Establishing Coding Productivity Standards
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Objectives

- Review published information for coding
  - Production
  - Quality
- Outline items to consider when determining productivity standards
  - Total volume of work
  - Software functionality
  - Specialties
  - Other duties assigned
- Consider ways to gain staff support
- Discuss creating measurements to ensure success
  - Production
  - Quality
Information contained in this presentation, including all discussion, is not intended to be legal or business advice. The regulations regarding billing and coding are open to interpretation. It is your responsibility to ensure that compliant coding and billing guidelines are being followed and to seek assistance from outside experts on application of those guidelines specific to your circumstances.
Definitions

- **Productivity**: The rate at which goods are produced or work is completed
- **Efficiency**: The ability to produce something without wasting time, materials or energy
- **Effectiveness**: Producing a result that is wanted—having the intended effect
- **Quality**: How accurate or inaccurate something is
- **Standard**: A level of quality or achievement that is considered
Goals

- To determine if staff is completing their work in an efficient and accurate manner.
- To develop measurements to assist in setting annual performance goals.
- To allow issues with low performers to be recognized and addressed quickly.
- To assist in identifying when staff capacity is met.
- To meet your practice/organization’s compliance requirements.

“If you’re not keeping score, how do you know if you’re winning?”
## Benchmarks

<table>
<thead>
<tr>
<th>Type of Record</th>
<th>Reported Expectation (highest percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>3 -3.5 records per hour</td>
</tr>
<tr>
<td>Ambulatory Surgery Center</td>
<td>6-7 records per hour</td>
</tr>
<tr>
<td>Clinic Visits</td>
<td>&gt; 23 records per hour</td>
</tr>
<tr>
<td>Observation</td>
<td>5-6 records per hour</td>
</tr>
<tr>
<td>Emergency Department Records</td>
<td>8-11 records per hour</td>
</tr>
<tr>
<td>Interventional Testing</td>
<td>4-5 reports per hour</td>
</tr>
<tr>
<td>Non-interventional Testing</td>
<td>&gt;37 reports per hour</td>
</tr>
</tbody>
</table>

2011 Coder Productivity Survey-HCPro
<table>
<thead>
<tr>
<th>Type of Record</th>
<th>Reported Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>3</td>
</tr>
<tr>
<td>Outpatient (ambulatory, interventional, surgery and procedures)</td>
<td>5</td>
</tr>
<tr>
<td>Emergency Department</td>
<td>15</td>
</tr>
<tr>
<td>Ancillary Services (including testing and lab and radiology)</td>
<td>30</td>
</tr>
</tbody>
</table>

ICD10 Monitor October 25, 2015
Benchmarks

Discussion: What are your quality expectations?

- 95%
- 90%
- Other
Considerations

- Work type
- Work hours
- Work location
- Software functionality
- "Other duties as assigned"
- Coding credentials

**Discussion:** Are there other items that should be considered?
Work Type

- What type of coding will the measurement apply to?
  - Inpatient Facility
  - Outpatient Facility
  - Clinic Visits
  - Professional Procedures/Surgery
  - Diagnostic Services
  - Interventional

- Will there be abstracting performed?
Work Hours

- FTE status
- Shift
- Extended hours

**Discussion:** Should production expectations be altered during extended hours?
Work Location

- Office
- Remote Office
- Remote Home

Discussion: Does working from home change your productivity expectation?
Software Functionality

- Computer Assisted Coding
- Ability to build payer specific edits
- Speed
- Streamlined processes

▶ Discussion: Does the software a coder uses change the production expectations?
“Other Duties As Assigned”

- Is the staff member responsible for:
  - Abstracting (CPT, ICD)
  - Answering questions
  - Providing analysis
  - Working denials
  - Querying providers/departments

▶ Discussion: Does ICD-10 have an effect on productivity?
Coding Credentials

- CPC (et al)
- CCS, CCS-P
- RHIT

**Discussion:** Does coding credentials, or lack thereof, change productivity expectations?
Gaining Support

- Track current production over several weeks
- Ask for input
  - i.e. daily, weekly or monthly averages
- Create an incentive plan
  - Payment
  - Conferences
  - Special projects
- Establish annual goals based on performance
- Delay promotions and/or moves for under performers
- Allow overtime only for those meeting minimum production standards
Setting Measures

- Applying Average Current Production Measures
  - Monitor production levels for all staff over a pre-designated period of time
  - Sort work by work type (specialty, inpatient, outpatient, abstracting, etc.)
  - Determine average (hourly, daily)
  - Throw out the highest and lowest numbers
  - Set performance standards
    - Minimum
    - Average
    - High
  - Share measures and data with staff
Setting Measures

- Using Point Values to Measure Productivity
  - Determine a point value for each work type
  - Determine the average production you expect
  - Set performance standards
    - Minimum
    - Average
    - High
  - Share measures and data with staff
<table>
<thead>
<tr>
<th>Work Type</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>3 points</td>
</tr>
<tr>
<td>Emergency Room Professional and Facility</td>
<td>2.5 points</td>
</tr>
<tr>
<td>ASC/Outpatient Procedure</td>
<td>2 points</td>
</tr>
<tr>
<td>Clinic-Specialty</td>
<td>1 point</td>
</tr>
<tr>
<td>Radiology Review Diagnosis</td>
<td>.5 points</td>
</tr>
</tbody>
</table>
Setting Measures

- Use published data as a benchmark
  - Determine production value for each work type (i.e. minutes, charts per day, charts per week)
  - Review published data
  - Set performance standards
    - Minimum
    - Average
    - High
  - Share measures and data with staff
## Setting Measures

<table>
<thead>
<tr>
<th>Work Type</th>
<th>Minutes Per Chart</th>
<th>Charts per Day</th>
<th>Charts per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>30</td>
<td>15</td>
<td>75</td>
</tr>
<tr>
<td>Observation</td>
<td>20</td>
<td>21</td>
<td>105</td>
</tr>
<tr>
<td>Same Day Surgery</td>
<td>12</td>
<td>35</td>
<td>175</td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>10</td>
<td>42</td>
<td>210</td>
</tr>
<tr>
<td>Other OP Charts</td>
<td>4</td>
<td>105</td>
<td>525</td>
</tr>
</tbody>
</table>

UNMH HIM Coding Productivity and Quality Standards
## Daily Coder Productivity Expectations

<table>
<thead>
<tr>
<th>CHART TYPE</th>
<th>PER DAY</th>
<th>PER HOUR</th>
<th>TIME PER RECORD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ancillary Testing Coding</td>
<td>240</td>
<td>30</td>
<td>2</td>
</tr>
<tr>
<td>Inpatient/Observation</td>
<td>24</td>
<td>3</td>
<td>20</td>
</tr>
<tr>
<td>Same Day Surgery</td>
<td>48</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Emergency Room</td>
<td>96</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>Outpatients</td>
<td>240</td>
<td>30</td>
<td>2</td>
</tr>
<tr>
<td>Radiology - no other duties</td>
<td>400</td>
<td>50</td>
<td>1</td>
</tr>
<tr>
<td>Radiology - other duties</td>
<td>240</td>
<td>30</td>
<td>2</td>
</tr>
<tr>
<td>Urology</td>
<td>144</td>
<td>18</td>
<td>3.3</td>
</tr>
<tr>
<td>Ambulatory Multi-Specialty Clinic (125 providers 7 FTEs)</td>
<td>136</td>
<td>17</td>
<td>3.5</td>
</tr>
<tr>
<td>E&amp;M</td>
<td>160</td>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>Orthopedic Surgeries</td>
<td>60</td>
<td>7.5</td>
<td>8</td>
</tr>
</tbody>
</table>
Production Measures

- Coding staff is expected to meet expectations as follows:
  - Exceeds: Goal is met 90% or greater of the time
  - Average: Goal is met 70-89% of the time
  - Minimum: Goal is met 40-69% of the time
  - Not Meeting: Goal is met <40% of the time

Discussion: How do you set expected productivity?
- Exceeds
- Average
- Minimum
Quality Measures

- Coding staff is expected to meet quality expectations as follows:
  - Meets: Achieves 95% or higher 90% or more of the time
  - Not Meeting: All others

Discussion: How do you set expected quality?

- Meets
- Not Meeting
Review

- Reviewed published information for coding
  - Production
  - Quality
-Outlined items to consider when determining productivity standards
  - Total volume of work
  - Software functionality
  - Specialties
  - Other duties assigned
- Considered ways to gain staff support
- Discussed creating measurements to ensure success
  - Production
  - Quality
Quality Trumps Quantity
Resources

- http://www.hcpro.com/content/267408.pdf
- http://www.hcpro.com/content/238552.pdf
Questions
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