

# Mission Internal Medical Group

## New Financial Data Drives New Financial Rewards for Practice

### At a Glance

#### CLIENT

Mission Internal Medical Group  
Mission Viejo, CA

- ▶ 60 physicians
- ▶ 14 mid-level providers
- ▶ 12 locations
- ▶ 1 Anodyne Analytics user

#### ORGANIZATION

Multi-specialty medical group

#### ISSUES

- ▶ Data unreliable and difficult to extract
- ▶ Data insufficient to make important practice decisions
- ▶ Dependability of data causes staff to question changes

#### SOLUTION

- ▶ Anodyne Analytics

#### RESULTS

- ▶ Easily accessible financial reports
- ▶ New revenue sources pinpointed
- ▶ Negotiations improved with better data
- ▶ Report results motivate staff to perform

### Lack of Financial Data Hampers Performance

Wing Choi likens it to flying by the seat of his pants.

As CFO of Mission Internal Medical Group, a large, multi-specialty clinic based in Mission Viejo, CA, it's his job to assure the group's financial success. But a lack of easily accessible data was a problem—a big problem—for Choi.

He says that financial information provided by the group's practice management system was complicated, extremely difficult to obtain, and that data consistency was a major problem. Given these chronic problems, physicians in the group were unwilling to make changes based on data they mistrusted. Entering search parameters for reports was such a convoluted process that, Choi says, "we never got the same answer twice—no matter how careful we were in pulling reports."

### Improved Data Sharpens Practice's Vision

All that changed when the practice implemented Anodyne Health's business intelligence solution—Anodyne Analytics. "We can be more analytical," says Choi. "We can make decisions based on information—not guesswork." For a busy practice with more than 70 providers who bill more than 1,000 different CPT codes, that new capability has made a world of difference.

Choi's job is to keep his eye on everything financial – revenue decreases and the reasons for the decreases, as well as unrealized revenue potential: "We are the eyes and ears of the practice. Anodyne Analytics makes my eyes and ears sharper."

For example, Anodyne Health makes it possible for Choi to look at the reimbursement rate for every CPT code by payer. That makes negotiating with the payers much easier, and more productive, than it had been in the past. "We know going into a negotiation where the payer stands in terms of reimbursement level. It puts us in the power position to get what we want," Choi says.

In addition to reimbursement data, Anodyne Health is able to tell payers how many of the practice's patients are covered by the carrier, as well as provide breakdowns by age-group, location and employer. "It is powerful information," Choi points out, saying he has the security of knowing that his information is even better than what the payers have.

Now he says he can also track the negotiated increase in reimbursement to make certain the payer is complying with the agreement. Anodyne Health's vast array of data can also facilitate negotiations with drug manufacturers. "With injectables, for example, I can show the manufacturer real-time data that we are losing money on certain types of injections. They can come back to us with better pricing or other solutions. Being able to support your negotiation with data is invaluable. We were never able to do that before we started using Anodyne Analytics."

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## Analysis Uncovers New Financial Opportunities

In terms of revenue enhancement, Choi wanted to know whether the practice could encourage enough e-prescribing to qualify for a 2% e-prescribing incentive that was available through Medicare Part B. He was able to review two months of charge activity and calculate the numerator and denominator per the criteria established by the Centers for Medicare and Medicaid Services to identify the correct ratio for each provider. He discovered that the practice had the potential to earn an additional \$340,000 a year on \$17 million in Part B payments. The practice then used that information to mobilize the entire organization to optimize e-prescribing opportunities.

## Intelligent Data Leads to “Intelligent Growth”

Another area where Anodyne helped recover lost revenue was in flagging undercoding by providers. Choi says that with Anodyne Health he can benchmark coding levels in order to show providers how they compare to others in the practice, specialty, or region. If the coding level is below normal, coders review the provider’s files to determine if higher codes are warranted.

“If providers are performing below where they have indicated they expect to perform, they want us to let them know about it,” Choi says. “We don’t tell them how to practice; we just show them the problem in black and white. Anodyne Health has helped us demonstrate that even a small modification in behavior can make a big difference.” For example, training that Mission Internal provided to a physician on how to code and document more accurately brought one physician a \$40,000 per year income boost, Choi says.

The information provided by Anodyne Health has also allowed the practice to make more informed decisions about staffing. Calling it “intelligent growth,” Choi says that he can look at the data and now get a much clearer picture regarding when to add providers. “We look at referral patterns to help us decide when to add a new physician to the practice. For example, we may have a provider that is netting us \$50,000 a year in reimbursement in referrals, but once we run the numbers with Anodyne Health, we find out that if we brought him in-house we could generate \$375,000 in reimbursement. That makes the decision-making process much easier.”

Choi says a change in attitude is one of the biggest changes in the practice brought on by Anodyne Health data: “Each department is responsible for its own costs. Everyone has become more cost conscious. Money is not just someone else’s problem. It’s on everyone’s radar.”

\*These results reflect the experience of one particular practice and are not necessarily what every Anodyne Health Partners client should expect.



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