The Better Together Bulletin

John's Corner

Last year, CMS finalized separate payment for non-face-to-face (telehealth) visits to manage patients with two or more chronic conditions. This telehealth payment rule is set to go into effect beginning in 2015 and reflects CMS's willingness to recognize new efficient and cost effective delivery systems to contain the rising costs of managing health care.

Last week, the Centers for Medicare & Medicaid Services (CMS) proposed several additional telehealth policies and payment changes for 2015. Among the proposed changes, CMS would allow Medicare beneficiaries to receive four new services under telehealth benefits. These services are annual wellness visits, psychoanalysis, psychotherapy, and prolonged evaluation and management services.

The advent of telemedicine is taking hold as CMS expands payment policies to recognize the value of telehealth services. UCIN recommends their Members become telehealth providers for **MeMD** to expand their urgent care patient base.
Gear up;

John J Shufeldt

What's Inside

Management Matters - Shared Risk Contracts

Urgent Care Site Selection

Vendor Profile: UrgentRad

Ask Angie!

Urgent Care Textbooks

UCI Network Partners

• McKesson /PSS
• Athenahealth
• Wood Insurance
• Find Urgent Care
• BlueRidge Xray
• National UC Realty
• MeMD
• Inflection HR
• MedSol
• Baker Donelson
• TLC Medical

• MePro Disposal
• UrgentRad
• Legal Shielf
• Wellcentive
• iMoxie
• Active Forever
• QLess
• OfficePro
• InDemand Interpreting
• SafetyMagnets
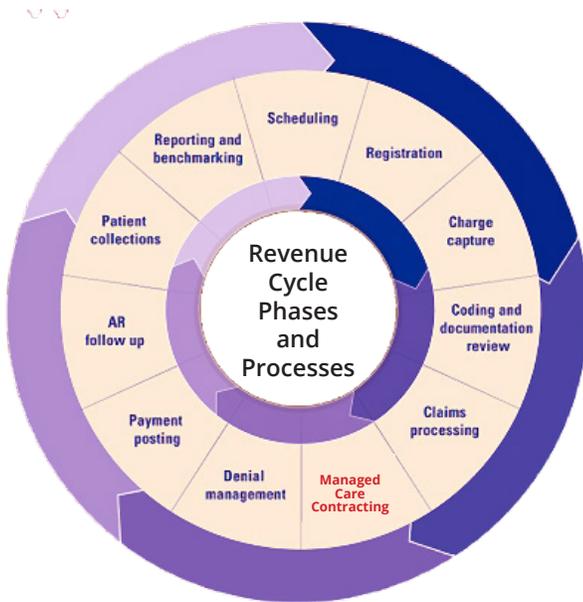
"Better Together"

Management Matters
Practice Management Tips by: Sybil Yeaman

Shared Risk Contracts
Health plans control the cost of providing medical care to their members by various methods, such as laddering patient co-pays, determining covered services, and managing provider reimbursement. Part of managing provider reimbursement includes the development of new payment models. Currently, health plans have created value-based contracts, which are designed to have physicians share the financial risk of patient care. The most common are shared savings agreements, which are the first step in sharing risk.

Revenue Cycle Phases and Processes: Scheduling, Registration, Charge capture, Coding and documentation review, Claims processing, Managed Care Contracting, Denial management, Payment posting, AR follow up, Patient collections, Reporting and benchmarking

In order to meet the challenge of these new payment models and determine if the plan reimbursement is acceptable, it is imperative for your center to understand their utilization and know their cost to provide medical care. This means you should know your patient utilization by payer and procedure, and the average cost to provide care per patient. Otherwise, you won't know if there are any "shared savings" or ample reimbursement to adequately cover your costs of doing business.

Protect your urgent care center from taking a financial loss. Be sure the payment model will cover your costs of providing medical care before renewing current contracts or signing up for new plan opportunities.

Urgent Care Site Selection
By Mike Zelnik and Jim Garrett
National UC Realty

Finding the right location for your urgent care center is paramount to its success. The selection process should include the following steps:

Define a General Market area – Gather Population Statistics
Because mapping is an effective tool that aids in site evaluation, your site search should start by defining a general market area, the region that can support your first location and provide suitable opportunities for future expansion. One search method is to select a county of city and use its boundaries to define the general market area. Information used in you analysis is readily available on the basis of county, city and zip code.

Inventory the Competition
Locating the competition can be as simple as doing an on-line search to identify providers and their locations. Key search terms might be urgent care, immediate care, minor medical, and walk-in clinic. When using the Internet to uncover local competition, you will find that the websites often do not differentiate general medical practices or hospitals from medical clinics. Recognizing this fact will help you eliminate search results that do not meet your criteria. Additional sources for locating competitors include database subscriptions and calls to local clinics.

Once you have compiled a list of surrounding competitors, plot the locations on a map. Mapping the competition provides a good overview of under-served areas and the impact of market barriers, which can help you identify the gaps in the market. In general, the distance between competitors should at least be 3 to 4 miles simply to avoid cannibalizing a competitor's market.

Locate Strong Retail Markets with Good Traffic Flow
The urgent care industry has evolved into retail medicine. The goal is to locate in the areas that have large amounts of flow-to traffic, not flow-through traffic. Ideally, the traffic flow should expose your center to consumers who visit the same shopping areas multiple times per week. Studies show that

the average family travels to the grocery store 2.5 times a week. Such consistent travel helps increase awareness of an urgent care center located near the grocery store, which should decrease the time required for the center to achieve a stabilized patient count.

Profile the Local Population
Now that you have defined your general market area, identified the competition, and located a strong retail area with limited competition, it is time to profile the people who live in the area. You need information from these four key categories:

- The median income of the population
- The total population in a 3-mile radius of the proposed site
- The percentage of the market's population over 55 years of age
- The population per urgent care center within the 3-mile radius

Identify the Ideal Property
Identifying the ideal property involves analysis of many factors. After you have inventoried the competition and profiled the local population, the main areas to focus on are traffic counts, rental cost, and visibility. Imbalance in these areas decreases the probability of your success at a particular location. For example, you could end up with an expensive new building in an area with poor visibility, or with an inexpensive building that is old and out of date.

Compare Potential Sites
Now that you have identified a list of potential properties, it is important to compare those opportunities to pinpoint the location that has the highest probability for success. The ways in which you choose to compile and organize the data can help you compare potential sites.

Conclusion
There are many factors to consider when identifying the best location for your urgent care center, all of equal importance. It is not simply a matter of identifying local competition and potential trade areas; it is the classification and understanding of those factors that allow yo to enter the market confidently. Thorough research and analysis will help you identify the location with the highest probability of success.

Key Points
1. Define a general market area. Use mapping to define a region that can support your first location and that allows for future expansion.
2. Locate strong retail markets with good traffic flow. If your desired population doesn't naturally spend a lot of time in your proposed location but rather passes through it, you won't be able to build a large enough client base.
3. Compare potential sites. Compile and organize your data in a way that allows you to easily determine which site will work best for you.

UCI Vendor Partner Profile

UrgentRad Teleradiology (formerly StatRead Radiology) was created in 2005 to combat the high cost of radiology interpretations and poor customer service.

A newer, more efficient operating model was created by a team of dynamic developers, and a network of qualified radiologists. Since that time, our company has "encouraged" other teleradiology groups to lower their prices and improve turnaround times and the quality of reports. With a large network of American Board of Radiology certified radiologists, working regular day hours, on an efficient and robust technology platform, we are able to provide quality reports in real time for less cost.

UrgentRad utilizes technology, experience, and the American College of Radiology guidelines to develop a thorough process for quality that includes the attending clinician and their staff, as well as the radiologists. Their technology platform is designed to help in the exchange of information. The result is a work-flow that promotes communication between doctors. Such information helps tailor the most appropriate imaging study to the clinical scenario, improves the clinical relevance of the radiology report, and ultimately promotes the optimal report – one that is timely, precise, and accurate.

UrgentRad is a physician owned and operated teleradiology practice, consequently they understand your needs and they are committed to patient care and quality. Their sophisticated imaging platform

helps its radiologists diagnose a wide range of medical conditions quickly and accurately, to help save time and resources. All images are interpreted by experienced US board certified radiologists who will provide you with highly accurate results.

UrgentRad Teleradiology provides full final X-ray, Ultrasound, CT, MRI, and nuclear medicine reports for Urgent Care Centers, Mobile Radiology Units and other providers of emergent care. Their reports are available on-line and by fax. Their work-flow system is simple and easy to use. They quickly connect to your system and capture the images and the patient requisition information at the same time, considerably decreasing wait time for routine and STAT procedures.

UrgentRad can help you improve your patients' experience and your profitability. Their goal is to provide your company with the best quality teleradiology in the industry. Partnering with UrgentRad enables you to have access to American Board of Radiology certified radiologists, 365 days a year. From the smallest urgent care center to the largest hospital, any medical facility can have access to a fully specialized radiology department at the tips of their fingers. UrgentRad can also evaluate your operation and possibly provide a cost worthy integration with your Electronic Health Record system.

UrgenRad is located at 7332 E Butherus, Hangar 1A, Scottsdale, AZ 85260.

For more information call 480-339-5007 or send an email to info@urgentrad.com

Angie Inlow, EVP UCI Network

QUESTION 1:

Q: According to the CMS Meaningful Use requirements, I must have a "Security Risk Analysis". What is this and how do I satisfy this requirement?

A: Conducting a security risk analysis is required when certified EHR technology is adopted in the first reporting year. In subsequent reporting years, or when changes to the practice or electronic systems occur, a review must be conducted. Below is a link to the CMS tip sheet, which provides an overview of the security risk analysis requirement. Download tip sheet **here**.

QUESTION 2:

Q: Recently I heard the ICD-10 requirement is being delayed. When will we be required to start using ICD-10 codes on claims?

A: As of the new ruling, all claims with a date of service on or before beginning October 1st, 2015, must be submitted using ICD-10 instead of ICD-9. If you are concerned about meeting this requirement or feel your current software solution will not be ready for ICD-10, please contact us immediately.

UrgentCareTextbooks

Lee A. Resnick, M.D. and John Shufeldt M.D. have collaborated to fill an ever growing need in the urgent care industry. Gathering some of the best minds in the industry to author chapters in their areas of expertise, our textbooks ensure the highest relevance, utility and credibility. Our books provide a thorough and quick reference guide in both the application of clinical practice and the management of an urgent care center.


Textbook of Urgent Care Management
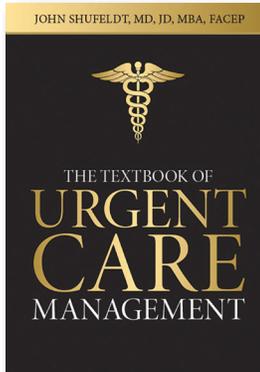
If you are planning to open an urgent care center, own or manage an existing center or are interested in selling your center, this book is a comprehensible guide to urgent care development, management and exit.

Use this textbook as you would use a consultant. This book will help to further define the problem, create solutions and measure outcomes

Textbook of Urgent Care Medicine
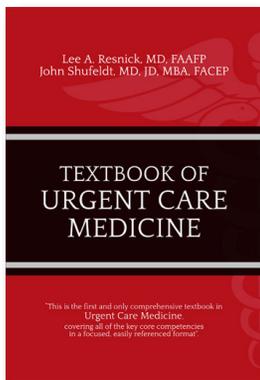
This is the most comprehensive textbook in urgent care medicine, covering all of the key core competencies in a focused easily referenced format.

This book will be your field guide reference to assist the clinician in providing the highest quality care while accounting for the unique risk and uncertainty posed in an urgent care setting.

The **Textbook of** *Urgent Care Management* **and the Textbook of Urgent Care Medicine** first printing will be available at the UCAOA 2014 Spring Convention in Las Vegas, NV March 17th - 20th

For more information, go to
http://www.urgentcaretextbooks.com/?product=tocum

Urgent Care Integrated Network, LLC

The Urgent Care Integrated Network, LLC (UCIN) is a Managed Service Organization (MSO) specifically serving the practice management and business development needs of independent urgent care centers. Member centers experience group buying power through the network for more favorable pricing on medical supplies and services.

Essential practice management services are offered by UCIN for all non-medical business and management functions. From consulting and new center development to HR, credentialing, accounting and finance. These services relieve the administrative burdens physicians face in our increasingly complex medical care industry.

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