Enhancing Health System Performance with Effective Practice Management Dashboards

- Beth Simpson, MHSA, Sr. Manager, HSG
- Davis Creech, MBA, MHA, Director, HSG
- Pat Ward, BSN, MPA, Interim Director, HSG

MGMA

The presenters do not have any financial conflicts to report at this time.

Learning Objectives

- Discover key metrics that need regular reporting and review within practice management dashboards
- Produce physician practice management dashboards for key organization stakeholders
- Use a reporting structure that keeps data consistent and valuable for decision-making

©2021 MGMA. All rights reserved.

History

- Hospitals or health systems employ 78% of providers that were either in private practice or employed by a hospital or health system, based on the 2021 MGMA physician compensation survey report.
    - Up from 72% five years prior

- Continued increase in provider employment continues to impact network losses
    - Having the ability to pinpoint the reasons for losses is imperative for financial sustainability

©2021 MGMA. All rights reserved.

Key Questions for the Future

- Do we currently equip decision-makers with metric-driven management dashboards to inform operational and strategic decisions?
- Do we have the management, IT infrastructure, and staffing to effectively mine and report on key data metrics?
- Which team members have the greatest ability to effect change for each metric?
- With what frequency (weekly, monthly, and quarterly), and by whom, should dashboard metrics be reported and reviewed?

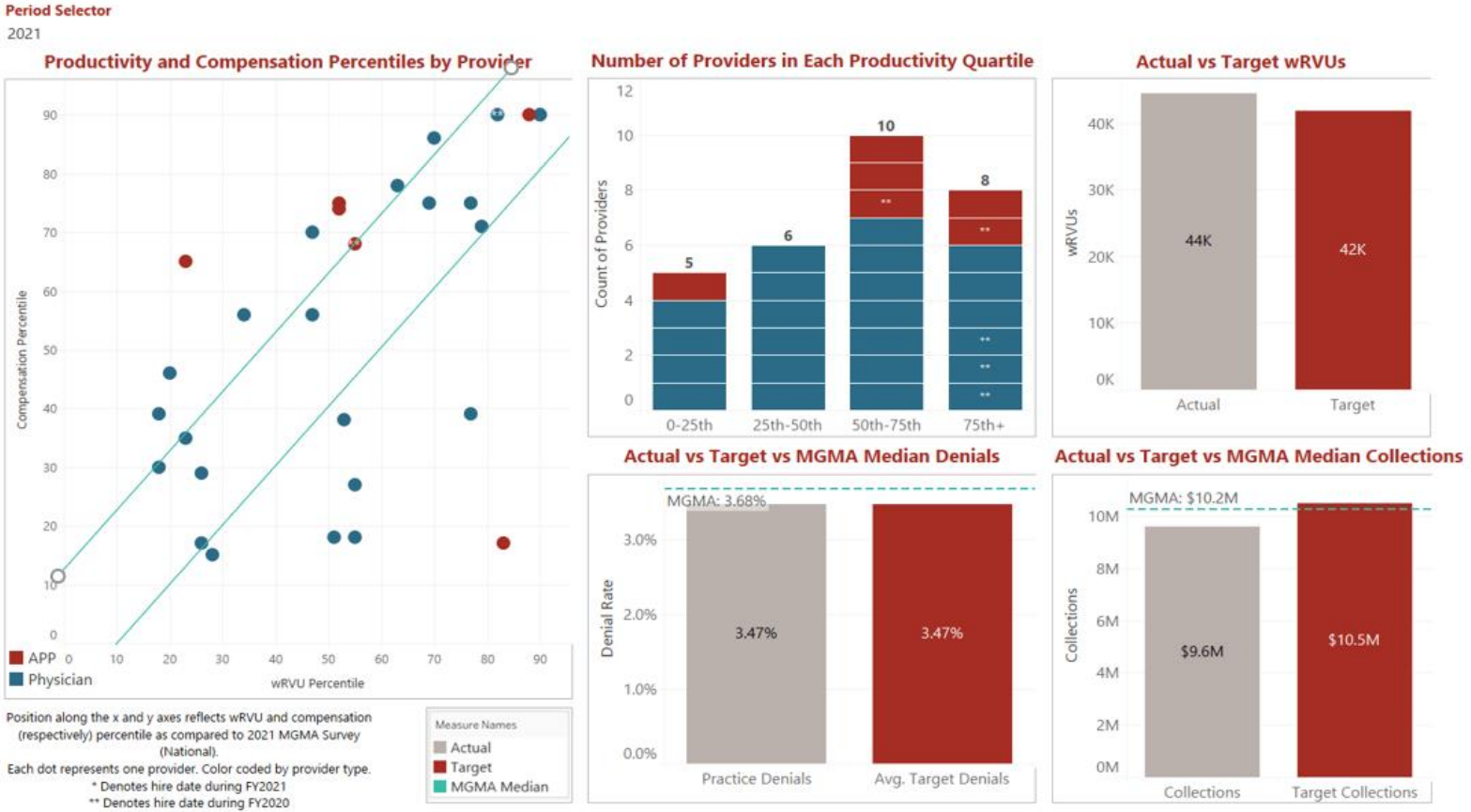
©2021 MGMA. All rights reserved.

Dashboards

- Dashboards are critical to equip decision-makers with metric-driven data to inform operational and strategic decisions
- Operational efficiencies must be achieved to sustain services
- Consistency of metrics reviewed across audiences is imperative to success and building a culture of optimization
- Suggested metrics for executive dashboard and all audiences are:
  - wRVUs
  - Collections
  - Denial rates
  - Provider compensation v. wRVUs

©2021 MGMA. All rights reserved.

Executive Dashboard Example



Director Dashboard

Dashboards targeted for directors should include the same metrics as the executive dashboard but with expanded data on practice specificity and three additional metrics:

- No-show rate
- Staffing
- Coding

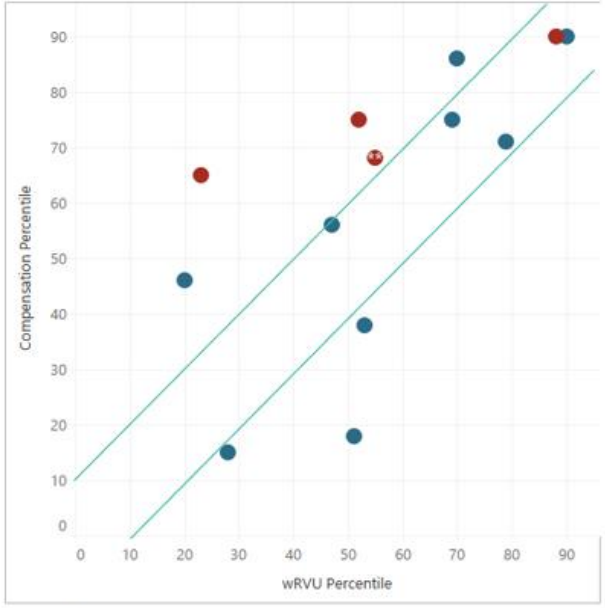
©2021 MGMA. All rights reserved.

Director Dashboard Example

Period Selector
2021

Practice Selector
Primary Care North

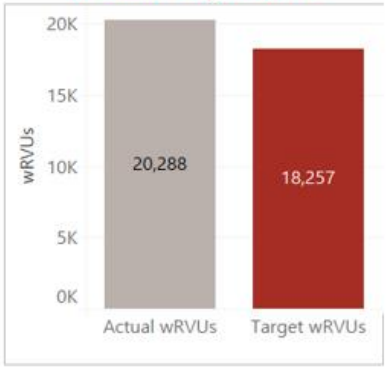
Productivity and Compensation Percentiles by Provider



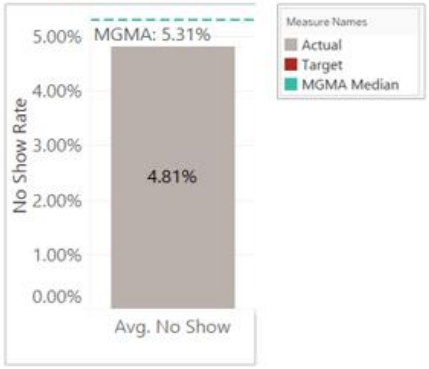
Provider Type
APP
Physician

Position along the x and y axes reflects wRVU and compensation (respectively) percentile as compared to 2021 MGMA Survey (National). Each dot represents one provider. Color coded by provider type.
* Denotes hire date during FY2021
** Denotes hire date during FY2020

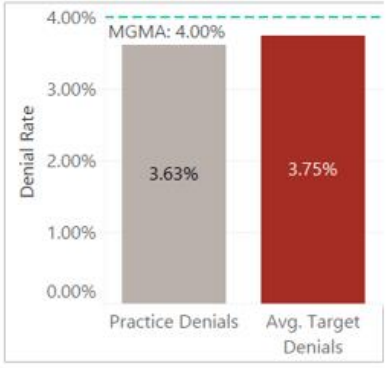
Actual vs Target wRVUs



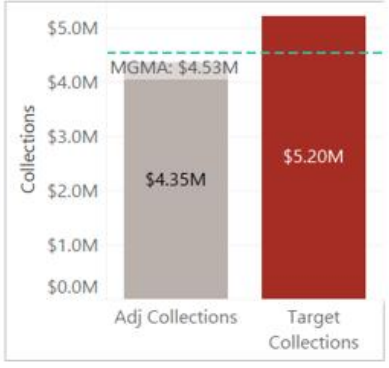
No Show Rate vs MGMA Median



Actual vs Target vs MGMA Median Denials



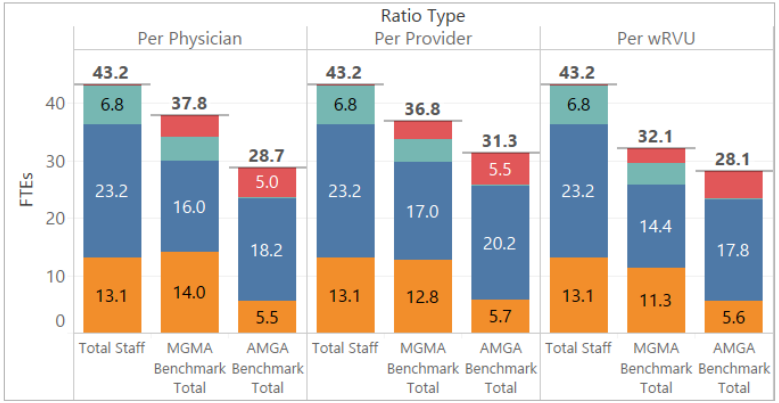
Actual vs Target vs MGMA Median Collections



MGMA

Director Dashboard Example, cont'd.

Total Staffing FTEs Compared to MGMA Medians

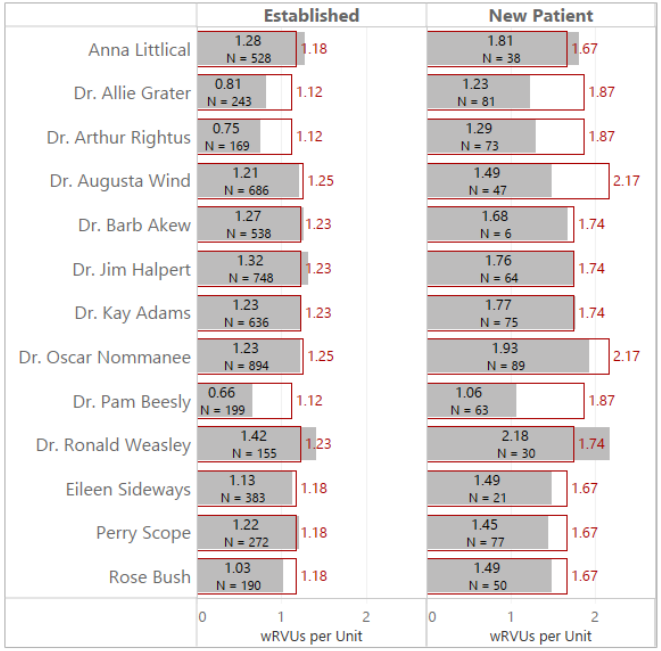


- Total ancillary support staff
- Total business operations support staff
- Total clinical support staff
- Total front office support staff

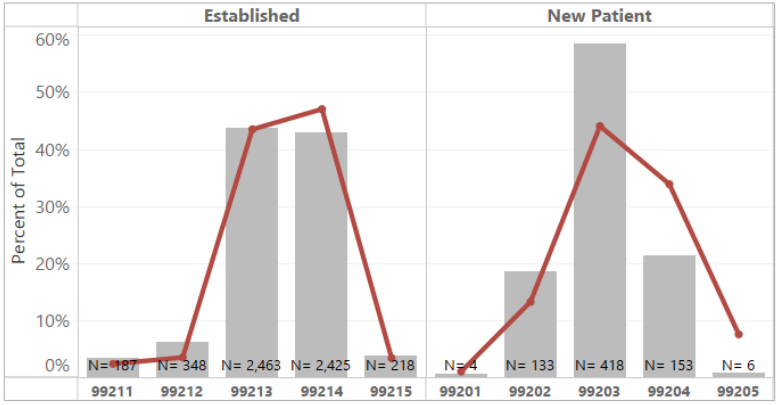
Practice Selector
Primary Care North

Period Selector
2021

Average wRVU per E&M Visit Compared to CMS



Primary Care North Provider Coding Curves Compared to CMS



Measure Names
- Actual Units
- Expected Units at Benchmark

©202

Practice Manager Dashboard

- Practice managers should review the same practice-specific dashboards as directors, but also have individual provider detail
  - Providers should also receive their individual dashboard

- Practice dashboards should be reviewed monthly with staff
  - Discuss and plan how to achieve goals

©2021 MGMA. All rights reserved.

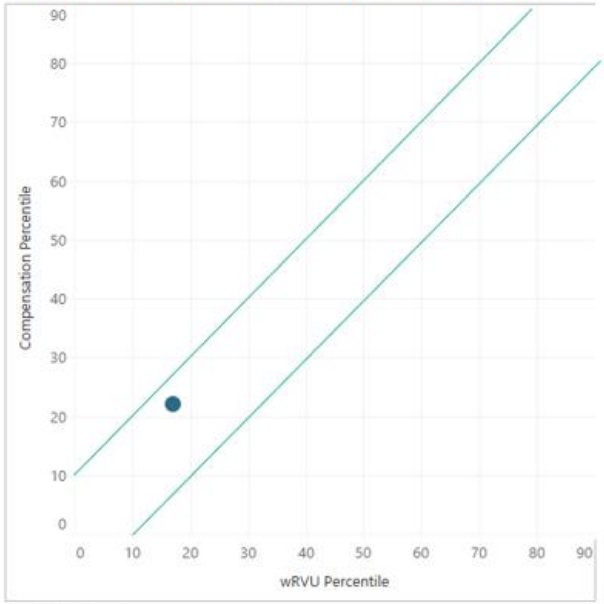
Practice Manager Dashboard Example

Period Selector
2021

Practice Selector
Primary Care North

Provider Selector
Dr. Augusta Wind

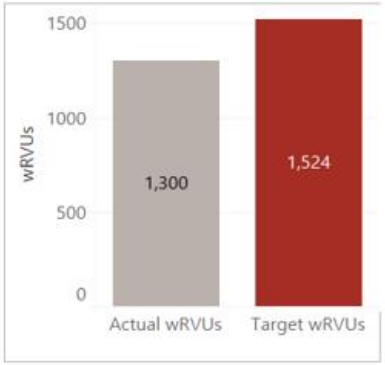
Productivity and Compensation Percentiles by Provider



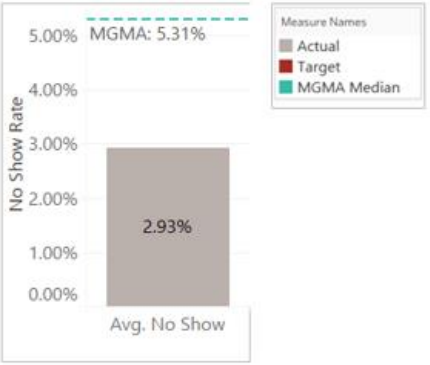
Provider Type
Physician

Position along the x and y axes reflects wRVU and compensation (respectively) percentile as compared to 2021 MGMA Survey (National). Each dot represents one provider. Color coded by provider type.
* Denotes hire date during FY2021
** Denotes hire date during FY2020

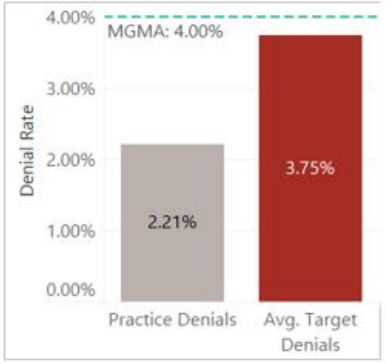
Actual vs Target wRVUs



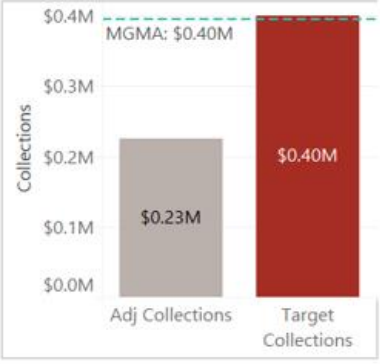
No Show Rate vs MGMA Median



Actual vs Target vs MGMA Median Denials



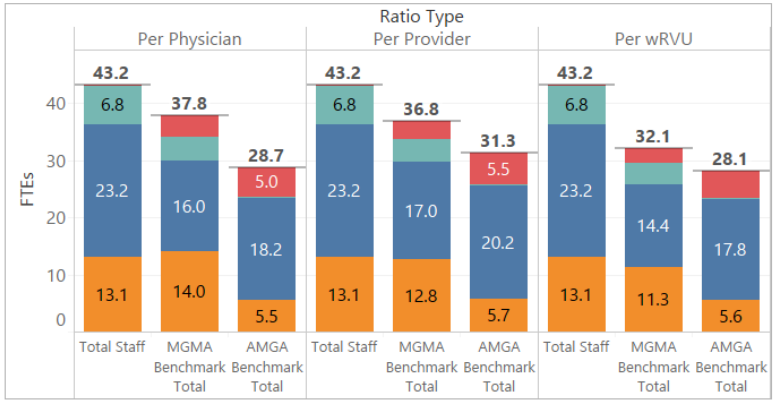
Actual vs Target vs MGMA Median Collections



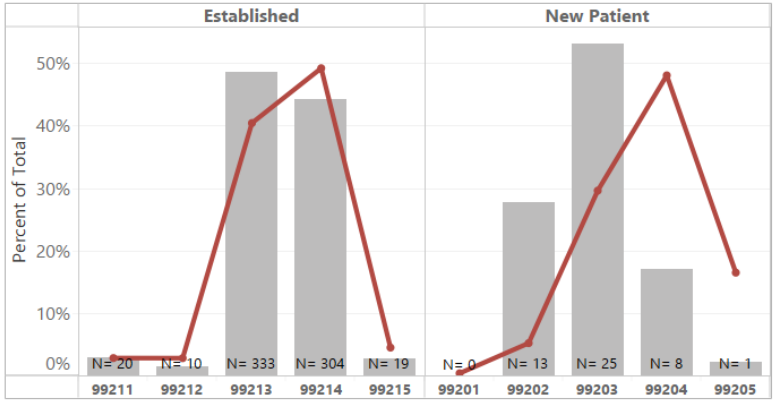
©

Practice Manager Dashboard Example, cont'd.

Total Staffing FTEs Compared to MGMA Medians



Dr. Augusta Wind - Coding Curve Compared to CMS



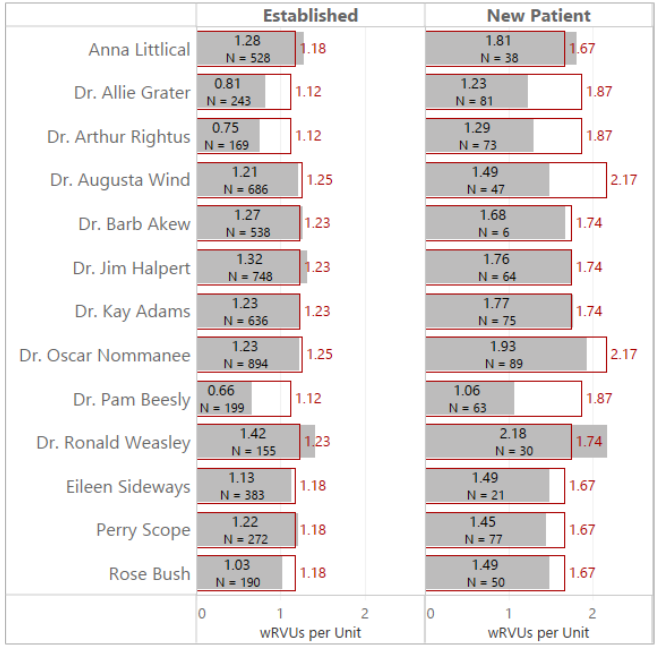
Total ancillary support staff
Total business operations support staff
Total clinical support staff
Total front office support staff

Practice Selector
Primary Care North

Period Selector
2021

Provider Name
Dr. Augusta Wind

Average wRVU per E&M Visit Compared to CMS



Measure Names
Actual Units
Expected Units at Benchmark

©202:

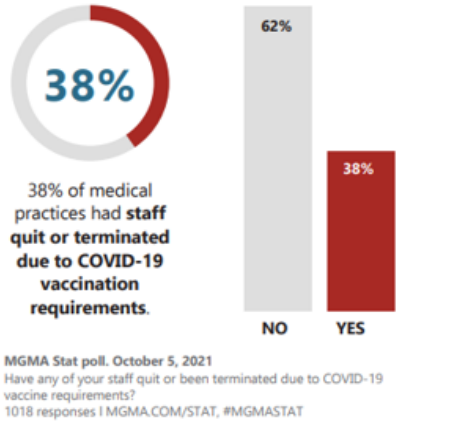
Metrics

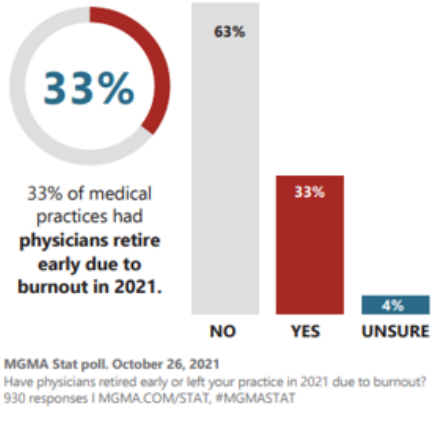
- The top consideration for what metrics to include is the organization's ability to accurately capture, track, and report the associated data
  - The build process should be a broad work group to gain buy in across all stakeholders
- Start small to gain buy in and build excitement then build on progress
- Visual representations are effective for easy interpretation
- It is imperative every person involved in the operations or revenue cycle of the practice can interpret the dashboards
- IT infrastructure and staff are critical components to use an EMR to its full potential

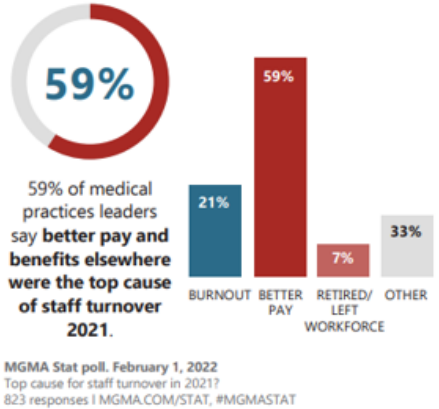
©2021 MGMA. All rights reserved.

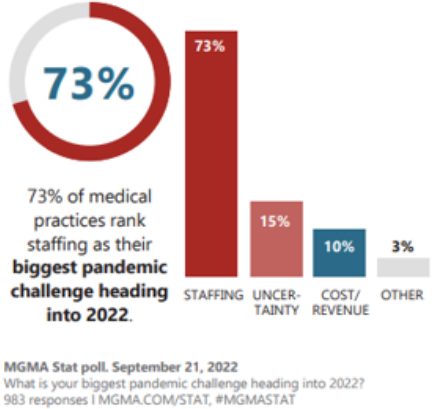
Employee Engagement

- The last two years have been volatile for staffing
- Engaging all staff and celebrating successes is imperative to build morale and optimize practice operations
  - Engagement should start during the build process









Other Considerations

- Organizations must understand what financial incentives they have with payers
    - Processes then need to be built to streamline entry and reporting capabilities to ensure optimal revenue capture
- Having a pulse on the market needs and insight into expansion opportunities of service-line offerings is critical to maintaining a competitive advantage

©2021 MGMA. All rights reserved.

Reporting and Review Frequency

- Reporting should be a push system on a regular interval with three areas of focus:

  - Accountability
  - Rewarding Improvement
  - Continual Optimization

©2021 MGMA. All rights reserved.

Conclusion

- Knowing the current state is critical for developing a path for improvement
- Including all stakeholders in the process is crucial for engagement and long-term success
- Consistency with monitoring and improving metrics will help drive optimization

©2021 MGMA. All rights reserved.

Thank you!

- **Beth Simpson, MHSA, Sr. Manager, HSG**
  BSimpson@HSGadvisors.com
- **Davis Creech, MBA, MHA, Director, HSG**
  dcreech@hsgadvisors.com
- **Pat Ward, BSN, MPA, Interim Director, HSG**
  PWard@hsgadvisors.com

MGMA®