audits
  - Investigations
  - Education Sessions
  - Meetings
  - Phone calls
Outputs

- Number of Audits
- # of charts reviewed
- % of departments assessed
- Number of hotline calls handled
- Number of open issues versus closed issues.
- % of employees getting exit interviews.
- # of new policies written
- time to respond to hotline call
- Time to get an audit done

- OUTPUTS MEASURE ACTIVITY NOT BENEFIT
Outcomes

- % of employees that pass “quiz” on code of conduct
- % of HIM staff understand the channels for reporting potential violations
- Written charity care policies followed 90% of the time
- APC’s properly utilized 98% of the time
- % of investigators signing FDA Form 1572
- % of PCs with properly licensed software
- % of transactions between ancillary systems are improved from 98%-100%
- % satisfaction of caller with resolution to complaint
- Law suits avoided through prompt follow-up
Procedural Utility

- Employee perception of an ethical culture
- Awareness of opportunities for involvement in compliance activities
- Community perception of organization reputation
Why Does it Matter?

- This is The Board Presentation!
- This is what we set out to do
- Here’s what we put in
- Here’s what we did
- Here’s the output
- Here’s the outcome from the output
- Here’s how we have changed the way people feels about the program
How Do We Market?

- Clear statement of goals in language people understand
- Establish short, intermediate and long term outcome measures and benchmark immediately
- Trend the IMPROVEMENT
- Calculate the economic, reputational and strategic impact
- SELL IT
Thanks for Your Attention!

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