MANAGING THE UNHONORED DENIAL RATE AND TURNAROUND TIME OF MEDICLAIMS IN ZULEKHA HOSPITAL, SHARJAH, UAE

SAKSHI GAMBHIR

My roles and responsibilities

- Out patient approval processing
- In patient approval processing
- Follow up
- E claims processing
- HMIS upgradation
- Assisting in managerial tasks

"Progress and motion are not synonymous,
Progress stands on efficiency"

NEED

- To reduce the **rigidity** of approval process
- To reduce **manual workload**
- To bring the entire process in to **one platform**
- To **keep the patient informed** about the status of request with out using manpower
- To increase **Daily patient turnover**
- To increase **Revenue generation**

AIM

- To reduce **turn around time**
- To decrease **rejection rate**
- To **smoothen** the **approval process**
- To increase **efficiency**

OBJECTIVES

- To identify the reasons behind high turnaround time and rejection of mediclaim in Zulekha Hospital

- To identify the policy level ambiguities leading to high mediclaim rejection

- To suggest measures smoothening approval process to reduce turnaround time and rejection rate of mediclaims in Zulekha Hospital

GAPS IN THE PROCESS

- Process making workflow more redundant and time consuming
- Unnecessary movements and multiple minute diversified work patterns
- Diversified accessibility and usage of HMIS
- Patient roaming between the departments

STUDY DESIGN AND METHODS

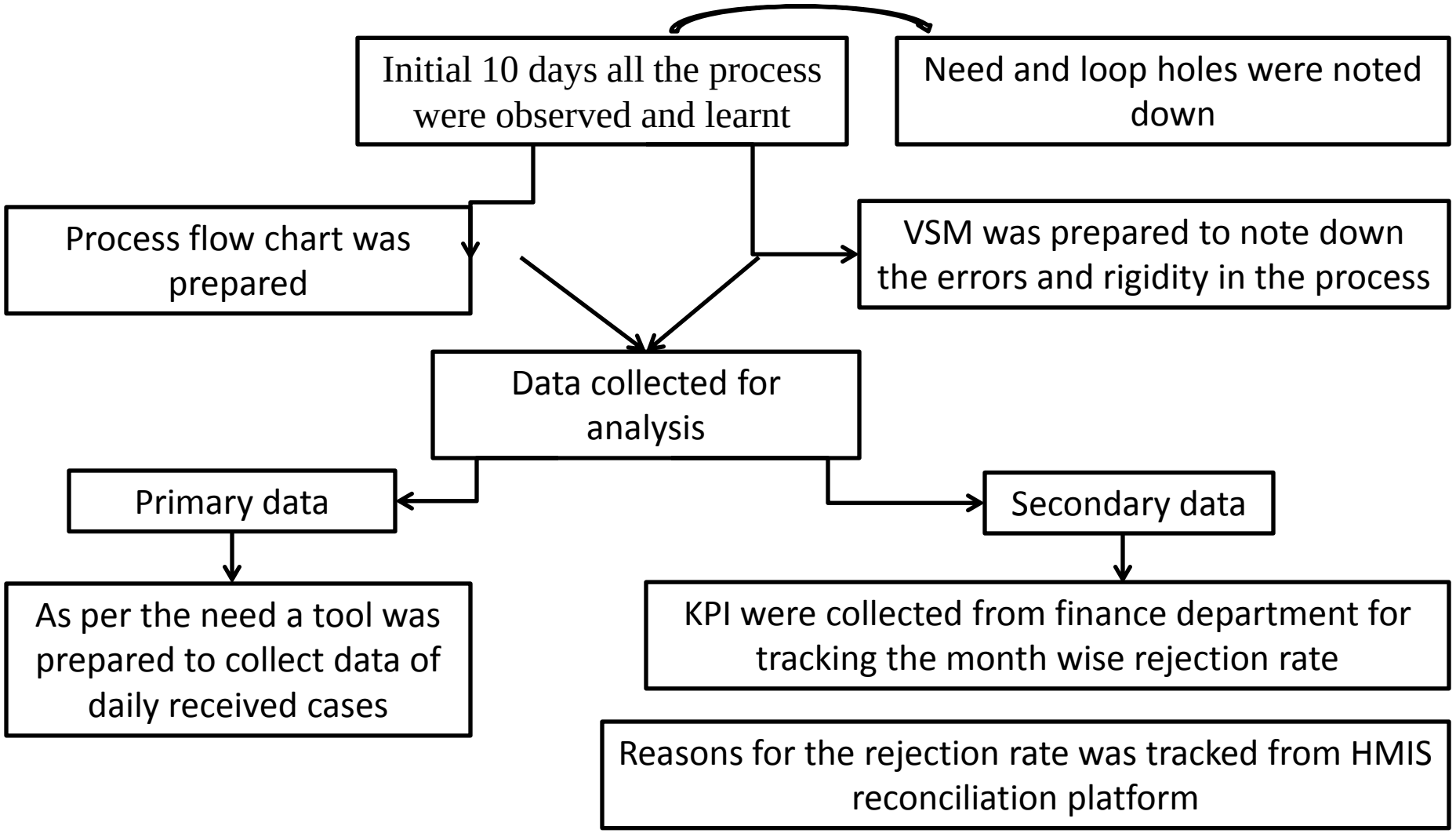
- **Type of study:** Descriptive cross sectional study
- **Location of study:** Zulekha Hospital, Sharjah
- **Study subjects:** All Approval requests received between 10 march 2015 to 10 may 2015

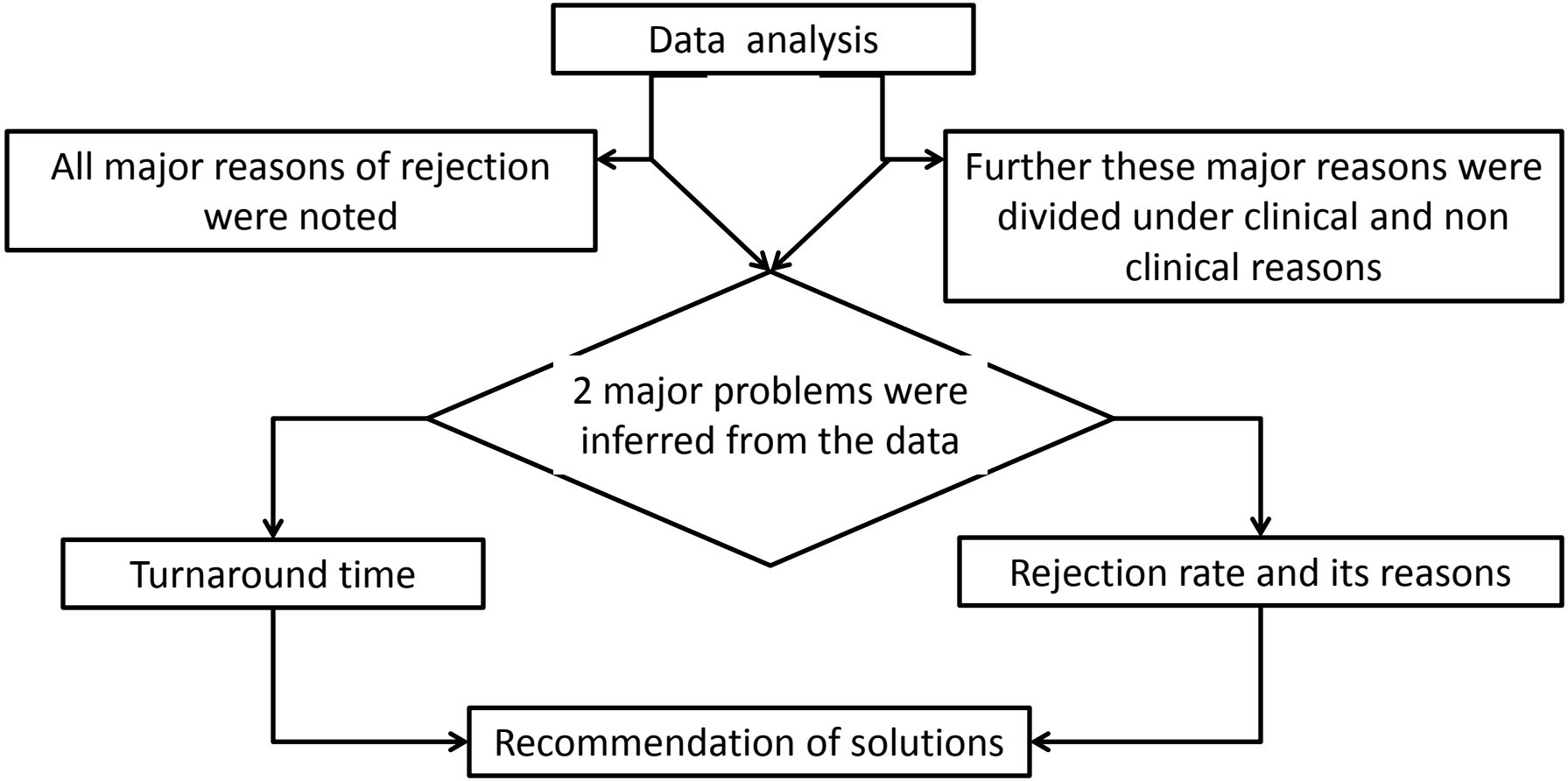
- **Sample size:** All Approval requests processed for initial approval, claim process, reconciliation – **7326**

- **Technique:** Qualitative research technique

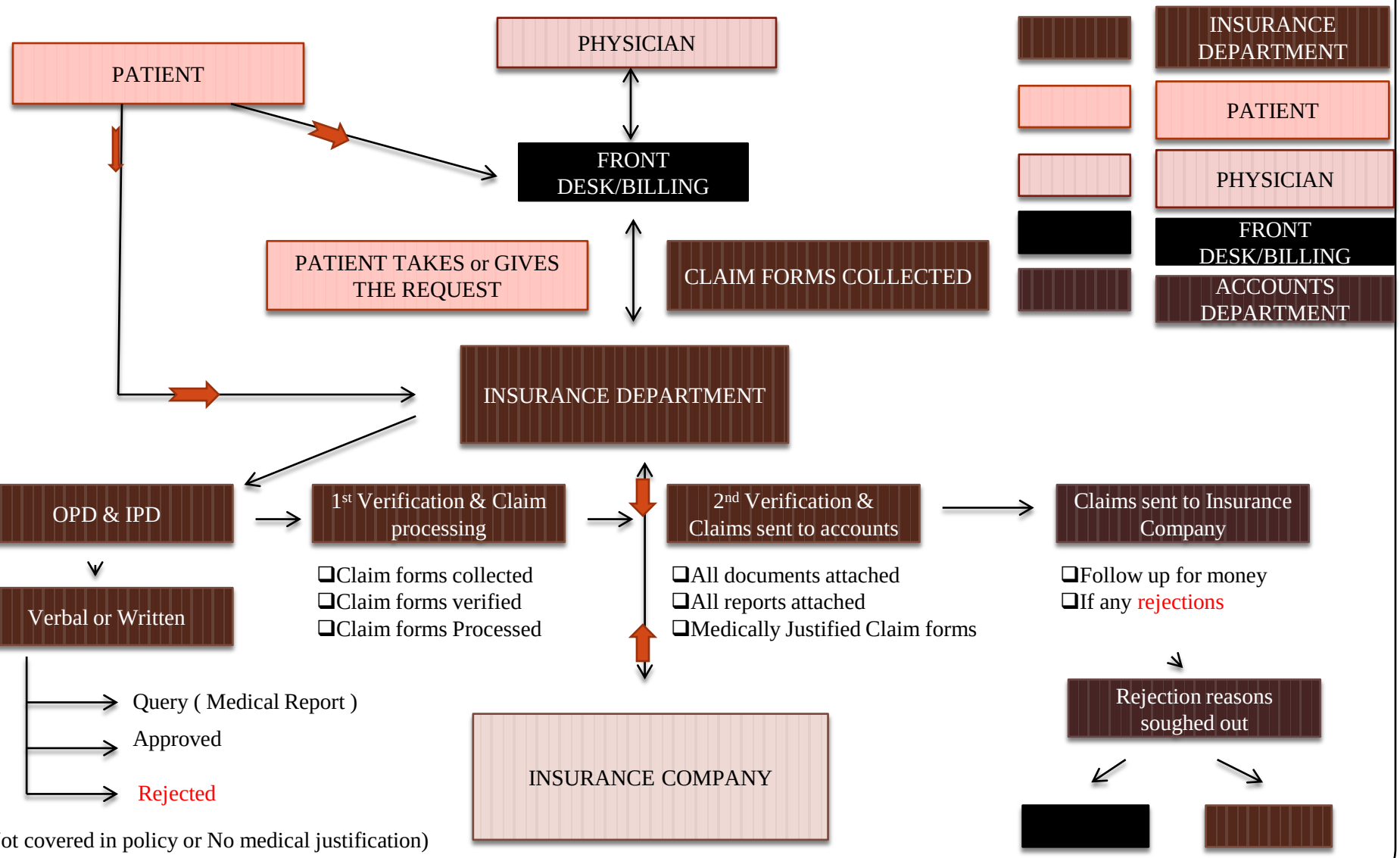
- **Study period:** March 10 to May 10

STUDY PLAN


Initial 10 days all the process were observed and learnt
Need and loop holes were noted down
Process flow chart was prepared
VSM was prepared to note down the errors and rigidity in the process
Data collected for analysis
Primary data
Secondary data
As per the need a tool was prepared to collect data of daily received cases
KPI were collected from finance department for tracking the month wise rejection rate
Reasons for the rejection rate was tracked from HMIS reconciliation platform


Data analysis
All major reasons of rejection were noted
Further these major reasons were divided under clinical and non clinical reasons
2 major problems were inferred from the data
Turnaround time
Rejection rate and its reasons
Recommendation of solutions

Process flow of insurance department



VALUE STREAM MAPPING

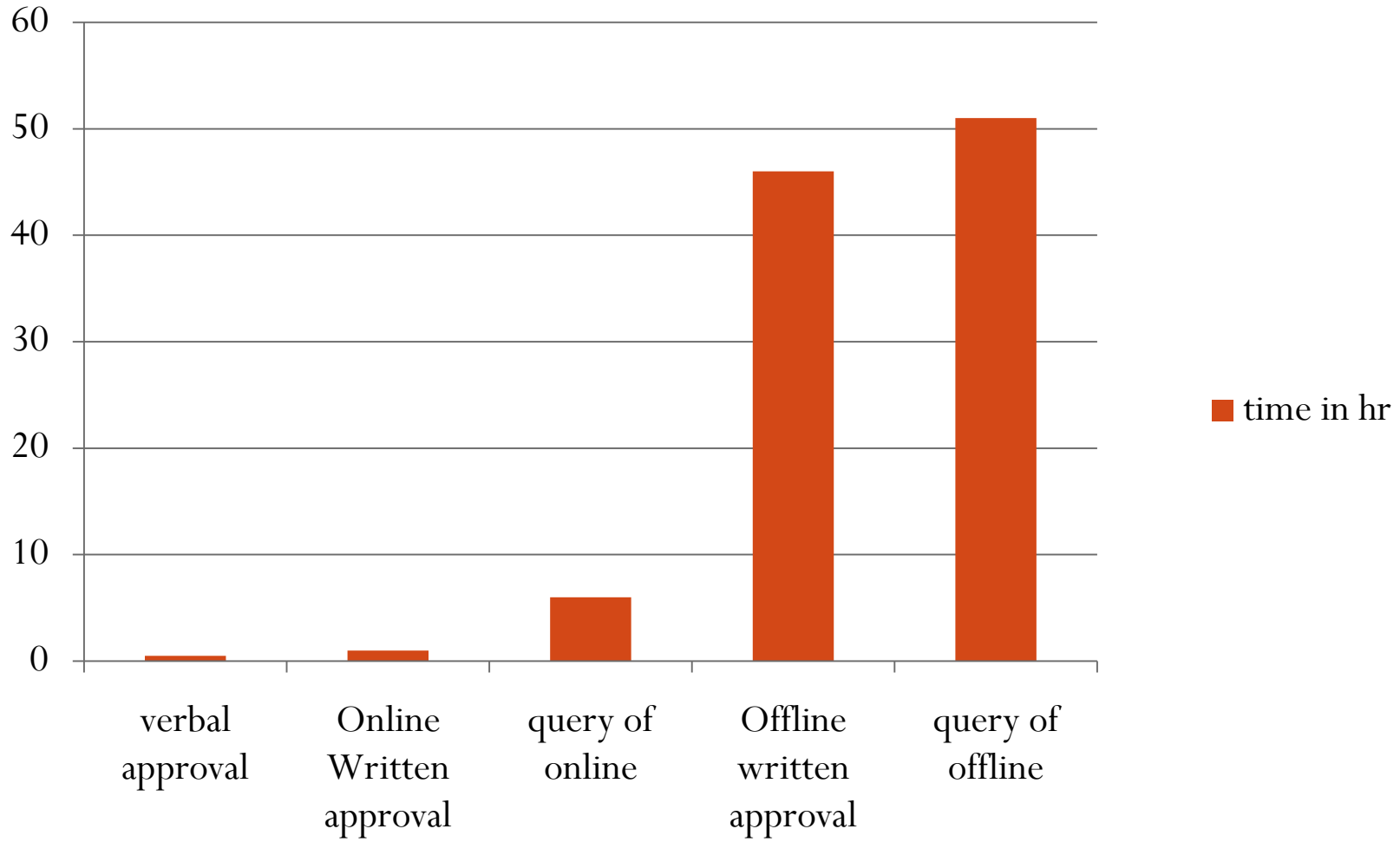
KEY AREAS

- Turnaround Time
- Rejection rate

TURNAROUND TIME

Sl. no	Approval scenario	Time in hr
1	verbal approval	0.5
2	Written Approval of insurance company with online platform	1
3	query of insurance company with online plat form	6
4	Written Approval of insurance company with out online platform	46
5	query of insurance company without online platform	51
Average time taken		24 to 48

COMPARISION OF OFFLINE, ONLINE AND VERBAL PROCESS



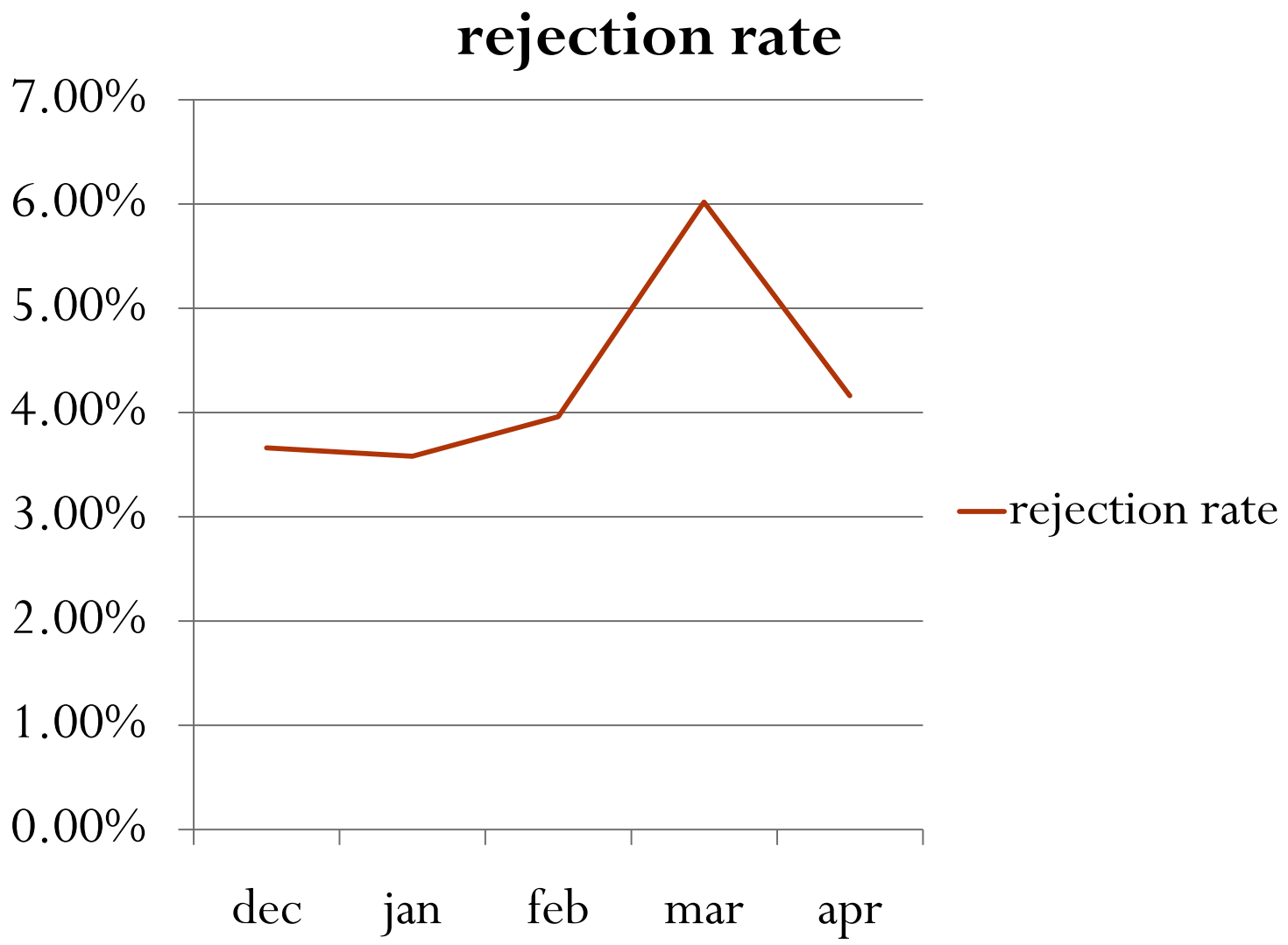
REJECTION RATE

SALIENT FEATURES

- 140 new approval request received daily
- 4200 approval requests processed per month
- Average cumulative rejection rate of 4.28% before reconciliation
- After reconciliation rejection rate less than 2%

KPI REJECTION RATE

	Dec	Jan	Feb	Mar	Apr
Net amount	2726189.25	2,245,650.00	2833594.39	2696010.5	3,668,404.54
Rejected	99906.01	80371.06	112217.61	162174.47	152,782.78
Rejection rate	3.66%	3.58%	3.96%	6.02%	4.16%

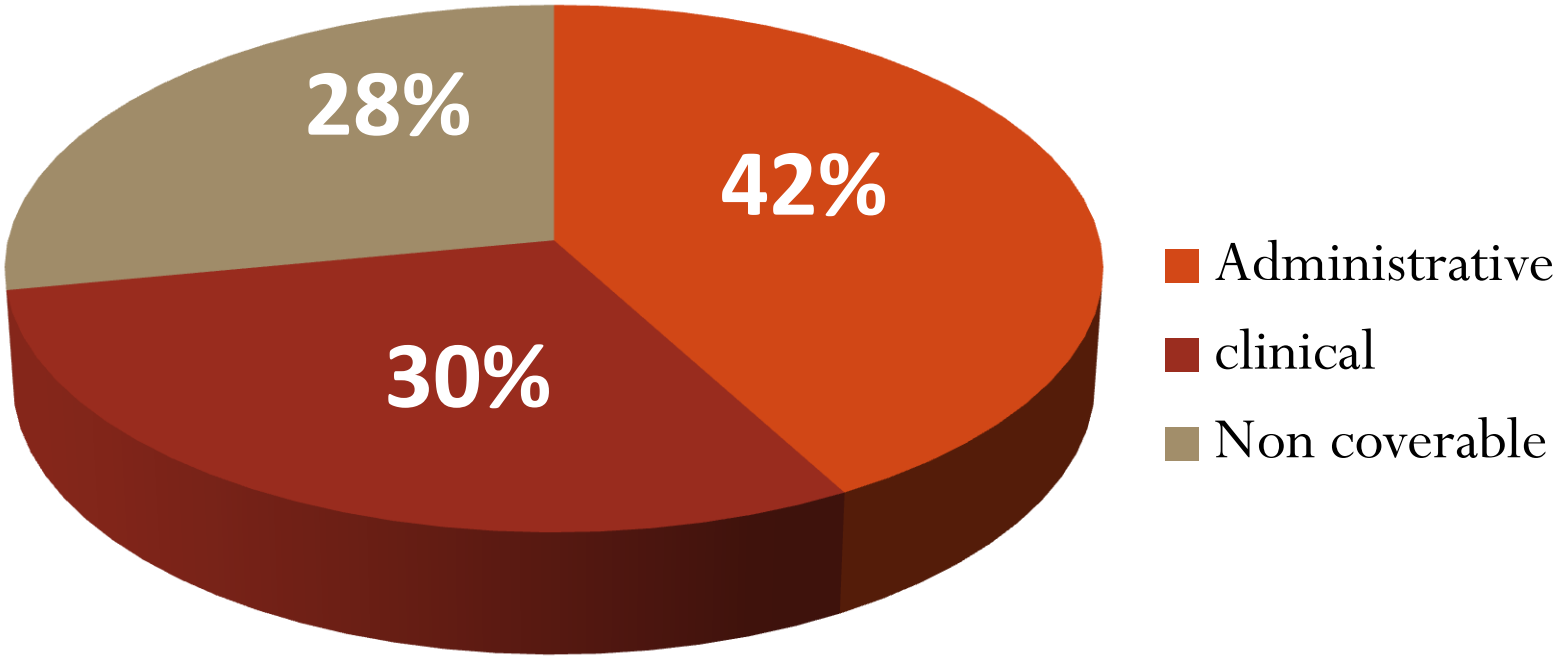

rejection rate
7.00%
6.00%
5.00%
4.00%
3.00%
2.00%
1.00%
0.00%
dec
jan
feb
mar
apr
rejection rate

Reasons for the rejection

- Clinical
- Administrative
- Non coverable

Clinical	Administrative	Non Coverable
No medical justification	Co insurance not taken	Permanent exclusions
Incomplete claim form	Co pay not applied properly	Screening tests
Unclear diagnosis	Calculation discrepancies	Policy non coverable
Service performed after last date of coverage	Provider excess charges	Not under agreed tariff
	No prior approval taken	
	Pre authorization necessary	

PROPORTION OF REASONS



Common causes for high turnaround time and high rejection rate:

- Manual workload on the manpower
- Multiple access to the MRD and Lab reports
- Incomplete clinical information on claim form
- No record of status/pending cases
- There is no waiting area and queue system for the patient

- The patient needs to be called manually after the approval or rejection

- If the limit is crossed for a patient it doesn’t show on the system

- The nursing station has to inform the Insurance department that the patient is discharging

SOLUTION & RECOMMENDATIONS

PROCESS IMPROVEMENT

- HMIS
- Manpower planning
- Insurance department redesigning

HMIS

- Admin
- Reception
- Appointment Desk
- O.P. Management
- Laboratory
- Radiology
- Pharmacy
- Physiotherapy
- Operation Theatre
- Medical Records
- Patient Affairs
- Billing
- Inpatient Admission
- Inpatient Billing
- Wards
- Laundry
- Purchase
- MIS
- MIS 2014
- Pharmacy Substore
- Employee Portal

HOSPITAL INFORMATION & MANAGEMENT SYSTEM

- Phone List
- Important Forms
- Infection Control Document
- View All Circulars
- Other Important Links
- IT Center
- Policies & Procedures

To All Staff- NEW MOH Accredited- NEW CLICK : SEMINAR ON PUBERTY TO MENOPAUSE Invitation- NEW CLI

Education

Healthcare

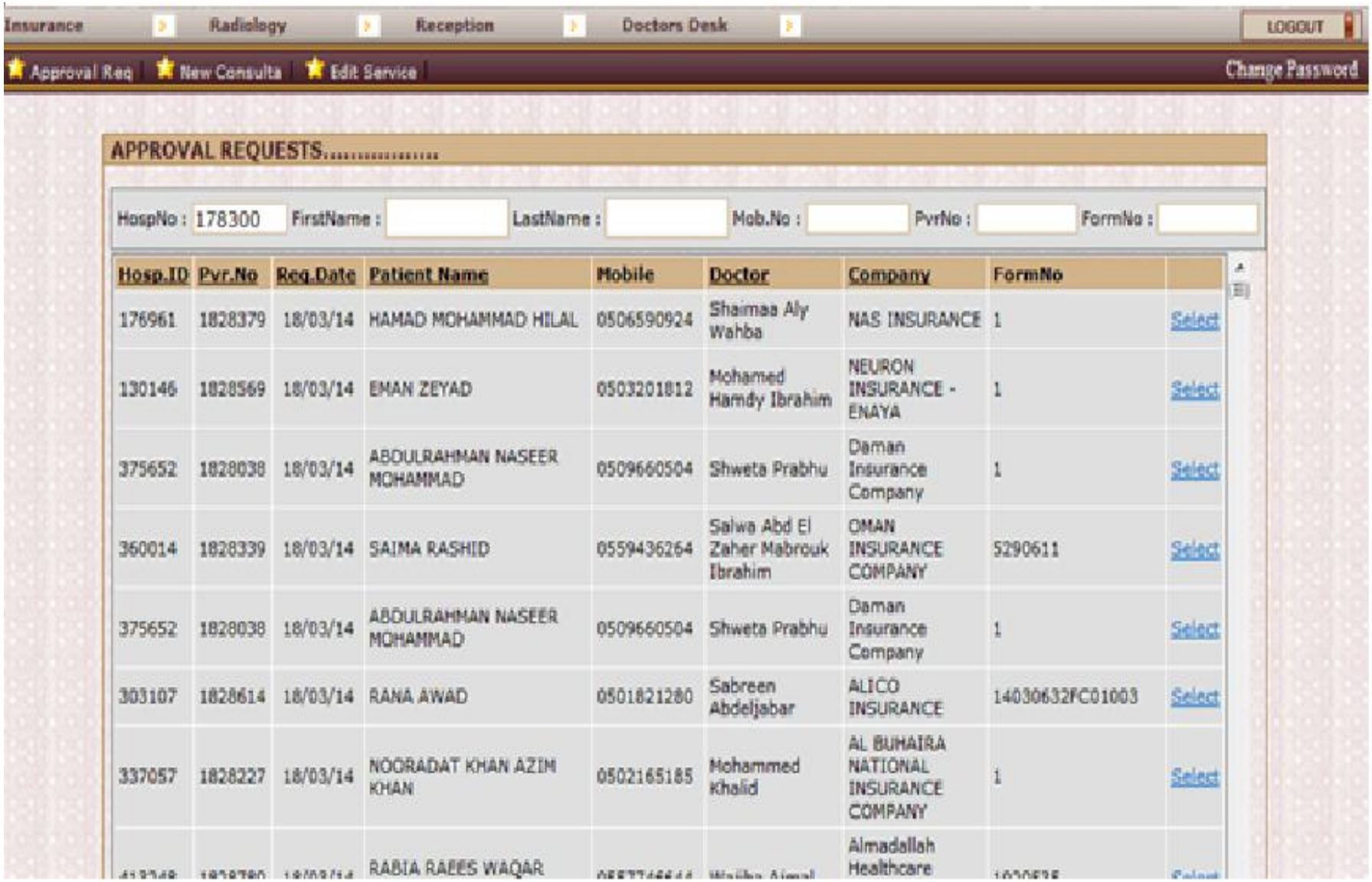
Research

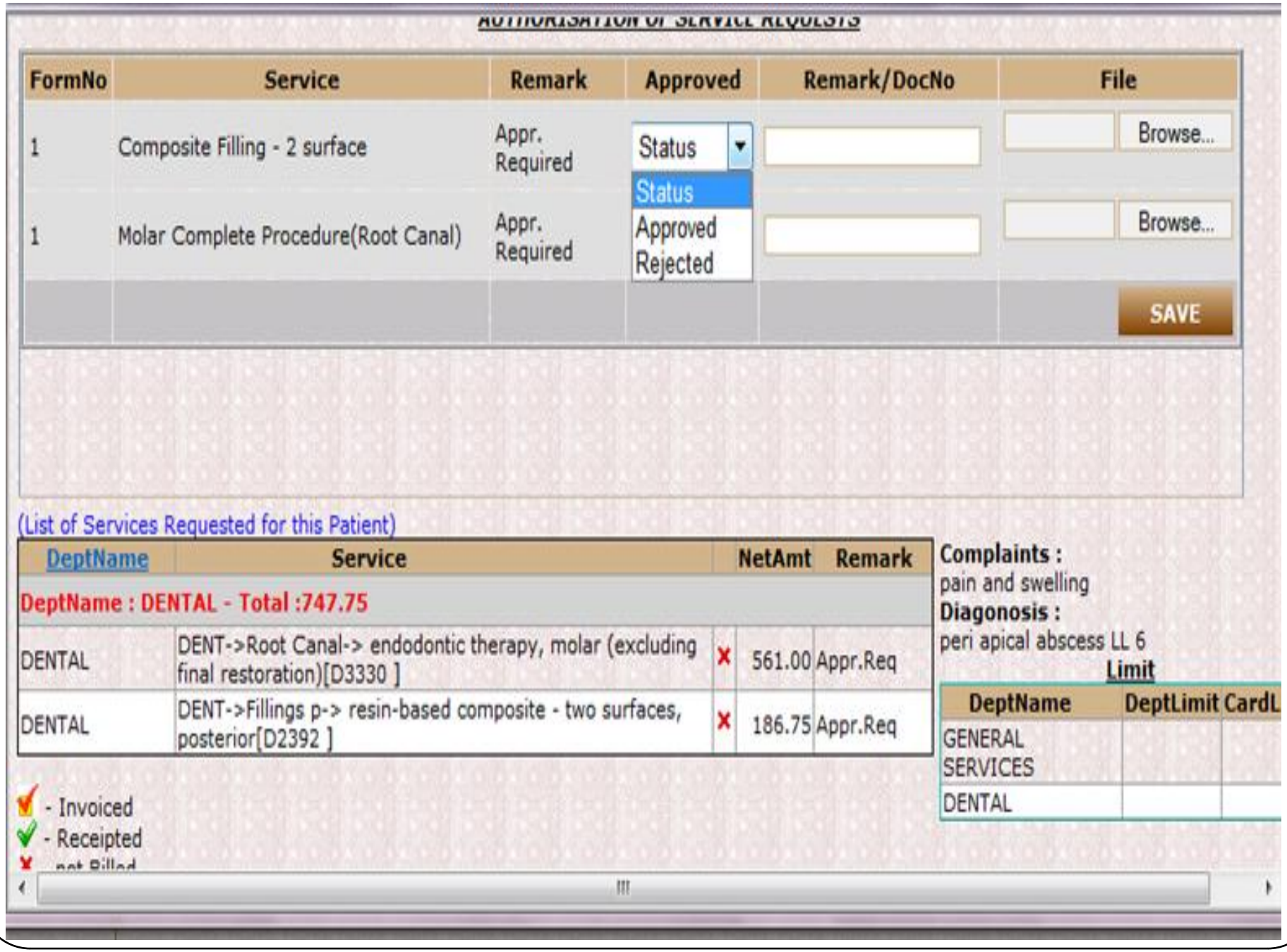
Login

USERNAME

PASSWORD

LOGIN


Insurance
Radiology
Reception
Doctors Desk
LOGOUT
Approval Req
New Consulta
Edit Service
Change Password
APPROVAL REQUESTS.....
HospNo : 178300
FirstName :
LastName :
Mob.No :
PvrNo :
FormNo :
Hosp.ID
Pvr.No
Req.Date
Patient Name
Mobile
Doctor
Company
FormNo
176961 1828379 18/03/14 HAMAD MOHAMMAD HILAL 0506590924 Shaimaa Aly Wahba NAS INSURANCE 1 Select
130146 1828569 18/03/14 EMAN ZEYAD 0503201812 Mohamed Hamdy Ibrahim NEURON INSURANCE - ENAYA 1 Select
375652 1828038 18/03/14 ABDULRAHMAN NASEER MOHAMMAD 0509660504 Shweta Prabhu Daman Insurance Company 1 Select
360014 1828339 18/03/14 SAIMA RASHID 0559436264 Salwa Abd El Zaher Mabrouk Ibrahim OMAN INSURANCE COMPANY 5290611 Select
375652 1828038 18/03/14 ABDULRAHMAN NASEER MOHAMMAD 0509660504 Shweta Prabhu Daman Insurance Company 1 Select
303107 1828614 18/03/14 RANA AWAD 0501821280 Sabreen Abdeljabar ALICO INSURANCE 14030632FC01003 Select
337057 1828227 18/03/14 NOORADAT KHAN AZIM KHAN 0502165185 Mohammed Khalid AL BUHAIRA NATIONAL INSURANCE COMPANY 1 Select
RABIA RAEES WAQAR
Almadallah Healthcare


AUTHORISATION OF SERVICE REQUESTS
FormNo
Service
Remark
Approved
Remark/DocNo
File
1
Composite Filling - 2 surface
Appr. Required
Status
Browse...
Status
Approved
Rejected
1
Molar Complete Procedure(Root Canal)
Appr. Required
Browse...
SAVE
(List of Services Requested for this Patient)
DeptName
Service
NetAmt
Remark
DeptName : DENTAL - Total :747.75
DENTAL
DENT->Root Canal-> endodontic therapy, molar (excluding final restoration)[D3330]
561.00
Appr.Req
DENTAL
DENT->Fillings p-> resin-based composite - two surfaces, posterior[D2392]
186.75
Appr.Req
- Invoiced
- Receipted
Complaints :
pain and swelling
Diagonosis :
peri apical abscess LL 6
Limit
DeptName
DeptLimit
CardL
GENERAL SERVICES
DENTAL

Medical records need to be referred

- Admin
- Reception
- Appointment Desk
- O.P. Management
- Laboratory
- Radiology
- Pharmacy
- Physiotherapy
- Operation Theatre
- Medical Records
- Patient Affairs
- Billing
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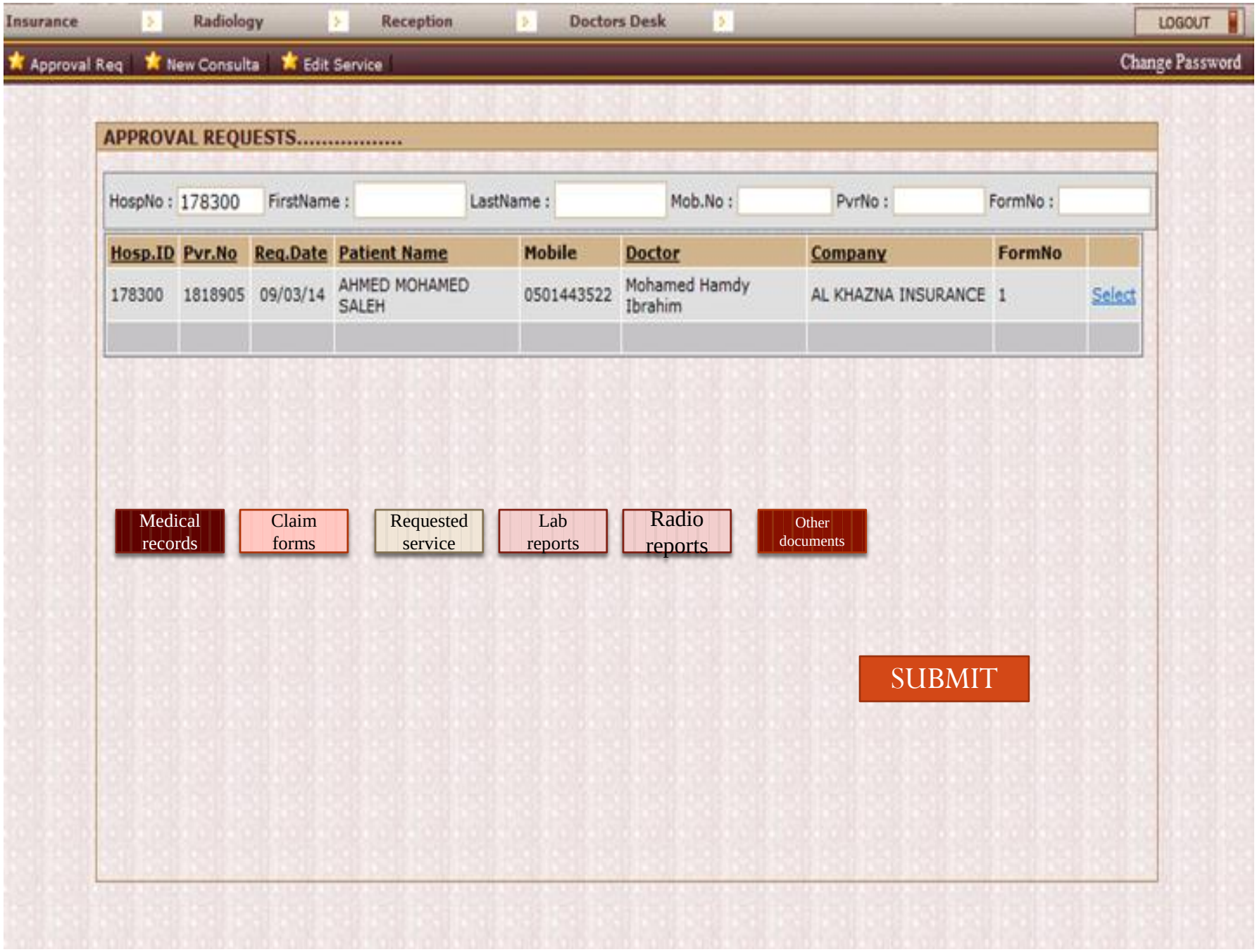
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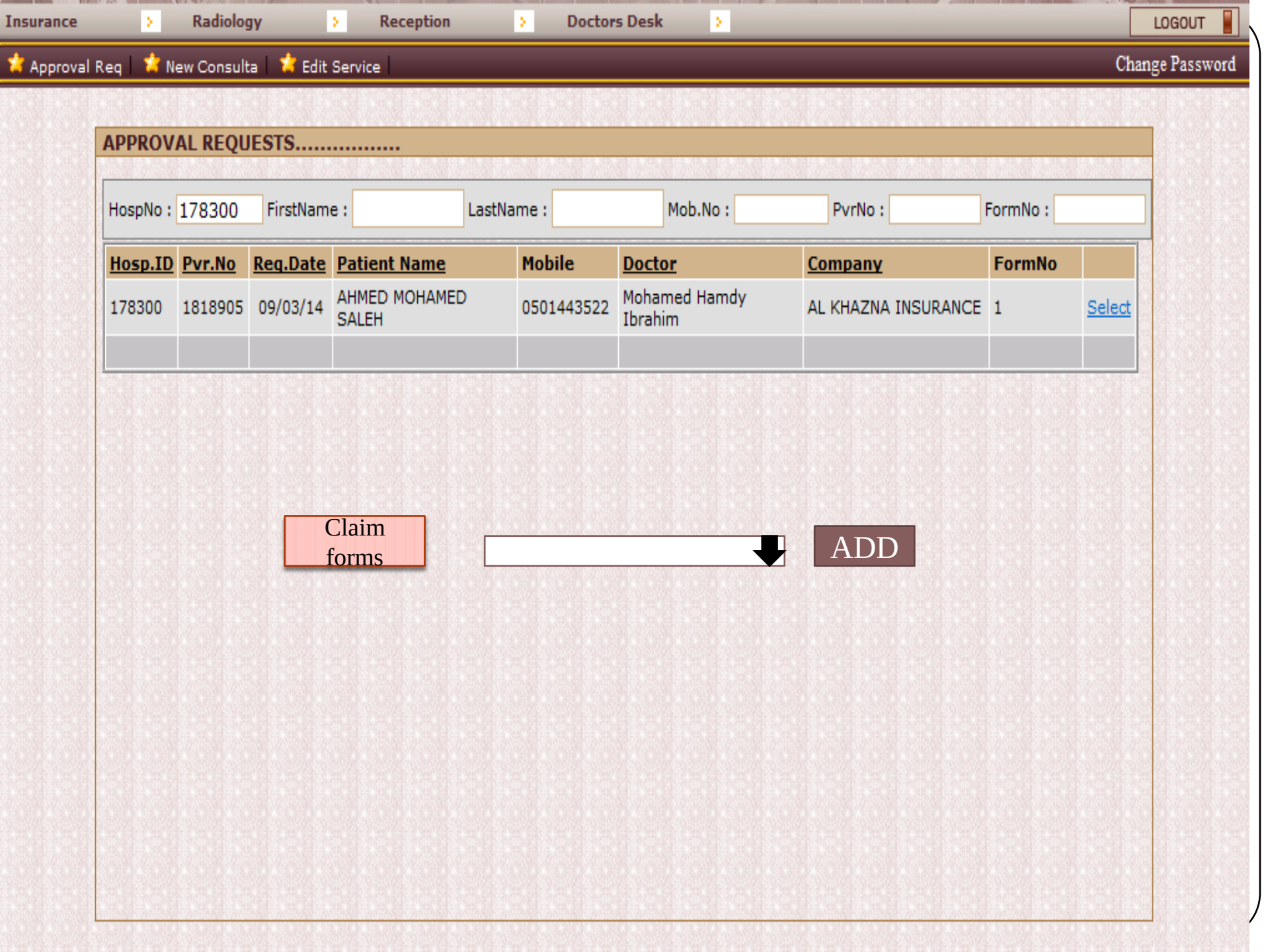
LastName :
Mob.No :
PvrNo :
FormNo :
Hosp.ID
Pvr.No
Req.Date
Patient Name
Mobile
Doctor
Company
FormNo
178300
1818905
09/03/14
AHMED MOHAMED SALEH
0501443522
Mohamed Hamdy Ibrahim
AL KHAZNA INSURANCE
1
Select
Medical records
Claim forms
Requested service
Lab reports
Radio reports
Other documents
SUBMIT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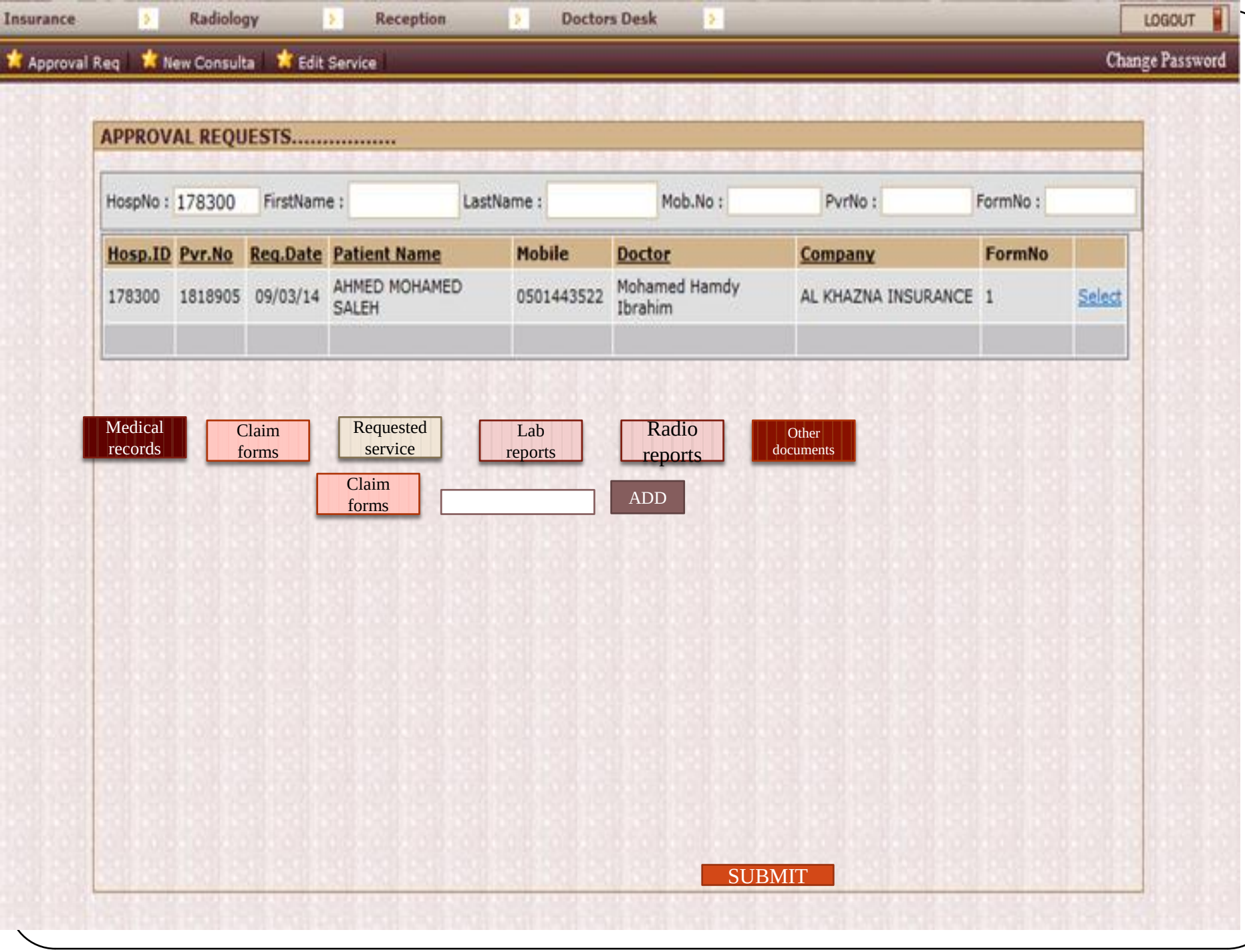
Select
Claim forms
ADD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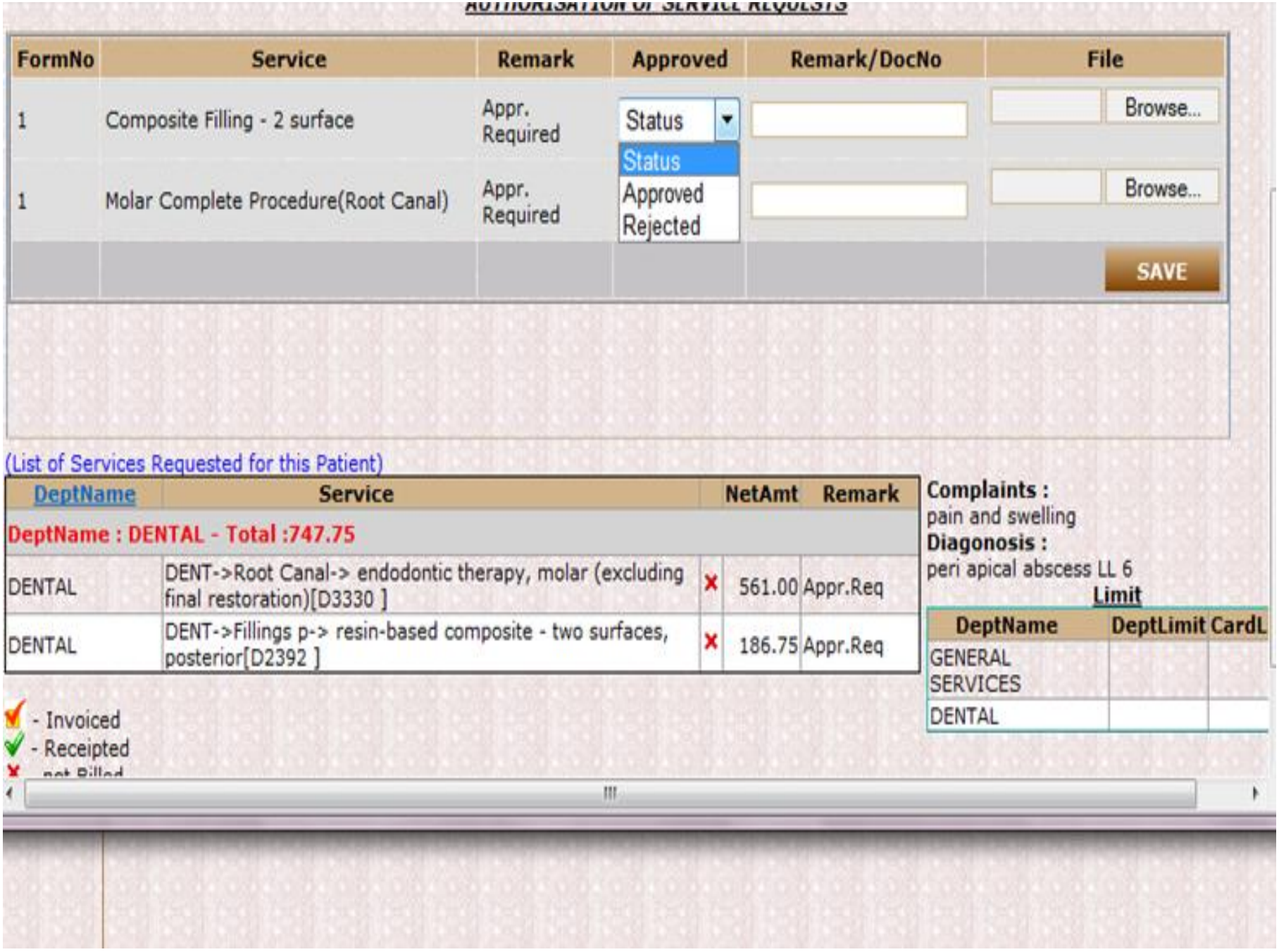
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FormNo
Service
Remark
Approved
Remark/DocNo
File
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Composite Filling - 2 surface
Appr. Required
Status
Browse...
Status
Approved
Rejected
1
Molar Complete Procedure(Root Canal)
Appr. Required
Browse...
SAVE
(List of Services Requested for this Patient)
DeptName
Service
NetAmt
Remark
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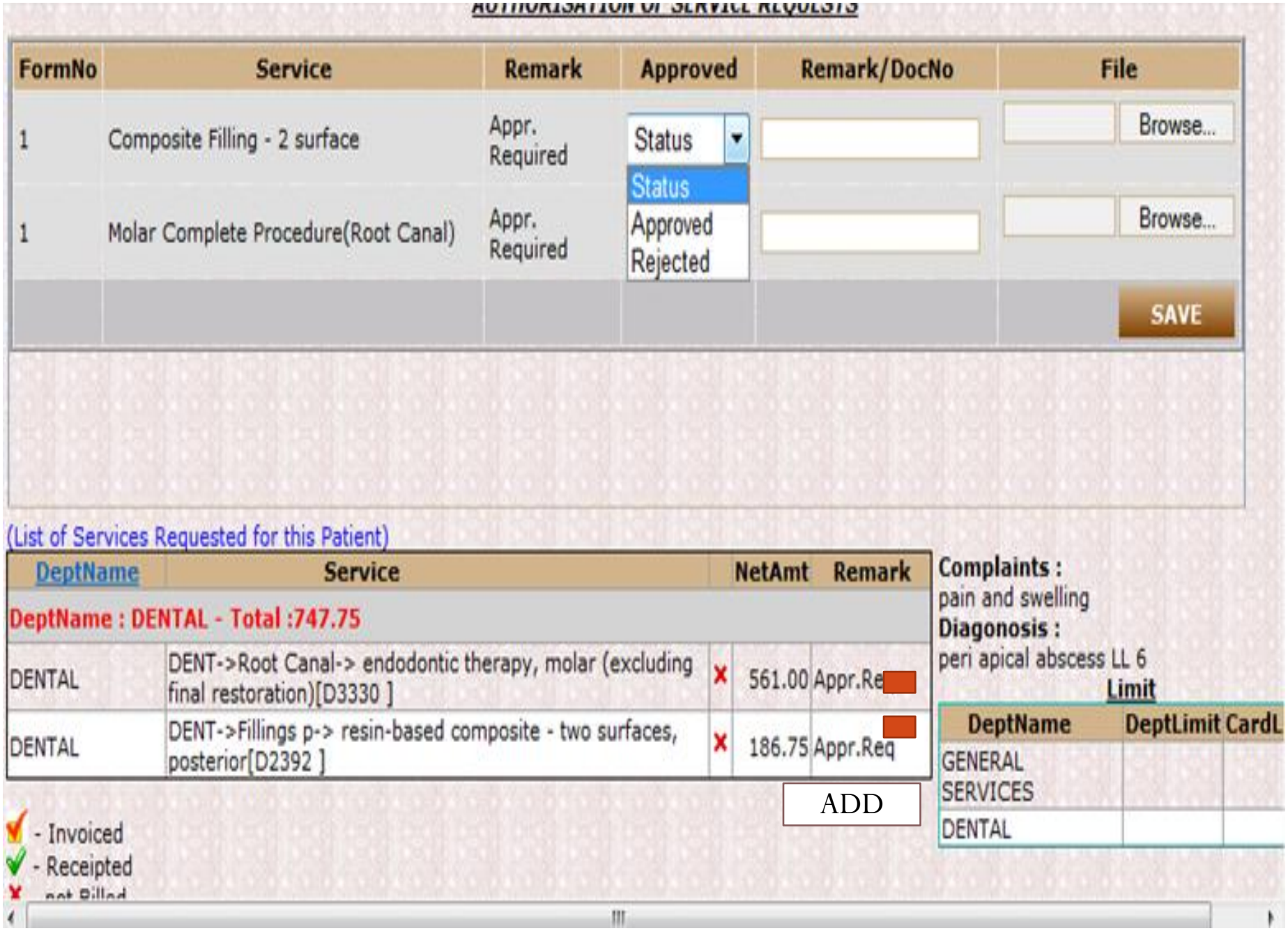
Appr.Req
DENTAL
DENT->Fillings p-> resin-based composite - two surfaces, posterior[D2392]
186.75
Appr.Req
Complaints :
pain and swelling
Diagonosis :
peri apical abscess LL 6
Limit
DeptName
DeptLimit
CardL
GENERAL SERVICES
DENTAL
- Invoiced
- Receipted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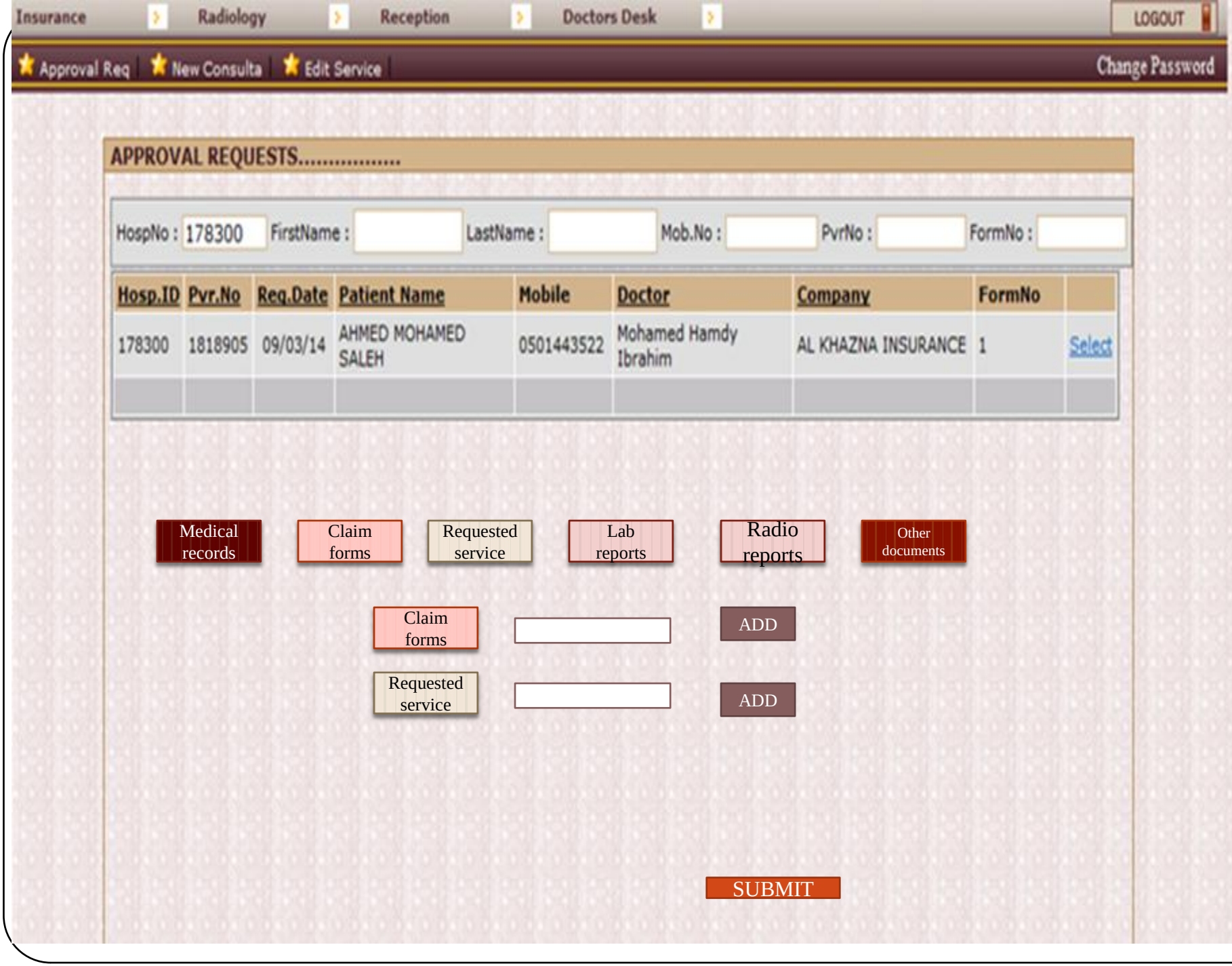
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Hosp.ID
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Patient Name
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09/03/14
AHMED MOHAMED SALEH
0501443522
Mohamed Hamdy Ibrahim
AL KHAZNA INSURANCE
1
Select
Medical records
Claim forms
Requested service
Lab reports
Radio reports
Other documents
Claim forms
ADD
Requested service
ADD
SUBMIT

Search

Logout

PRINT TEST RESULT

File No. :

First Name :

Mobile No. :

Patient Type : Out Patient

Search

Out Patient - Radiology Service Request : 1/5/2015

PVR No.	Patient Name	Hosp ID	Total Service	
1476166	MOHMMAD FARJ AWAD	365961	1 [0]	0 To Print
1501005	MOHMMAD FARJ AWAD	365961	2 [2]	1 To Print
1650560	MOHMMAD FARJ AWAD	365961	1 [1]	1 To Print
1818463	MOHMMAD FARJ AWAD	365961	2 [2]	1 To Print
1832350	MOHMMAD FARJ AWAD	365961	1 [0]	0 To Print
1844369	MOHMMAD FARJ AWAD	365961	3 [1]	1 To Print
1844369	MOHMMAD FARJ AWAD	365961	3 [1]	1 To Print

Search

Logout

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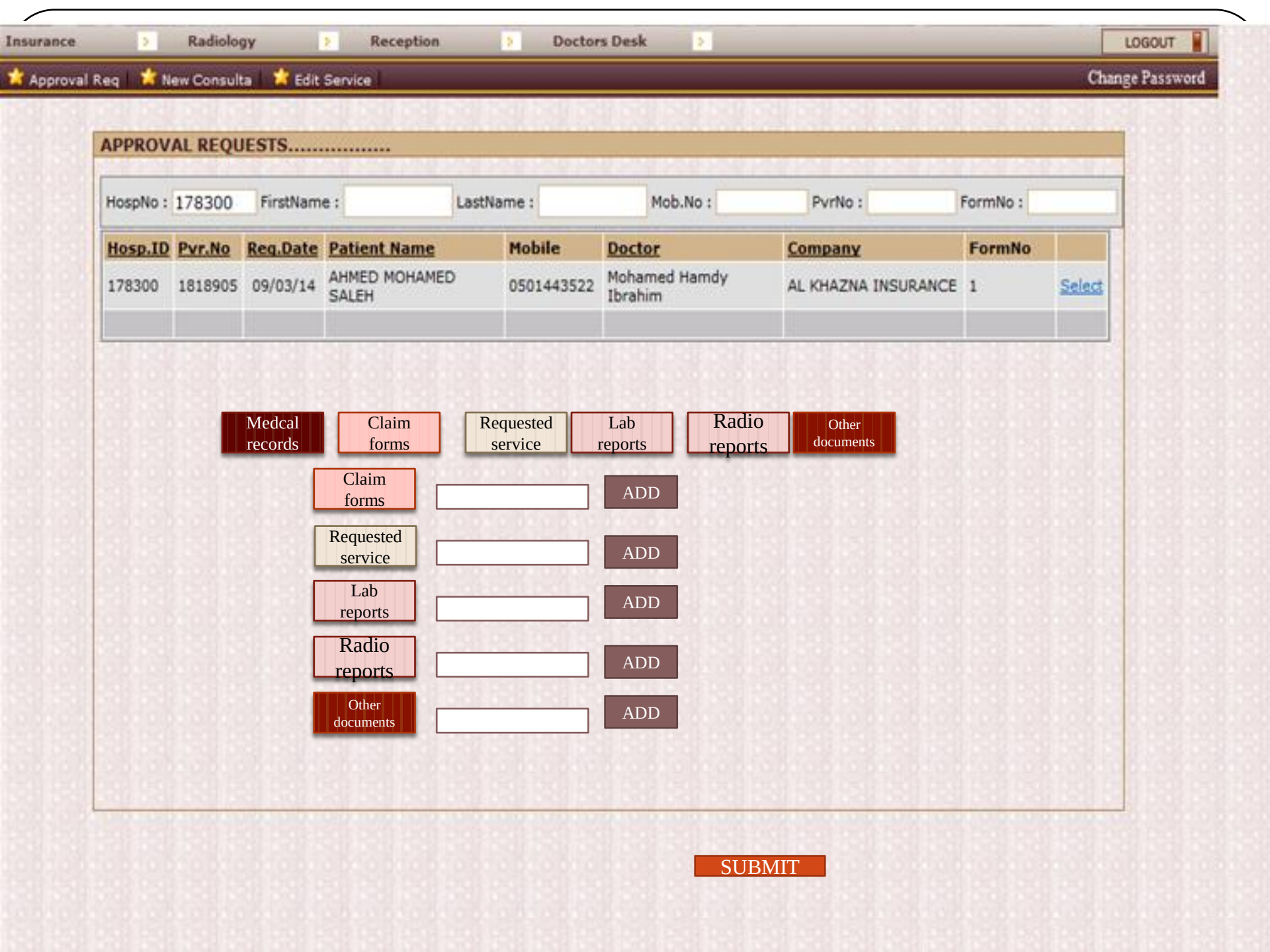
ADD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Reception
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Approval Req
New Consulta
Edit Service
Change Password
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HospNo : 178300
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FormNo :
Hosp.ID
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Doctor
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178300
1818905
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AHMED MOHAMED SALEH
0501443522
Mohamed Hamdy Ibrahim
AL KHAZNA INSURANCE
1
Select
Medcal records
Claim forms
Requested service
Lab reports
Radio reports
Other documents
Claim forms
ADD
Requested service
ADD
Lab reports
ADD
Radio reports
ADD
Other documents
ADD
SUBMIT

APPROVAL REQUESTS.....

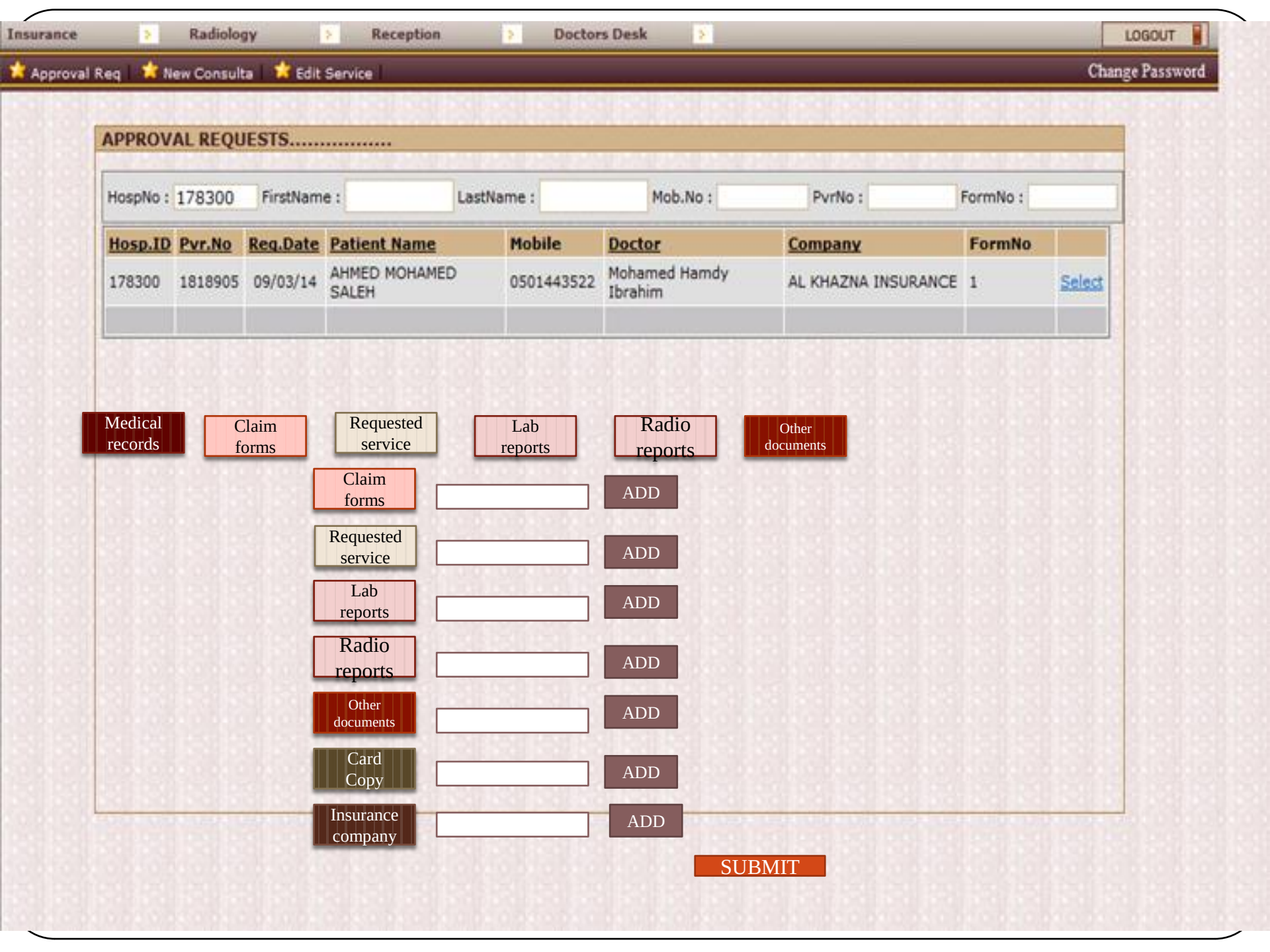
HospNo : 390706 FirstName : LastName : Mob.No : PvrNo : FormNo :

Hosp.ID	Pvr.No	Req.Date	Patient Name	Mobile	Doctor	Company	FormNo	
390706	1816683	08/03/14	FAWAZ METHKAL AL ABDULLAH	0501996889	Mohamed Hamdy Ibrahim	OMAN INSURANCE COMPANY	5289691	Select

CARD COPY

ADD

ADD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New Consulta
Edit Service
Change Password
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FirstName :
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Mob.No :
PvrNo :
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Hosp.ID
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Select
Medical records
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Lab reports
Radio reports
Other documents
Claim forms
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Requested service
ADD
Lab reports
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Radio reports
ADD
Other documents
ADD
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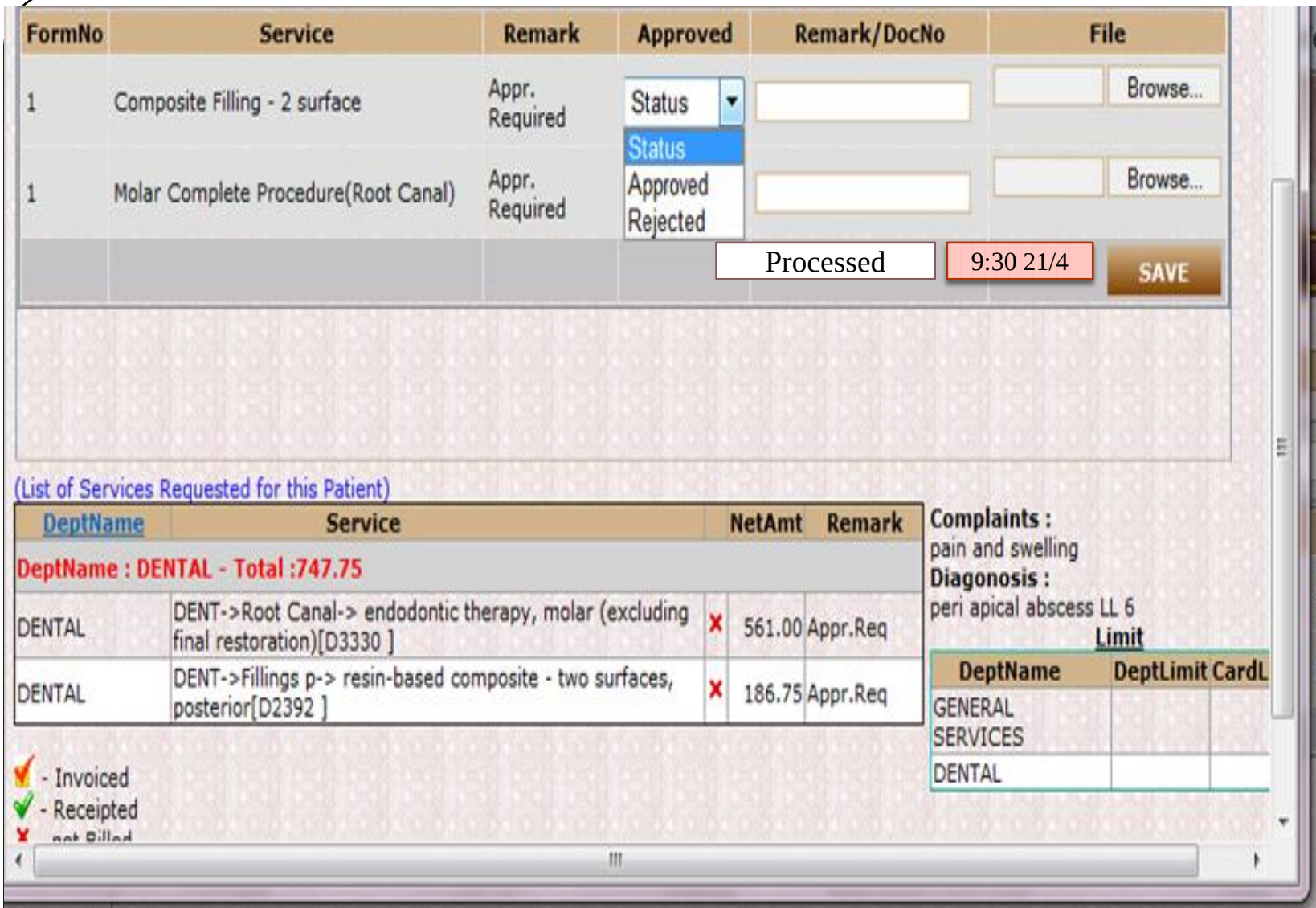
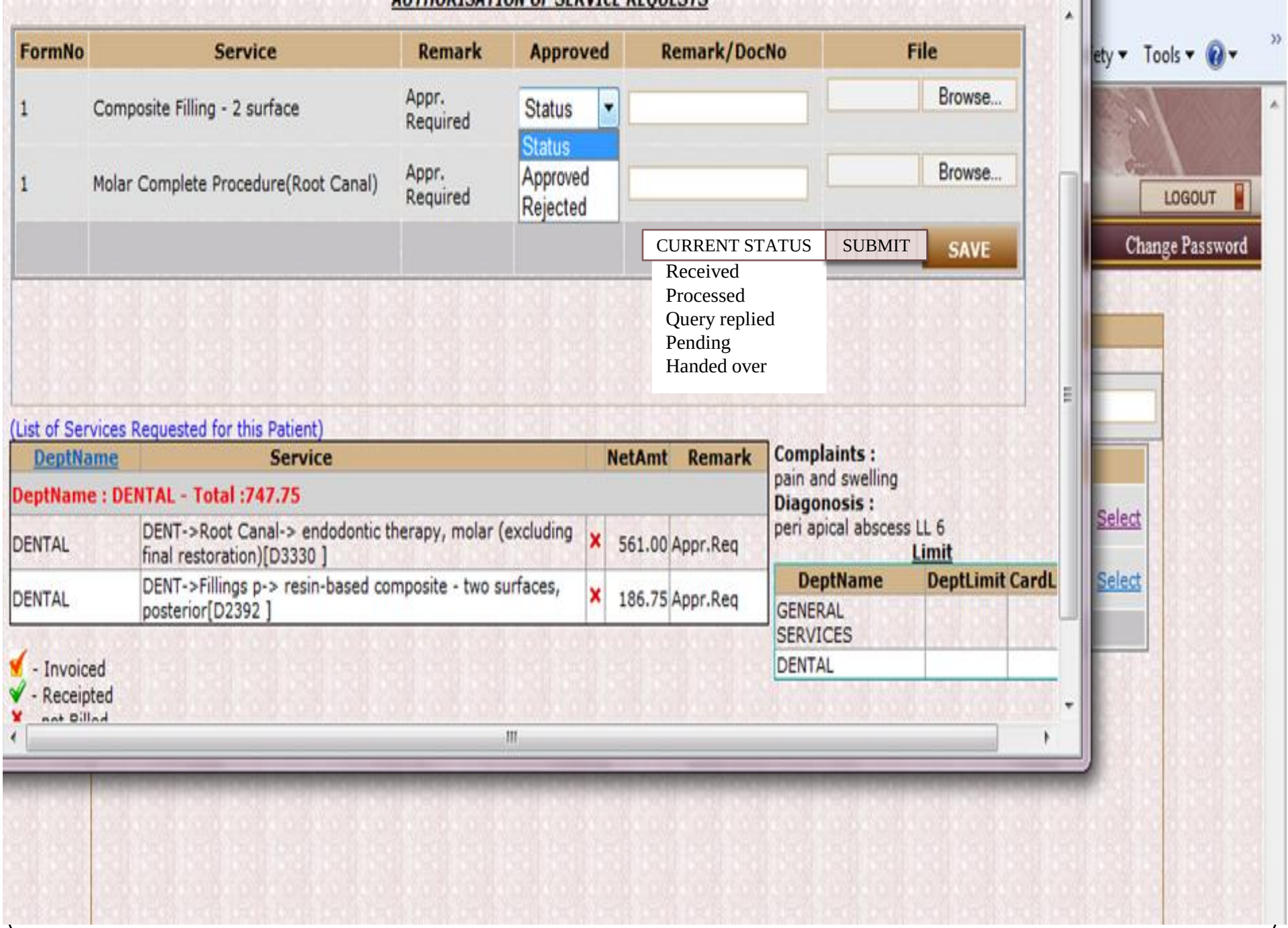
ADD
Insurance company
ADD
SUBMIT


FormNo
Service
Remark
Approved
Remark/DocNo
File
1
Composite Filling - 2 surface
Appr. Required
Status
Browse...
Status
Approved
Rejected
1
Molar Complete Procedure(Root Canal)
Appr. Required
Browse...
Processed
9:30 21/4
SAVE
(List of Services Requested for this Patient)
DeptName
Service
NetAmt
Remark
DeptName : DENTAL - Total :747.75
DENTAL
DENT->Root Canal-> endodontic therapy, molar (excluding final restoration)[D3330]
561.00
Appr.Req
DENTAL
DENT->Fillings p-> resin-based composite - two surfaces, posterior[D2392]
186.75
Appr.Req
- Invoiced
- Receipted
Complaints :
pain and swelling
Diagonosis :
peri apical abscess LL 6
Limit
DeptName
DeptLimit
CardL
GENERAL SERVICES
DENTAL
Tools
LOGOUT
Change Password
Select
Select


AUTHORISATION OF SERVICE REQUESTS
FormNo
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File
1
Composite Filling - 2 surface
Appr. Required
Status
Browse...
1
Molar Complete Procedure(Root Canal)
Appr. Required
Approved
Rejected
Browse...
CURRENT STATUS
SUBMIT
SAVE
Received
Processed
Query replied
Pending
Handed over
(List of Services Requested for this Patient)
DeptName
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GENERAL SERVICES
DENTAL
- Invoiced
- Receipted
LOGOUT
Change Password
Select
Select


Insurance
Radiology
Reception
Doctors Desk
LOGOUT
Approval Req
New Consulta
Edit Service
Change Password
APPROVAL REQUESTS.....
HospNo : 178300
FirstName :
LastName :
Mob.No :
PvrNo :
FormNo :
Hosp.ID
Pvr.No
Req.Date
Patient Name
Mobile
Doctor
Company
FormNo
178300
1818905
09/03/14
AHMED MOHAMED SALEH
0501443522
Mohamed Hamdy Ibrahim
AL KHAZNA INSURANCE
1
Select
Medical Report
Please kindly send us a detail medical report for this patient
DOCTOR
SEND

- Admin
- Reception
- Appointment Desk
- O.P. Management
- Laboratory
- Radiology
- Pharmacy
- Physiotherapy
- Operation Theatre
- Medical Records
- Patient Affairs
- Billing
- Inpatient Admission
- Inpatient Billing
- Wards
- Laundry
- Purchase
- MIS
- MIS 2014
- Pharmacy Substore
- Employee Portal

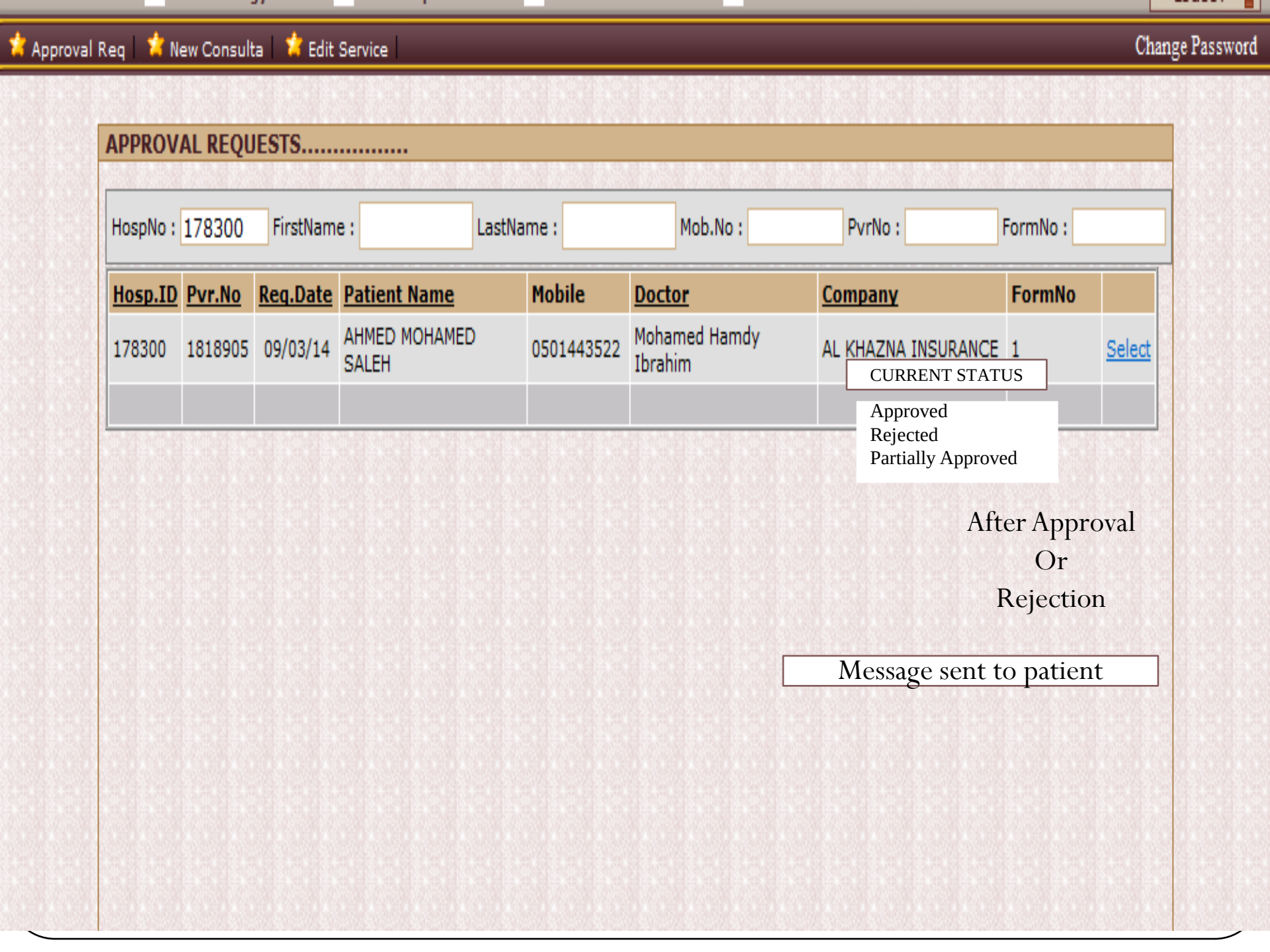
HOSPITAL INFORMATION & MANAGEMENT SYSTEM

GMC HOSPITAL & RESEARCH CENTRE

- Phone List
- Important Forms
- Infection Control Document
- View All Circulars
- Other Important Links
- IT Center
- Policies & Procedures

To All Staff- MOH Accredited- CLICK : SEMINAR ON PUBERTY TO MENOPAUSE Invitation- CLI

MEDICAL REPORT


Approval Req
New Consulta
Edit Service
Change Password
APPROVAL REQUESTS.....
HospNo : 178300
FirstName :
LastName :
Mob.No :
PvrNo :
FormNo :
Hosp.ID
Pvr.No
Req.Date
Patient Name
Mobile
Doctor
Company
FormNo
178300
1818905
09/03/14
AHMED MOHAMED SALEH
0501443522
Mohamed Hamdy Ibrahim
AL KHAZNA INSURANCE
1
Select
CURRENT STATUS
Approved
Rejected
Partially Approved
After Approval
Or
Rejection
Message sent to patient

APPROVAL REQUESTS.....

HospNo : 178300 FirstName : LastName : Mob.No : PvrNo : FormNo :

Hosp.ID	Pvr.No	Req.Date	Patient Name	Mobile	Doctor	Company	FormNo	
178300	1818905	09/03/14	AHMED MOHAMED SALEH	0501443522	Mohamed Hamdy Ibrahim	AL KHAZNA INSURANCE	1	Select
						Approved		

Insurance | Radiology | Reception | Doctors Desk | LOGOUT

Approval Req | New Consulta | Edit Service | Change Password

APPROVAL REQUESTS.....

HospNo : 178300 FirstName : LastName : Mob.No : PvrNo : FormNo :

Hosp.ID	Pvr.No	Req.Date	Patient Name	Mobile	Doctor	Company	FormNo	
178300	1818905	09/03/14	AHMED MOHAMED SALEH	0501443522	Mohamed Hamdy Ibrahim	AL KHAZNA INSURANCE	1	Select
						Handed over		

APPROVAL REQUESTS.....

HospNo : 144986 FirstName : LastName : Mob.No : PvrNo : FormNo :

Sorry no records found...!

- If the Approval request is below the limit, request doesn’t appear in the system due to Limit cross error

APPROVAL REQUESTS.....

HospNo : 144986 FirstName : LastName : Mob.No : PvrNo : FormNo :

Sorry no records found...!

- Need to call the lab/radiology for request update and click on limit cross

APPROVAL REQUESTS.....

HospNo : 144986 FirstName : LastName : Mob.No : PvrNo : FormNo :

Hosp.ID	Pvr.No	Reg.Date	Patient Name	Mobile	Doctor	Company	FormNo	
144980	1839704	10/04/14	MOHAMED SULIMAN	0503437173	Mahmoud Shamseldeen	OMAN INSURANCE COMPANY	3310027	Select

5310627	Mycoplasma Antibody	Limit Crossed	Status		Choose File No fi...osen
5310627	Complete Blood Count (CBC)	Limit Crossed	Status		Choose File No fi...osen

(List of Services Requested for this Patient)

DeptName	Service		NetAmt	Remark
DeptName : GENERAL SERVICES - Total :128.25				
GENERAL SERVICES	GENE->CONSULTATI-> Office consultation by a Consultant Physician For the evaluation and management of a new or established patient which includes, at a minimum, a problem focused history, problem focused examination and straightforward medical decision making. Counseling and/or coordination of care with other providers or agencies are provided consistent with the nature of the problem(s) and the patient's and/or family's needs.[11]	✔	128.25	Covered
DeptName : LABORATORY - Total :490.40				
LABORATORY	LABO->CL. CHEMIS-> Iron[83540]	✘	86.40	LimitCrossed
LABORATORY	LABO->CLINICAL I-> Antibody; mycoplasma[86738]	✘	281.60	LimitCrossed
LABORATORY	LABO->CLINICAL I-> C-reactive protein; [86140]	✘	58.40	LimitCrossed
LABORATORY	LABO->CLINICAL H-> Blood count; complete (CBC), automated (Hgb, Hct, RBC, WBC and platelet count) and automated differential WBC count[85025]	✘	64.00	LimitCrossed
DeptName : RADIOLOGY - Total :192.00				
RADIOLOGY	RADI->X RAYS-> Radiologic examination, chest; single view, frontal[71010]	✘	63.75	Covered
RADIOLOGY	RADI->X RAYS-> Radiologic examination; neck, soft tissue[70360]	✘	128.25	Covered

✔ - Invoiced
✔ - Receipted

Complaints :
cough,snoring
Diagonosis :
Acute tonsillitis, unspecified,Hypertrophy of tonsils with hypertrophy of adenoids,

Limit

DeptName	DeptLimit	CardLimit
GENERAL SERVICES		
RADIOLOGY	375.00	
LABORATORY	399.00	

- Admin
- Reception
- Appointment Desk
- O.P. Management
- Laboratory
- Radiology
- Pharmacy
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DISCHARGE INTIMATION

MINUTES OF MEETING : IT & INSURANCE DEPARTMENT

Date : 3rd May 2015

Venue : Board Room, Zulekha Sharjah

AGENDA

To discuss the problems and few changes to be made in the insurance module of HMIS

Limit cross problem

Discharge Intimation

View page on single platform- Lab and radio reports

Increase expiry page time

View medical records of 6 months

Status Change as the requests are received and processed

Link to email and fax from the system

Single platform module

Option to add link of lab and radio reports

SMS sent as soon as processed

In patient current admission status

Request update button

Approval of Proposed agenda
Till the 1st of May
Limit cross problem
Discharge Intimation
View page on single platform- Lab and radio reports
Increase expiry page time
Request update button

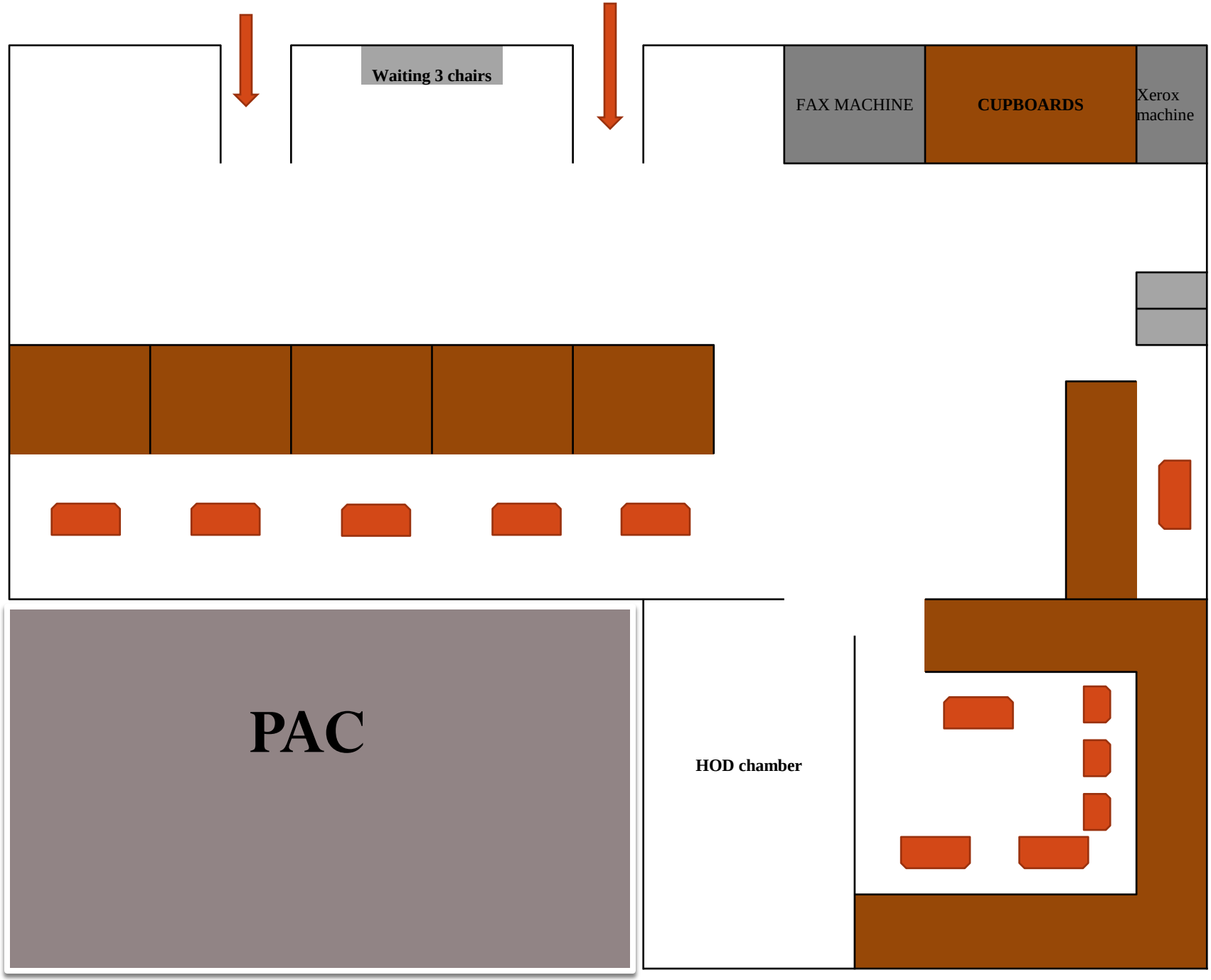
No deadline given but agreed
View medical records of 6 months: consultant name, date, diagnosis and drugs given
Status Change as the requests are received and processed
Link to email and fax from the system
Single platform module
Option to add link of lab and radio reports
SMS sent as soon as processed
In patient current admission status

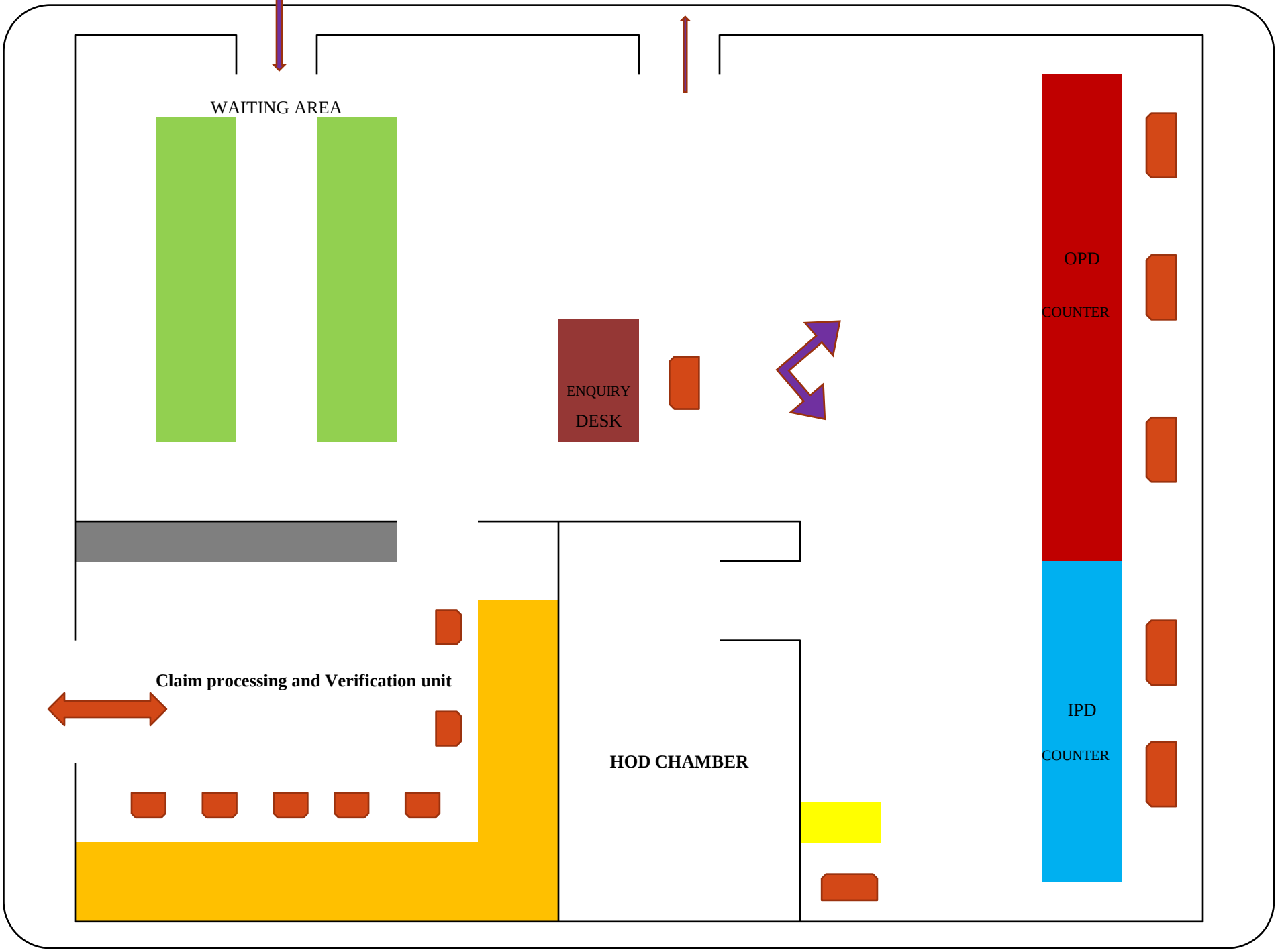
MANPOWER ANALYSIS

Activities		TAT / case	Total No. Of cases	Time Required	Working hour per day	Buffer time (time to attend calls,emergency cases etc)	Utilised time	Required Manpower	Present Manpower
Approval	**OP**								
	New requests (v & W)	8 mins	150	1200 mins					
	Follow up	3 mins	70	210 mins					
	Update	1 min	150	150 mins					
	Total time required per day for op approvals			26hrs	8 hrs	1 hr	7 hrs	4	2
	IP								
	New Admissions	10 mins	10	100 mins					
	Extension	9 mins	25	225 mins					
	Discharges	10 mins	10	100 mins					
	Elective new request	8 mins	20	120 mins					
	Electivefollow up	4 mins	20	60 mins					
	Elective update	4 mins	20	60 mins					
	Total time required per day for IP approvals			16 hrs	8 hrs	1 hr	7 hrs	2 + 2 hrs	1

Activities		TAT / case	Total No. Of cases	Time Required	Working hour per day	Buffer time (time to attend calls,emergency cases etc)	Utilised time	Required Manpower	Present Manpower
First Verification	Dental	4 mins	20	80 mins					
	Maternity	4 mins	20	80 mins					
	Optical	4 mins	3	120 mins					
	Total time required per day for First Verification			7 hrs	8 hrs	30 mins	7 hrs 30 mins	Half Day of a person	
E claims	All	3 mins	20	60 mins	1 hr		1 hr		
Claim processing	All	4 mins	616	41 hrs	8 hr	15mins	7 hrs 45 mins	5 full day and 1 half day of an employess	4
Second Verification	O P cases	3 mins	616	31 hrs	8 hrs	15 mins	7 hrs 45 mins	4	3
	I P cases	14 mins	33	4 hrs	8 hrs	15 mins	7 hrs 45 mins	1	
						TOTAL		17	11

RE- DESIGNING OF DEPARTMENT


Waiting 3 chairs
FAX MACHINE
CUPBOARDS
Xerox machine
PAC
HOD chamber


WAITING AREA
ENQUIRY
DESK
OPD
COUNTER
Claim processing and Verification unit
HOD CHAMBER
IPD
COUNTER

Results

Turnaround Time

- The total time taken for verbal approval is 23min+7min buffer time, and correctable non value added time is 10 min, **hence turnaround time for verbal approval can be reduced to 20 min**

- The total time taken for written approval is 69 min and the correctable non value added time is 28 min, hence **turnaround time for written approval can be reduced to 41 min**

- Total time taken for status check is 20 min and the correctable non value added time is 15min, hence **turnaround time of status check can be reduced to 5 min**

- Total time taken foe query reply is 368 min, correctable non value added time is 300min, hence **turnaround time of query reply can be reduced to 68 min.**

Rejection rate

•The ratio of Administrative, Clinical and Non coverable reasons is **42%, 30% and 28%** respectively.

•Out of the above, correctable proportion of administrative, Clinical and Non coverable reasons are **16%, 20% and 8%** respectively.

•The total **correctable rejection reason is 44%**

- Hence by reducing these correctable rejection reasons, the rejection rate can be reduced to less than half of the current rejection rate.

- **i.e Rejection rate of 4.28% can be reduced to 2 %**

Conclusion

•Turnaround time and the rejection rate are the important measures for insurance department in a hospital as they have the direct impact on efficiency ant the revenue generation of hospital.

•As per IRDA any hospital having rejection rate less than 2% is considered to have good practice of claim process management.

•Hence hospitals having high turnaround time and rejection rate should work on process improvement.

Through this study, process improvement is targeted through

- Upgrading HMIS
- Manpower planning
- Insurance department layout redesigning

Result of which, the turnaround time can be reduced to 1/4th and the rejection rate can be reduced to 1/2.


Thank you.