

Quality and Productivity Commission  
**27<sup>th</sup> Annual Productivity and Quality Awards Program**  
*"Saluting County Excellence"*

**16.0**

**2013 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: REDUCING OUTSTANDING REVENUE OF PENDING ACCOUNTS**

DATE OF IMPLEMENTATION/ADOPTION: 10/01/11  
 (Must have been implemented at least one year - on or before June 30, 2012)

PROJECT STATUS:  Ongoing  One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?  Yes  No

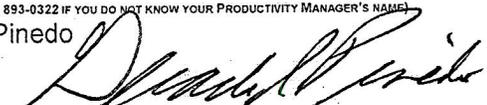
**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner

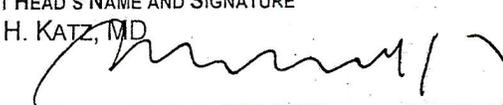
1 **Problem:** Days of Outstanding Revenue Accounts. Due to the inability to maintain the  
 2 clearance of pending accounts for the carrier codes 470-Unknown at time of admission  
 3 and 349- Ability To Pay Pending. The department saw an increase in lost revenue.  
 4 **Solution:** Additional staff was trained and assigned in clearing the 349 - Ability to Pay  
 5 pending accounts. Additional staff was relocated into the Department of Emergency  
 6 Medicine (DEM) area to ensure proper resource identification of admitted patients and  
 7 to reduce the number of 470- Unknown. Plus, the staff is trained in the initiation process  
 8 of various Los Angeles County Assistance Programs, such as Medical, Healthy Way LA  
 9 and Ability to Pay to ensure a payer source before the patients are admitted.  
 10 **Benefits:** The implemented changes enhanced the clearance of these carrier codes.  
 11 Thus, reducing the amount of inpatient 349 ATP accounts from approximately 243 (FY  
 12 2011/2012) to 118 accounts (FY2012/2013) resulting in a cost avoidance of \$4,006,050.  
 13 The addition of staff in the admissions area reduced the number of 470-Unknown  
 14 accounts from 20 (FY2010/2011) to zero accounts (FY2012/2013) resulting in a cost  
 15 avoidance of \$238,095. The total cost avoidance is estimated to be \$4,244,145.

(1) ESTIMATED/ACTUAL ANNUAL COST AVOIDANCE	(2) ESTIMATED/ACTUAL ANNUAL COST SAVINGS	(3) ESTIMATED/ACTUAL ANNUAL REVENUE	(1) + (2) + (3) TOTAL ESTIMATED/ACTUAL BENEFIT	SERVICE ENHANCEMENT PROJECT
<b>\$4,244,145</b>			<b>\$4,244,145</b>	

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Patient Financial Services Olive View – UCLA Medical Center 14445 Olive View Drive Sylmar, CA 91342	TELEPHONE NUMBER 818-364-4264
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PROGRAM MANAGER'S NAME Vicki Ball Division Head Inpatient Financial Services	TELEPHONE NUMBER 818-364-4144  EMAIL vball@dhs.lacounty.gov
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PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Gerardo Pinedo 	DATE 6/20/2013	TELEPHONE NUMBER (213) 240-8104 EMAIL gpinedo@dhs.lacounty.gov
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DEPARTMENT HEAD'S NAME AND SIGNATURE MITCHELL H. KATZ, MD 	DATE 6/20/2013	TELEPHONE NUMBER (213) 240-8101
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**FACT SHEET – LIMITED TO 3 PAGES ONLY:** Describe the **Challenge, Solution, and Benefits** of the project, written in plain language. Include a discussion of the technology and linkage to the County Strategic Plan. The description should identify Performance Measure

LINKAGE TO THE COUNTY STRATEGIC PLAN (DETAIL IS REQUIRED

FOR COUNTY DEPARTMENTS): **OPERATIONAL**  
**EFFECTIVENESS**

**CHALLENGE**

- Inadequate staffing
- Redefining the clearance process
- Adjusting staff to meet all Department of Emergency Medicine 24/7 shifts
- Enhancing resource identification

**SOLUTION**

- Obtaining staff to concentrate on clearing the pending accounts.
- Enhancing our methods of obtaining accurate resource identification through various systems such as: Provider Advantage (270/271), Patient Management System (PMS), Revenue 360, Online Websites for Medical, LA Care and Med-POINT.
- Informing our staff the importance of reducing the pending accounts, thus reducing the lost revenue.

**BENEFITS**

- The elimination of the unknown resource status for admitted patients.
- Initiating various Los Angeles County Assistance Programs, such as Medical, Healthy Way LA and Ability to Pay to ensure a payer source before the patients are admitted.
- Reducing the number of patients being admitted who did not have a resource and/or were unknown due to not being able to interview, who are now placed on a program or referred to a program before they were placed on ward.
- The Inpatient 349-ATP pending accounts were decreased by over 50%, while the 470- Unknown has maintained an incredible 100% reduction.
- The placing of additional staffing in the DEM area has enhanced our ability to bring our services to the patients, instead of the patients having to visit another office to apply for a program.
- Additional staffing has enabled the elimination of the 470 – Unknown, due to repeated attempts to interview patients who were not able to communicate at point of arrival.
- The overall patient experience has benefited due to Patient Financial Service's commitment to providing excellent customer service.

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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT):** If you are claiming cost benefits, include a calculation on this page. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation.

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$4,244,145			\$ 4,244,145	<input type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

	Revenue Lost	Revenue Loss Reduction
<b>470 - Unknown</b>		
2010-11	574,641	
2011-12	238,095	336,546
2012-13	-	238,095
 <b>349 - ATP Pending Inpatient</b>		
2011-12	7,147,701	
2012-13	3,141,651	4,006,050

<b>Cost Avoidance for one year 2011/2012 to 2012/2013</b>	
<b>470 Unknown Cost Avoidance</b>	238,095
<b>349 - ATP Cost Avoidance</b>	4,006,050
<b>TOTAL</b>	4,244,145

Implemented changes resulted in an estimated revenue loss reduction of \$238,095 for unknown accounts and \$4,006,050 for ATP accounts. The total cost avoidance for the County for one year (FY2011/2012 to FY 2012/2013) is estimated to be \$4,244,145.