



HST Pathways™

How to Prepare for and Navigate Board-Level Conversations

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Learning Objectives Slide

- Examine the importance of BOD meetings
- Demonstrate how to best prepare, communicate, and run the meetings
- Assemble a panel of board members to hear their first-hand advice & experiences

Overview

Role of the Board

- Strategic Direction
- Policy Development & Approval
- Financial Oversight
- Quality and Safety Oversight
- Risk & Crisis Management
- Compliance
- Performance Monitoring

Logistics

Frequency: Quarterly; 2-3 weeks after the quarter ends

Length: Goal is ≤ 60 minutes

Format: Virtual meetings see higher attendance; but offer both formats to meet everyone's needs

Timing: After business hours is best to avoid disrupting surgery schedules

Don't Just "Check the Box"

- The world has changed – the most successful centers focus on efficient, data-driven, proactive operations
- Use your meetings to be forward-thinking and solution-oriented
 - Ex. Analyze case profitability, benchmark everything, examine case mix and specialties, discuss new ways to add in automation, etc.

Attendees

Required:

- Physician Owners
- CEO / Administrator
- Hospital Owners (if applicable)
- Corporate Owners (if applicable)

Based on the agenda, you may want to bring in:

- Medical Director
- Director of Nursing
- Business Office Manager
- Materials Coordinator
- Etc.

Accreditation

Meeting Accreditation Requirements

- CMS: Requirements are in the Code of Federal Regulations (CFR) – Title 42, Part 416
- AAAHC, The Joint Commission, etc. – all take your quarterly meetings very seriously
- Surveyors will analyze your minutes from every board meeting

Preparation & The Agenda

Creating the Agenda

- Every quarter your agenda will vary slightly based on your annual checklist and time-sensitive matters
- Despite some quarterly variances though, you should strive to make your agenda as repeatable as possible

Sample Standing Agenda

Agenda Item	Example Topics (not all inclusive)
Call to Order	Welcome
Previous Minutes	Review & approve
Action(s) Without Meeting	If applicable, review & approve
Quality/Risk Management	Hospital transfers, ED visits
Regulatory Compliance	Updated P&Ps, Vendor updates
Managed Care Report	Payor contract changes
Financial Review	Profitability, case volume, SWB
Revenue Cycle Management	Days to bill, AR, debt
Capital Expenditure	New orthopedic surgery table
Staffing Updates	New OR Tech starts 5/1
Human Resources	401K matching update
Other Business / Open Discussion	Next meeting

Q1 Additional Agenda Items (January)

- Report a summary of previous year and approval of new plans:
 - Infection Control
 - Corporate Compliance
 - Performance Improvement
 - Environment of Care
 - Risk Management
 - Medical Director Assessment
- Review and Approve:
 - All Policies and Procedures
 - Facility Procedure List/Scope of Services
- Annual Conflict of Interest Statement from Board Members
- Annual Attestations from Physician Owners
- Approval of Key Roles

Q2 Additional Agenda Items (April)

- Review and Approval of:
 - Facility formulary
 - Organizational chart
- Review the Performance of:
 - Facility service contracts such as pharmacy consultant, HVAC, etc.
 - Offsite services such as lab, radiology, pathology, etc.
- Review transfer agreement with local hospital

Q3 Additional Agenda Items (July)

- Review and Approval of:
 - Purpose, Structure, and Responsibility of the Governing Board
 - Medical Staff Bylaws
 - Medical Staff Rules and Regulation (if applicable)

Q4 Additional Agenda Items (October)

- Review and Approval of:
 - Increase in fee schedule
 - Operating and capital budget
 - Strategic plan
 - Merit increase % for next year
 - Any other HR items

Preparing for the Meeting

- As soon as the quarter closes, start preparing!
- Once you have your agenda – assign sections to various staff to help complete the slides
- Distribute Proxy Voting Forms if needed

Distributing Slides & Agenda

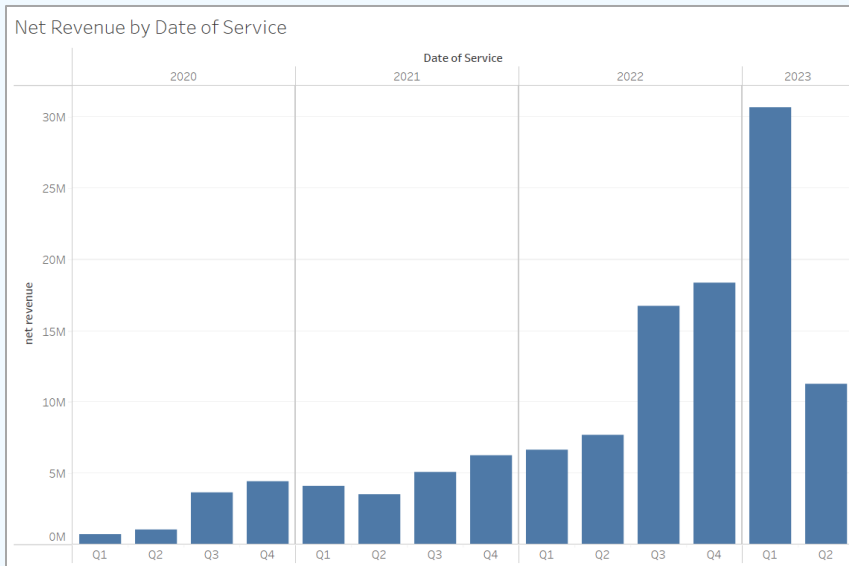
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1	2	3	4	5	6
Quarter Closes		Finalize Agenda & Request Help from Staff				
7	8	9	10	11	12	13
	Deadline for Staff to Submit Slides	Begin Final Review & Editing of Slides		Distribute Slides & Agenda to BOD		
14	15	16	17	18	19	20
				Hold Board Meeting in-person with virtual option	Follow Up Email to BOD with Action Items & Minutes	

Creating Effective Slides

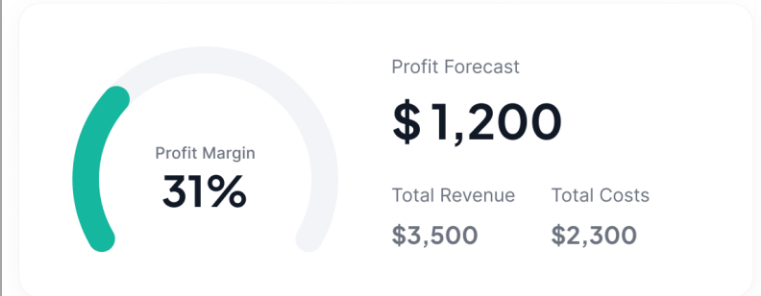
Keep Your Slides Interesting

- Create a template to use every time
- One, clear objective per slide
- Use bullet points and keep text minimal
- Use bar graphs, line charts, or pie charts to make data more digestible

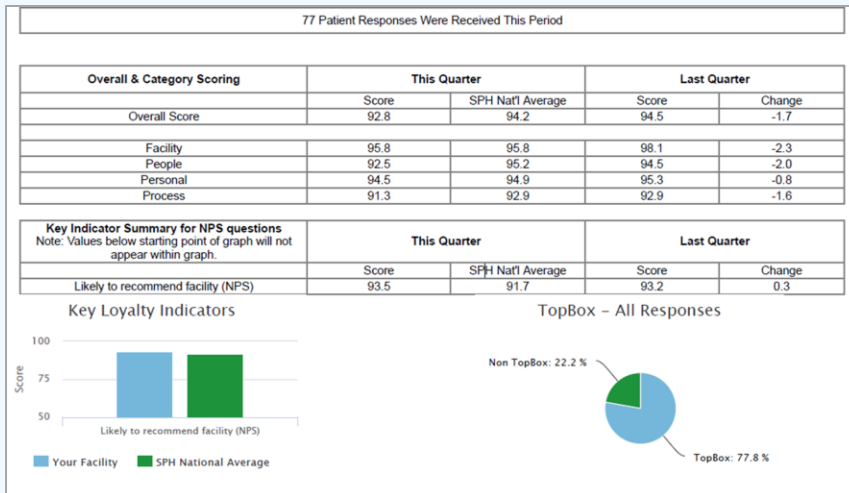
Visualizing Data: Simple & Clear



Profit Analysis



Estimate Breakdown



Key Metrics to Share

There are endless metrics to show...

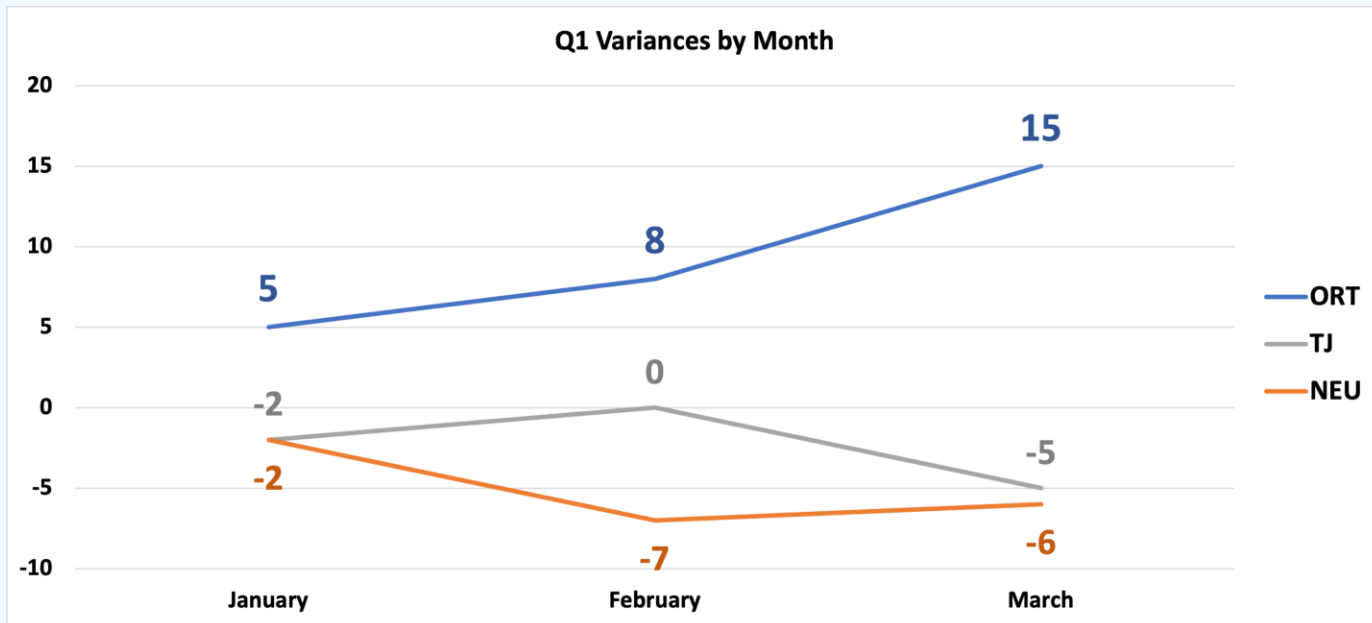
- Show metrics your board *actually* wants to see (ask them!)
- Always remember – you are telling a story through the metrics
- Prepare your story in advance – have one anecdote per metric/slide

Common RCM KPIs to Report

- Days to Bill & Collection Rates
 - DOS to Bill
 - Bill to Pay
 - DOS to Pay
 - Collections %
- Cash Collection Target: 100%
 - Month % & YTD
 - Payments \$
 - Goal \$
 - Delta
- Payer Mix by Financial Class
- AR > 90 Target: 25%
 - Payer breakdown
 - Actual %
 - % w/o self pay
- AR Days 3-month Roll Target: 35
- Credit Balance Days Target: 1 day
 - Bad debt
 - Cash Posted vs. Goal
- Bad Debt Target: 2%
 - Patient bad debt
 - Denial breakdown
- Open Credit AR
- Registration Errors

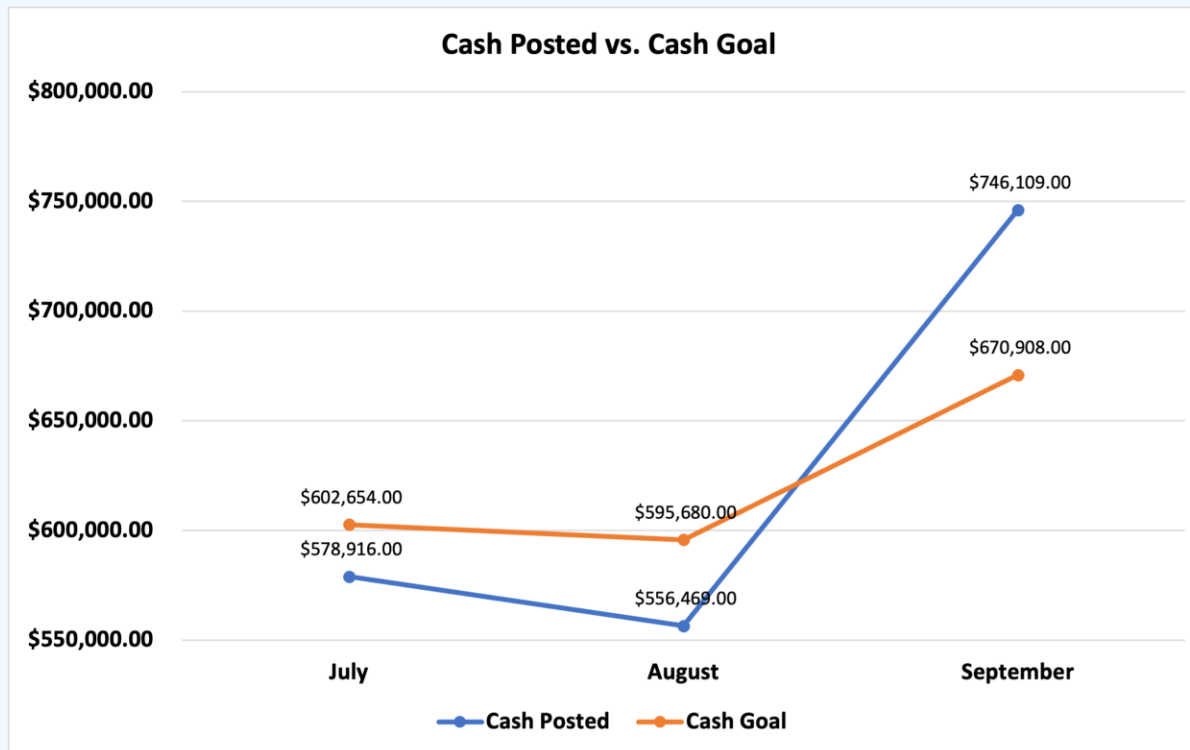
Case Volume

Spec.	JAN			FEB			MAR		
	Actual	Budgeted	Variance	Actual	Budgeted	Variance	Actual	Budgeted	Variance
ORT	30	25	+5	43	35	+8	60	45	+15
NEU	4	6	-2	1	8	-7	4	10	-6
TJ	1	3	-2	5	5	0	2	7	-5
	35	34	1	49	48	1	66	62	4



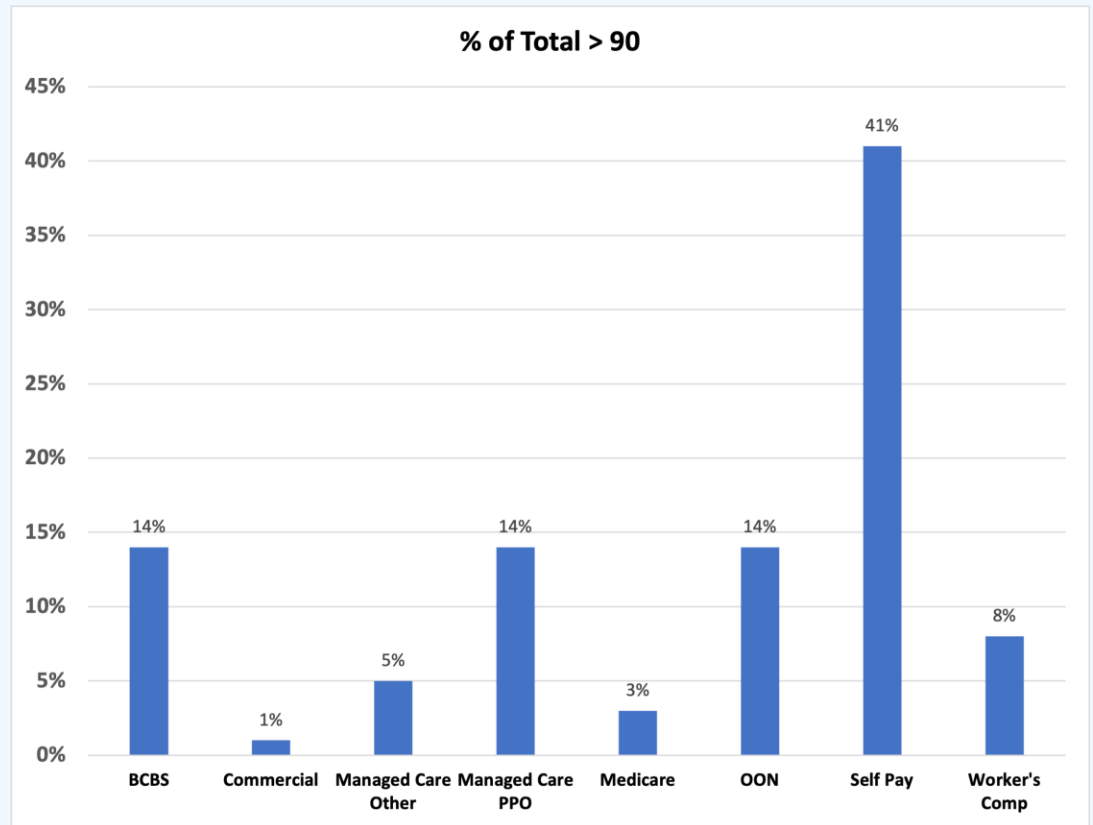
Cash Collection – Target: 100%

	JUL	AUG	SEP	Q3 TOTALS
Cash Posted	\$578,916	\$556,469	\$746,109	\$1,881,494
Cash Goal	\$602,654	\$595,680	\$670,908	\$1,869,242
% of Cash Goal	96%	96%	111%	101%



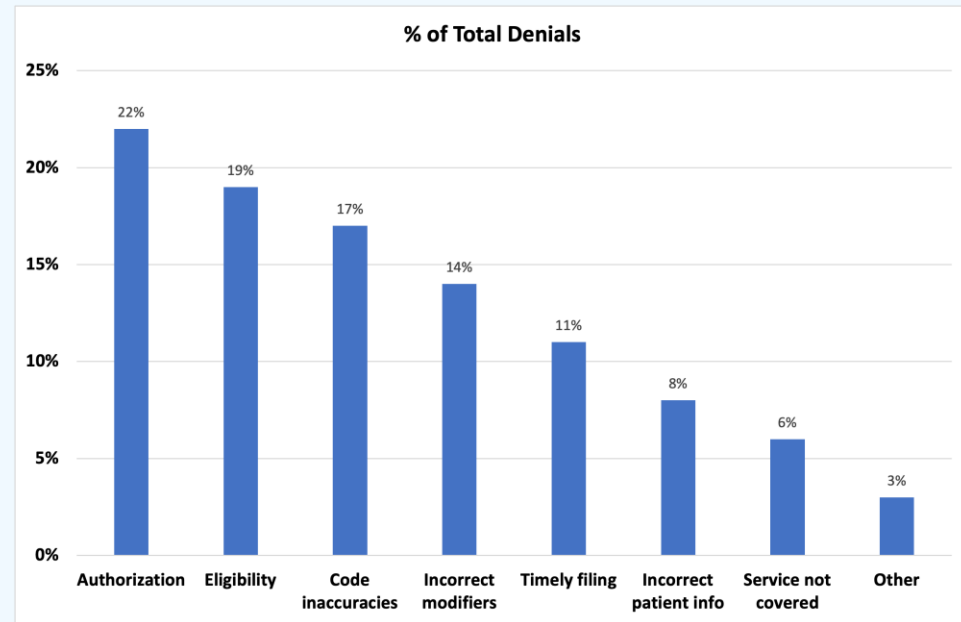
Payer AR > 90 Days

Financial Class	Total > 90	% of Total > 90
BCBS	\$56,857.14	14%
Commercial	\$2,203.00	1%
Managed Care Other	\$22,624.32	5%
Managed Care PPO	\$57,585.40	14%
Medicare	\$10,546.97	3%
OON	\$57,379.74	14%
Self-Pay	\$170,262.14	41%
Worker's Comp	\$34,416.73	8%



Denial Breakdown

CATEGORY	# OF DENIALS	% OF DENIALS	TOTAL AMOUNT DENIED	% OF AMOUNT DENIED
Authorization	40	22%	\$88,000	17%
Eligibility	35	19%	\$75,000	15%
Code inaccuracies	30	17%	\$28,000	5%
Incorrect modifiers	25	14%	\$51,000	10%
Timely filing	20	11%	\$39,000	8%
Incorrect pt. info	15	8%	\$125,000	24%
Service not covered	10	6%	\$70,000	14%
Other	5	3%	\$41,000	8%
Total	180	100%	\$517,000	100%



Running the Meeting

It's go-time!

- Typically, the CEO/Admin will run the meeting
- If you only have an hour, know in advance how much time is allotted per topic
- Use a timer when necessary (this may be a learning curve, but people will grow to respect it)

Follow Up

One more step...

- As soon as you can, share with your BOD and your staff the meeting minutes and any clear action items for everyone in the meeting
- Leverage "Action Without Meeting" in between official board meetings as needed

Panelist Discussion