

DISSERTATION

Process Analysis of Billing Operations in OPD

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MBA Hospital and Health
Management 2013-2015

Introduction

- The hospital billing process begins when a patient arrives at the hospital for diagnosis and treatment of an injury, illness, disease, or condition
- The billing process involves all the functions required to prepare charges for submission to patients and third-party payers
- It includes patient registration, posting charges to the patient's account, chart review and coding, preparing claim forms and patient invoices or statements for charge submission, and monitoring and follow-up of outstanding accounts
- The complexity of the hospital billing process is a result of the health care industry's evolution

A survey conducted by HIT Consultant proved that Patients Who Encounter Problems With Their Physician's Billing Office Are Less Likely To Recommend That Physician/ Clinician To Others

ARE YOU LOSING PATIENTS

because of your hospital's billing process?

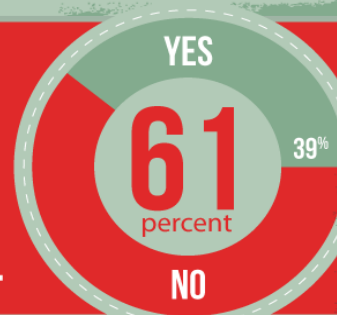


PEOPLE HIGHLY SATISFIED WITH HOSPITAL BILLING ARE **MORE THAN 5 TIMES AS LIKELY TO RECOMMEND THE HOSPITAL TO A FRIEND**

compared to those who are less than satisfied with hospital billing.



61% OF PATIENTS WHO ARE DISSATISFIED WITH THE BILLING OFFICE WOULD NOT RECOMMEND THE CLINICIAN.



Of patients fully satisfied with the billing process, AROUND 91% WOULD RECOMMEND THE PHYSICIAN OR CLINICIAN

ONLY 21% OF PATIENTS ARE FULLY SATISFIED WITH HOSPITAL BILLING



WARNING:

Poor billing office experiences may affect the patient's view of their clinical experience.



AS PATIENT PERCEPTIONS OF THEIR HEALTH ERODES, SO DOES SATISFACTION WITH THE BILLING OFFICE.

Aim

- To undertake Sequence Analysis of Billing operations in the Out-Patient Department at Medanta-the Medicity

Objectives

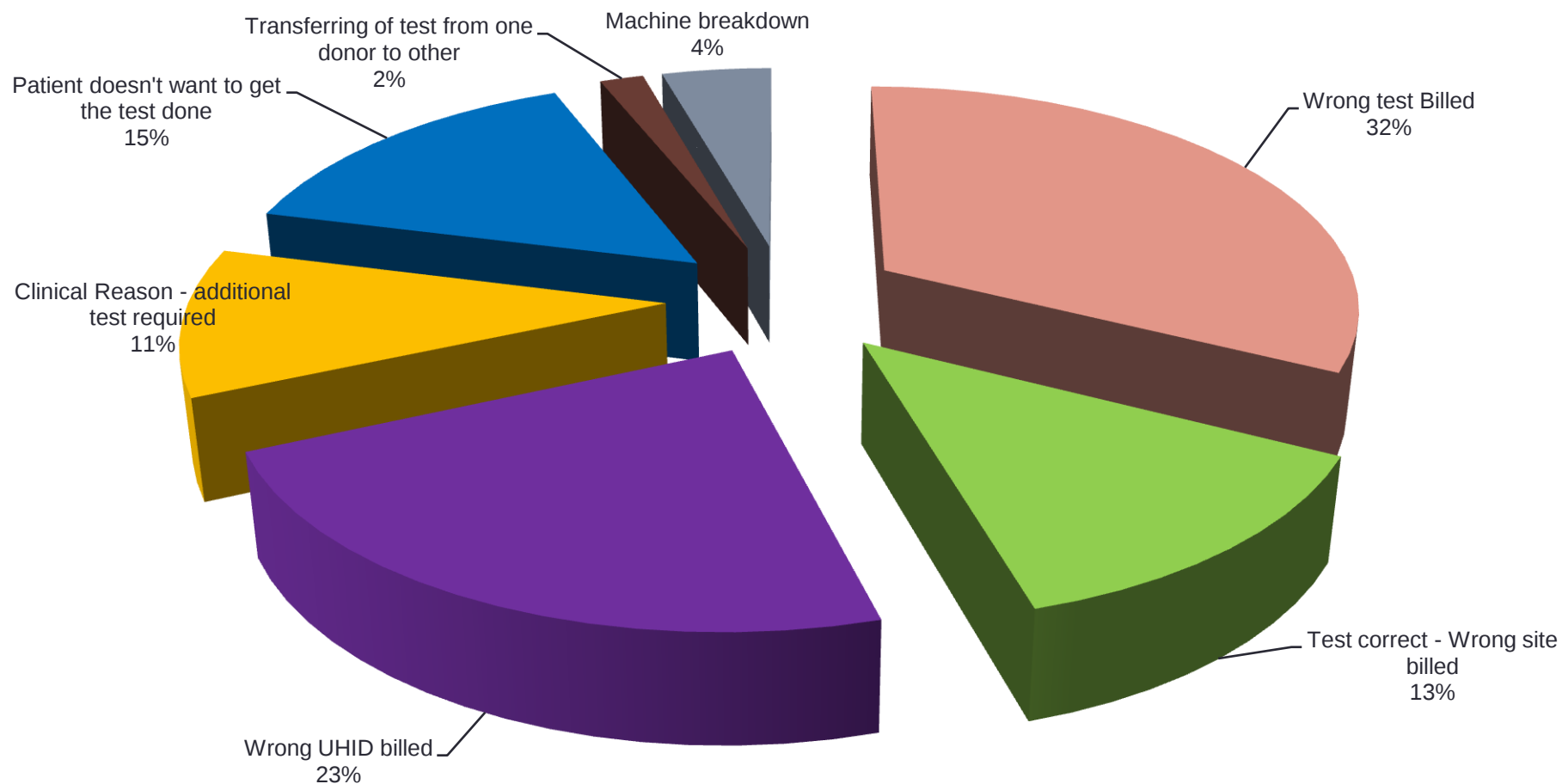
- To evaluate the existing process flow of Billing activity in Out-patient department
- To identify the areas of concern/ gaps
- To collect, collate, organise and carry out Sequence analysis of the process
- To recommend user-friendly solutions in Billing process

Methodology

Type of study	Descriptive cross-sectional
Study population	All patients getting OPD billing done at Medanta, Gurgaon, Billing executives, Floor manager of OPD
Study sample	100 patients over a period of 1 month
Duration of Study	2 months
Type of Data	Qualitative
Technique	Direct Observation of Operations & Unstructured Interviews
Tool	Written Descriptions
Operational Definitions	
- Operational Process Flow	Billing process pertaining to real time activity on floors by Billing executives
- IT Process Flow	Billing process carried out using the system and software like HIS
Data collection	Primary and Qualitative
Data Analysis	Using Sequence Analysis in Microsoft Excel

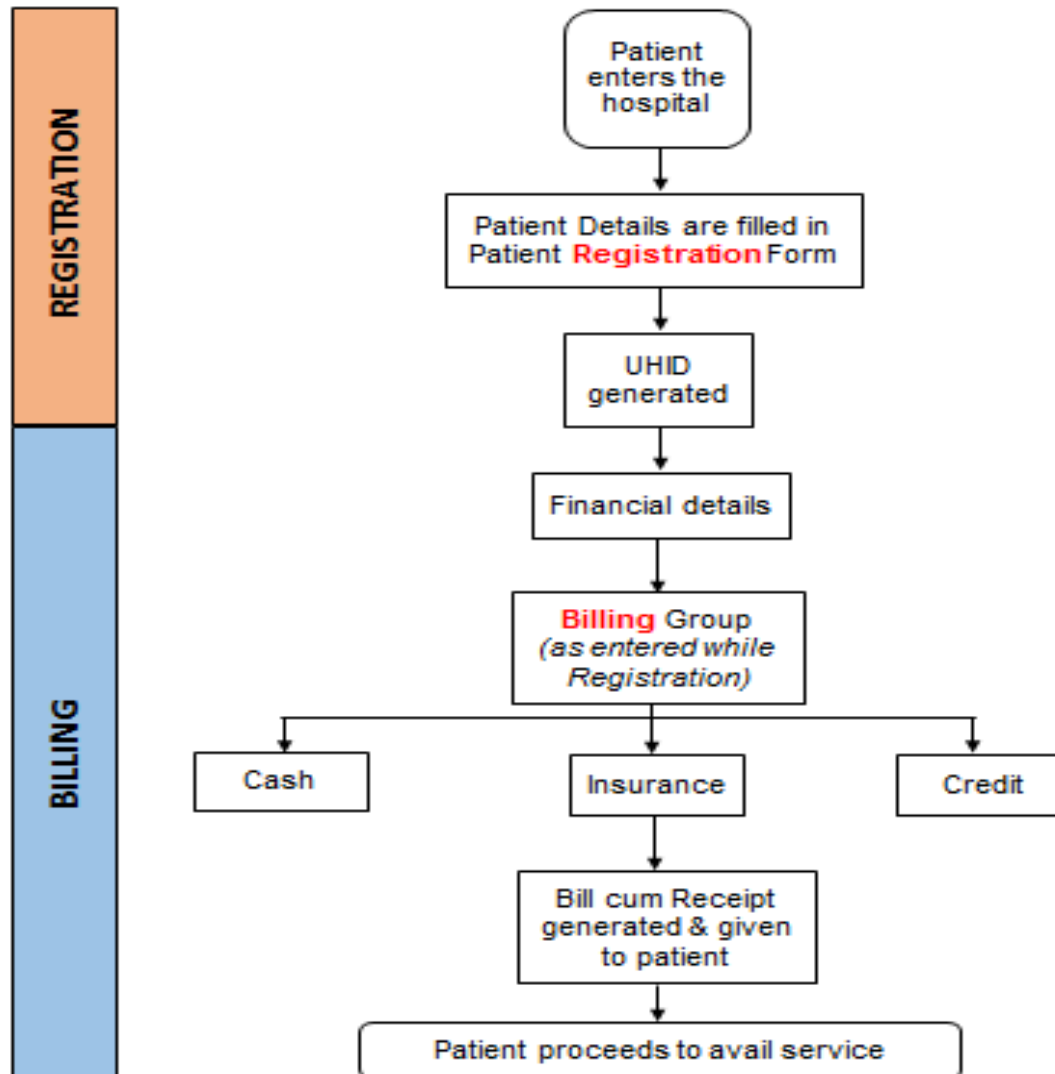
Results

Distribution of Billing Errors



Discussion

Billing Process Overview



PROCESS FLOW – Observations & Suggestions

OPD Billing - Operations based

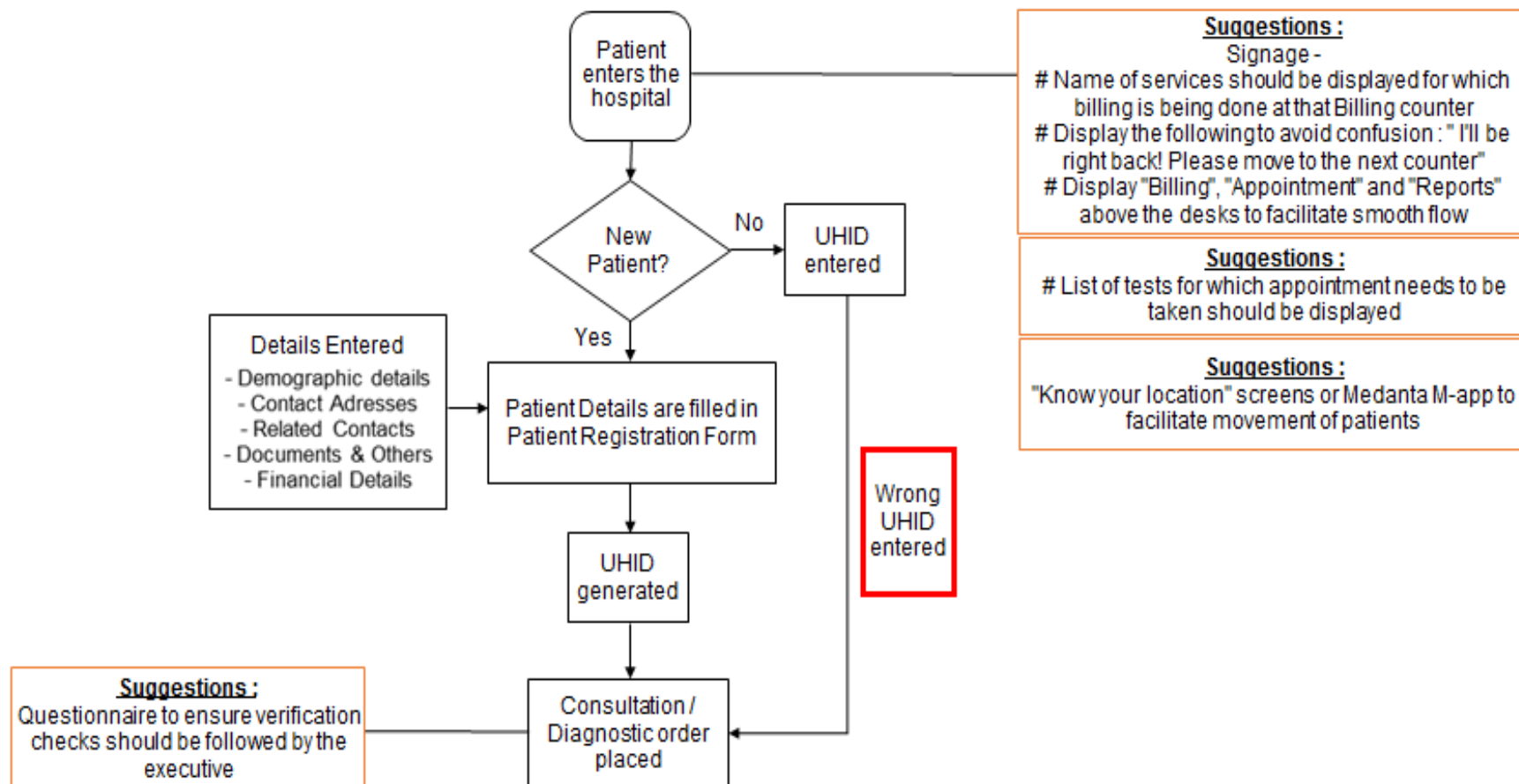
Process Flow - Operations specific

Exceptions

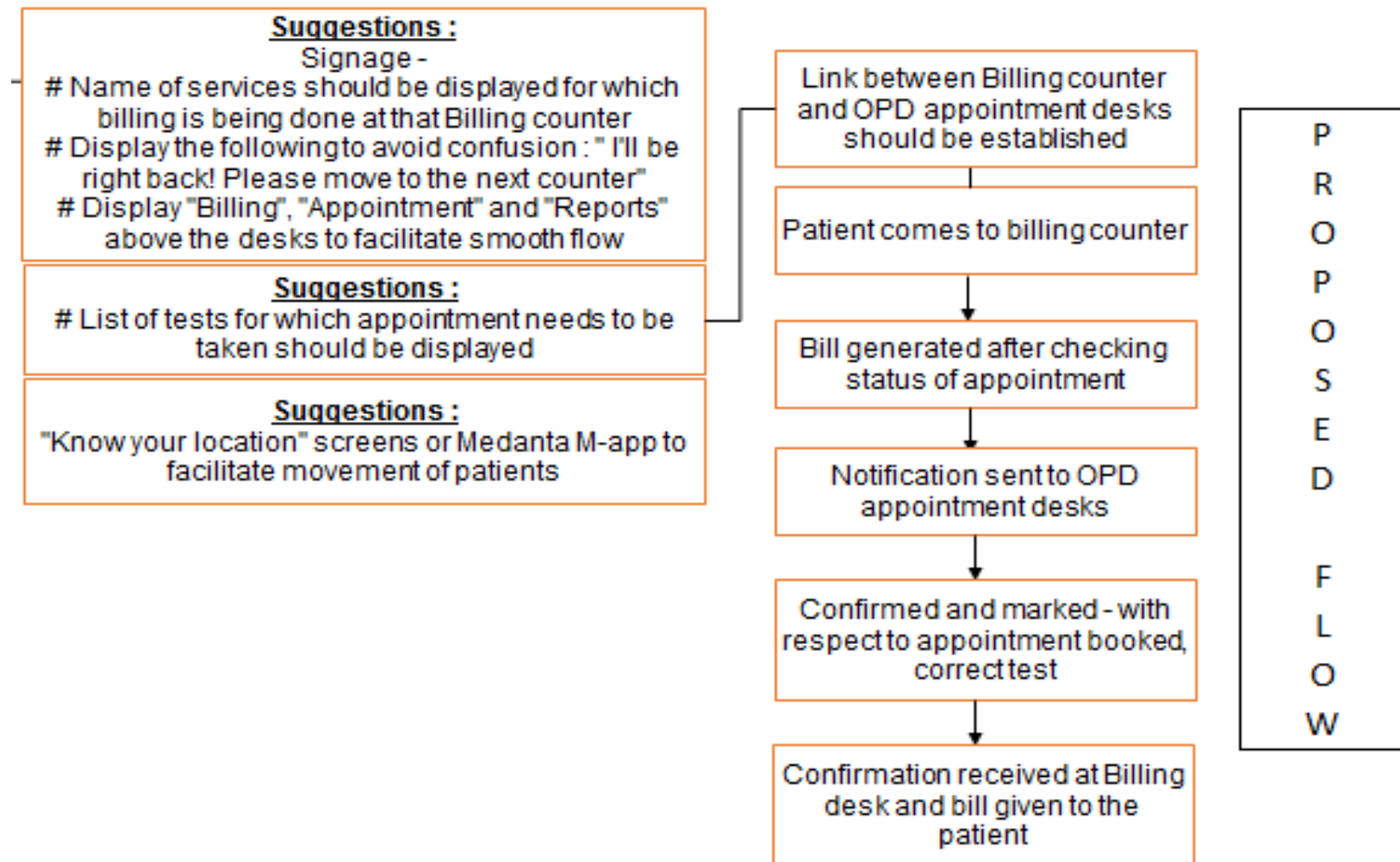
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Gap Areas

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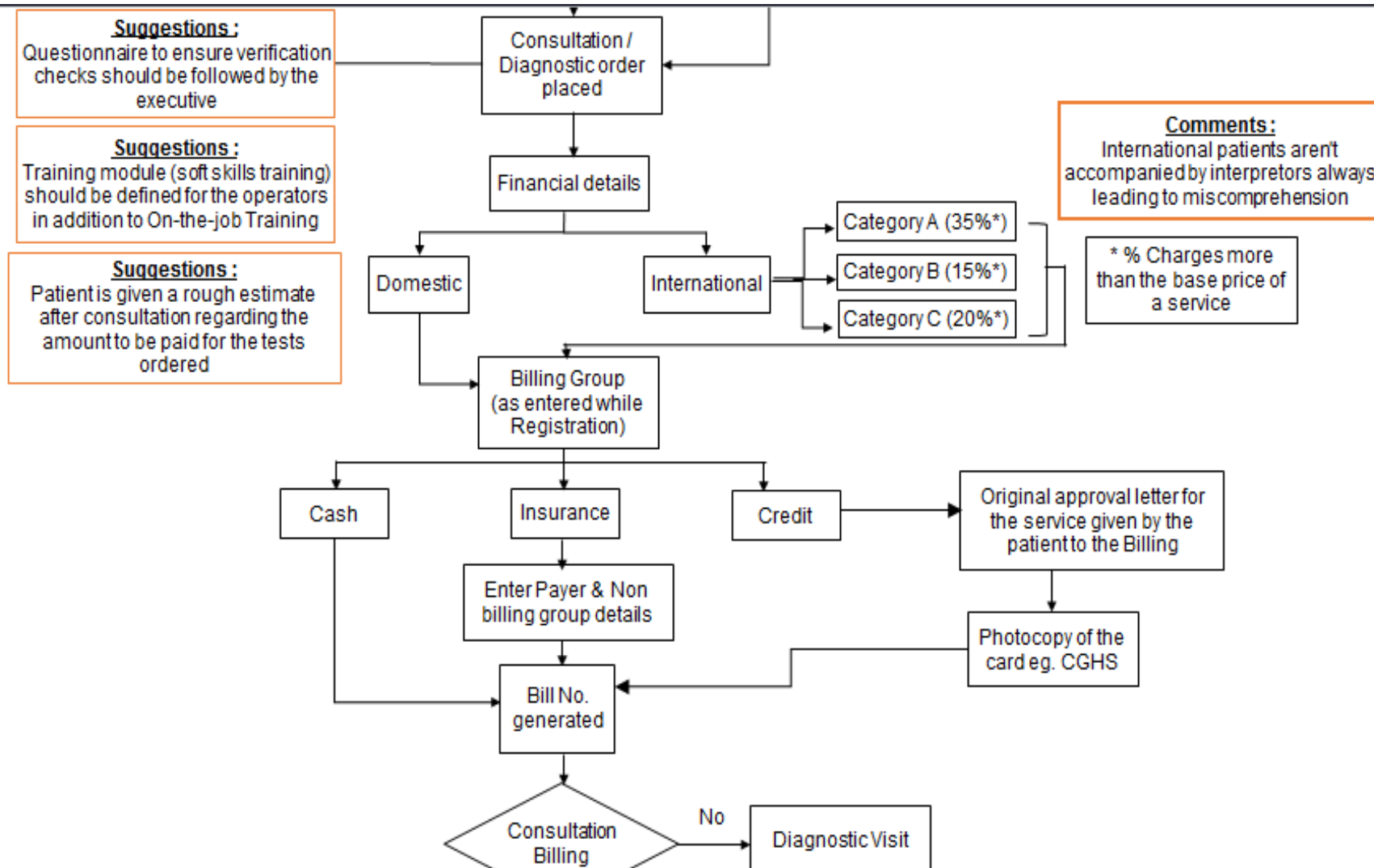


PROCESS FLOW – Observations & Suggestions



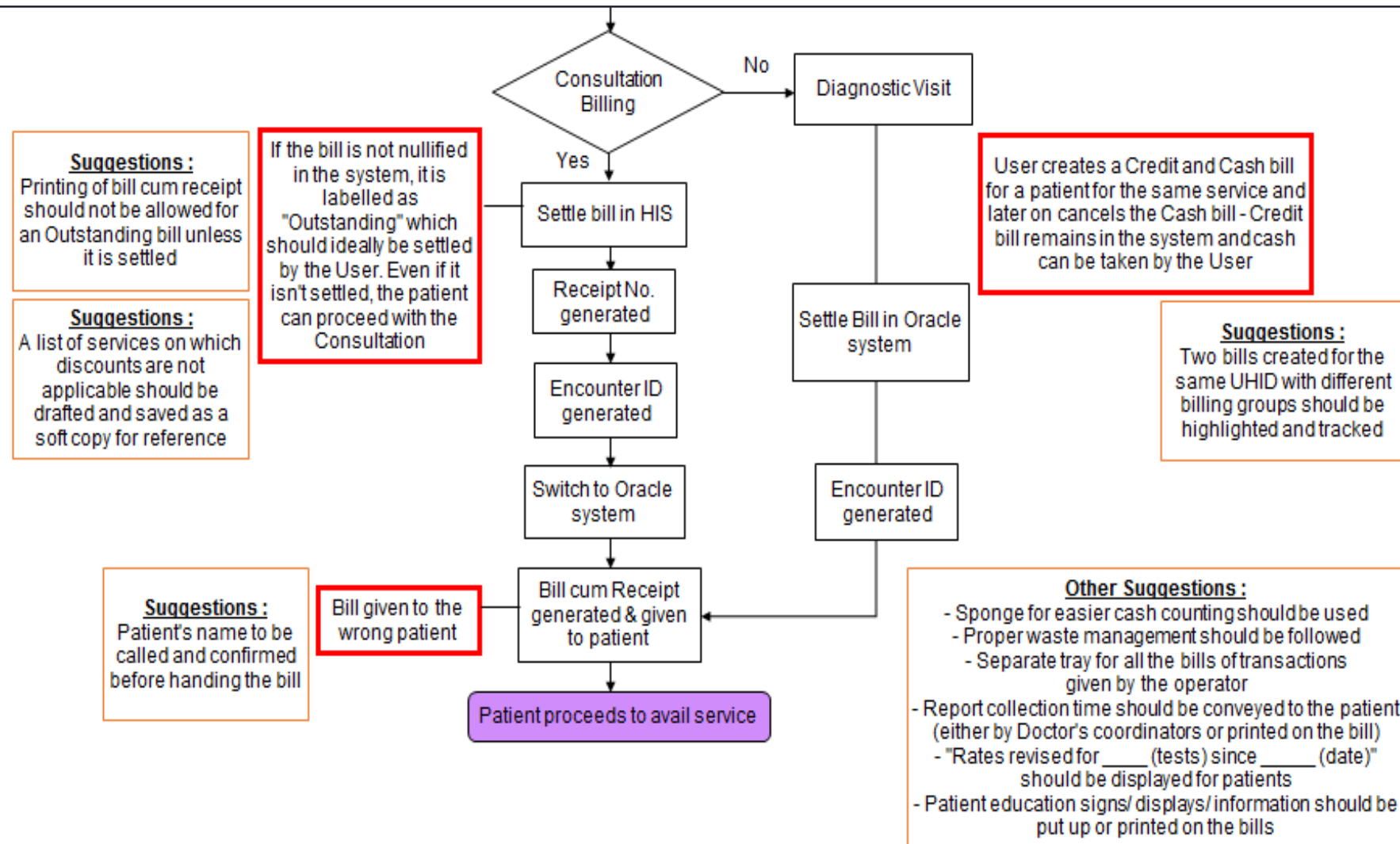
PROCESS FLOW – Observations & Suggestions

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PROCESS FLOW – Observations & Suggestions

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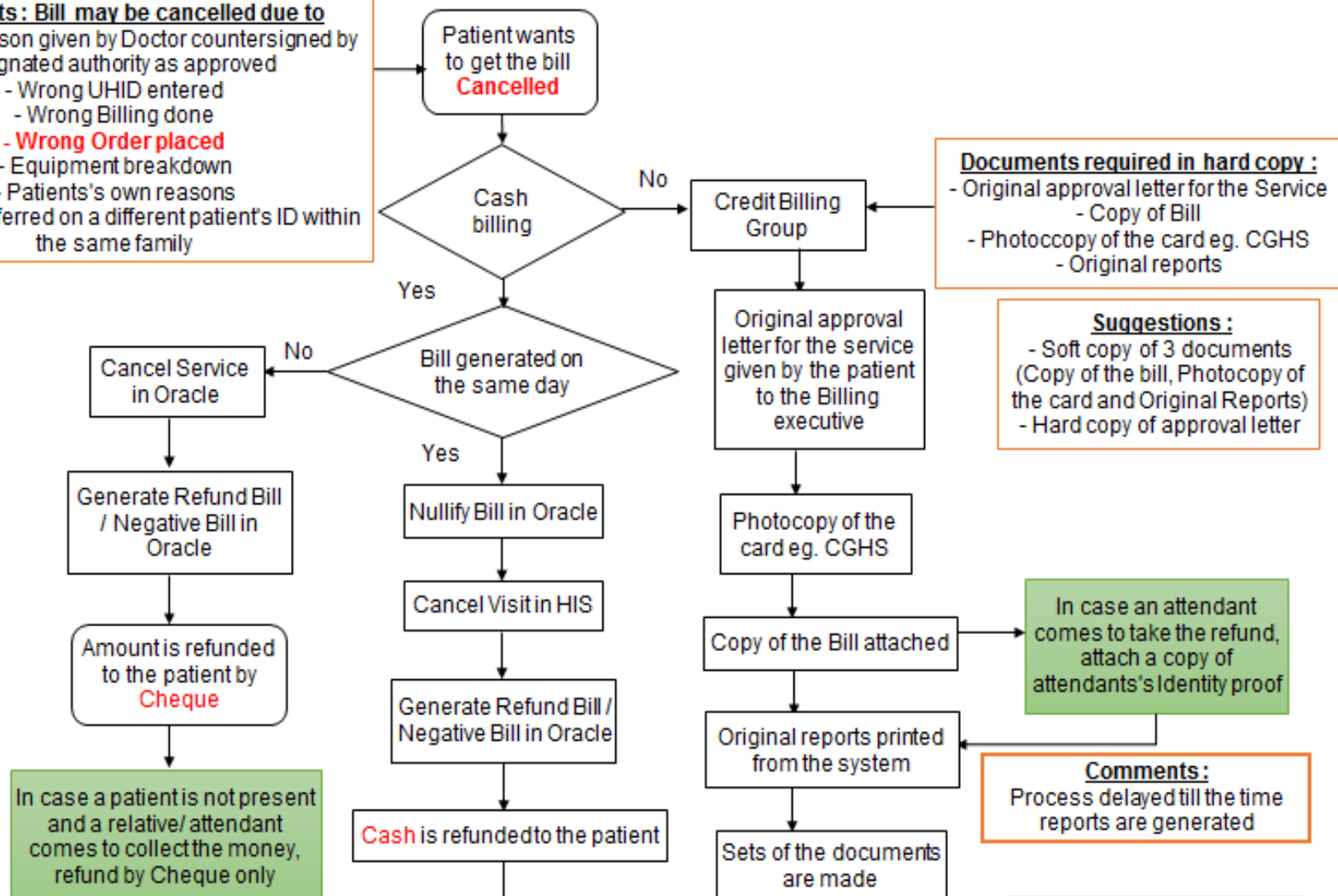


PROCESS FLOW – Observations & Suggestions

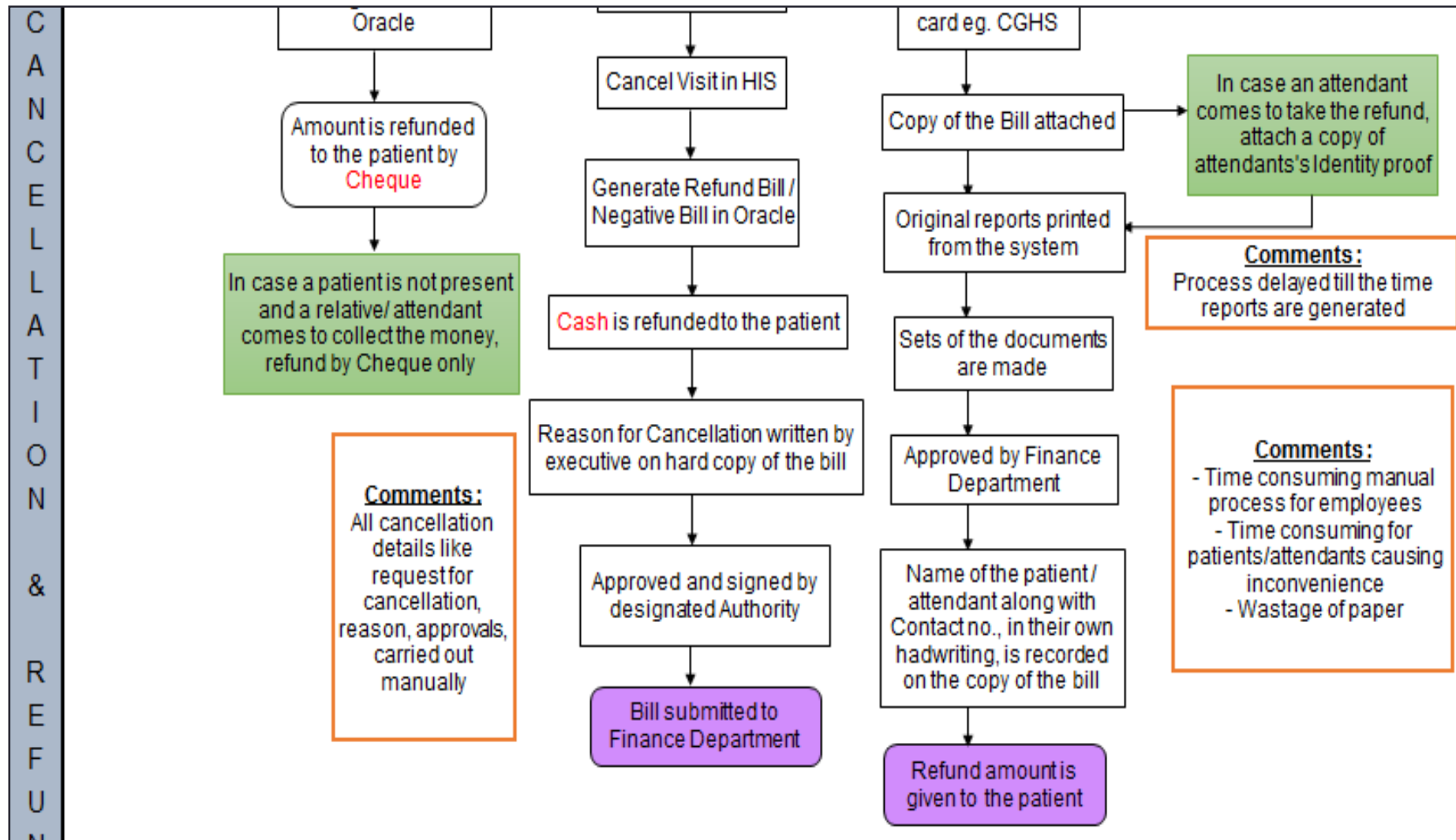
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Comments : Bill may be cancelled due to

- Clinical reason given by Doctor countersigned by designated authority as approved
- Wrong UHID entered
- Wrong Billing done
- **Wrong Order placed**
- Equipment breakdown
- Patients's own reasons
- To be transferred on a different patient's ID within the same family



PROCESS FLOW – Observations & Suggestions



PROCESS FLOW – Observations & Suggestions

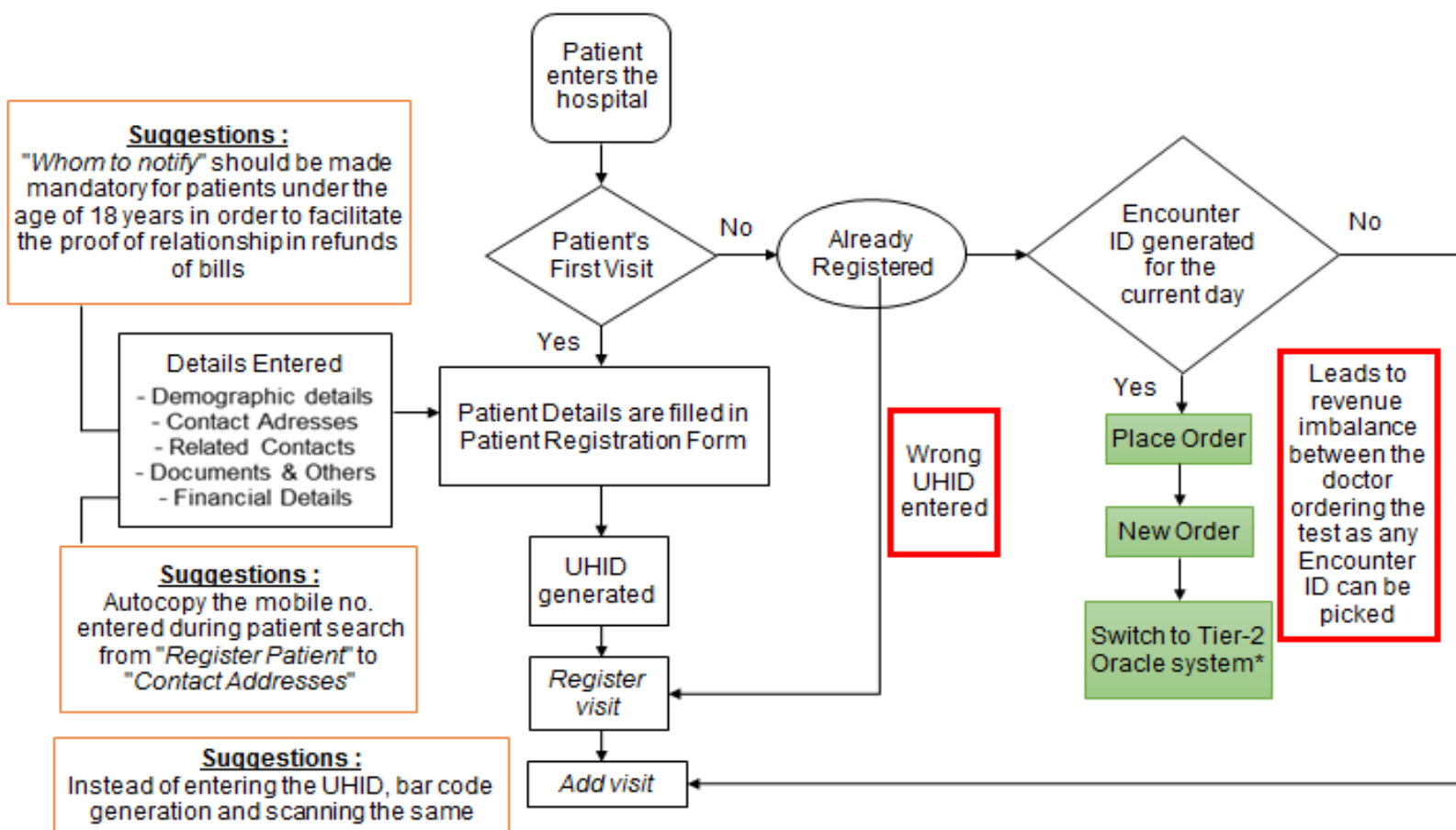
OPD Billing - User
Process Flow - IT specific

Exceptions

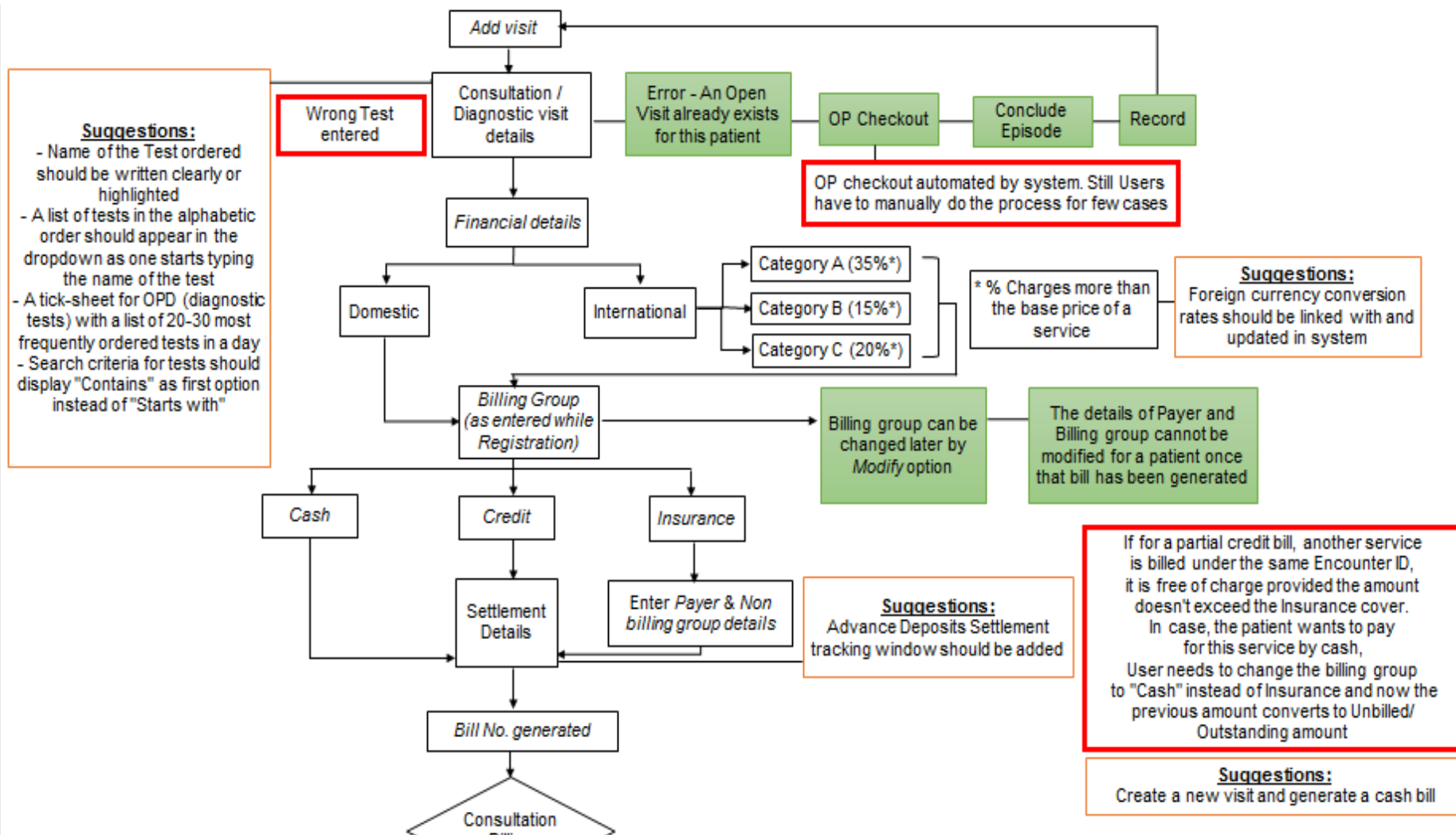
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Gap Areas

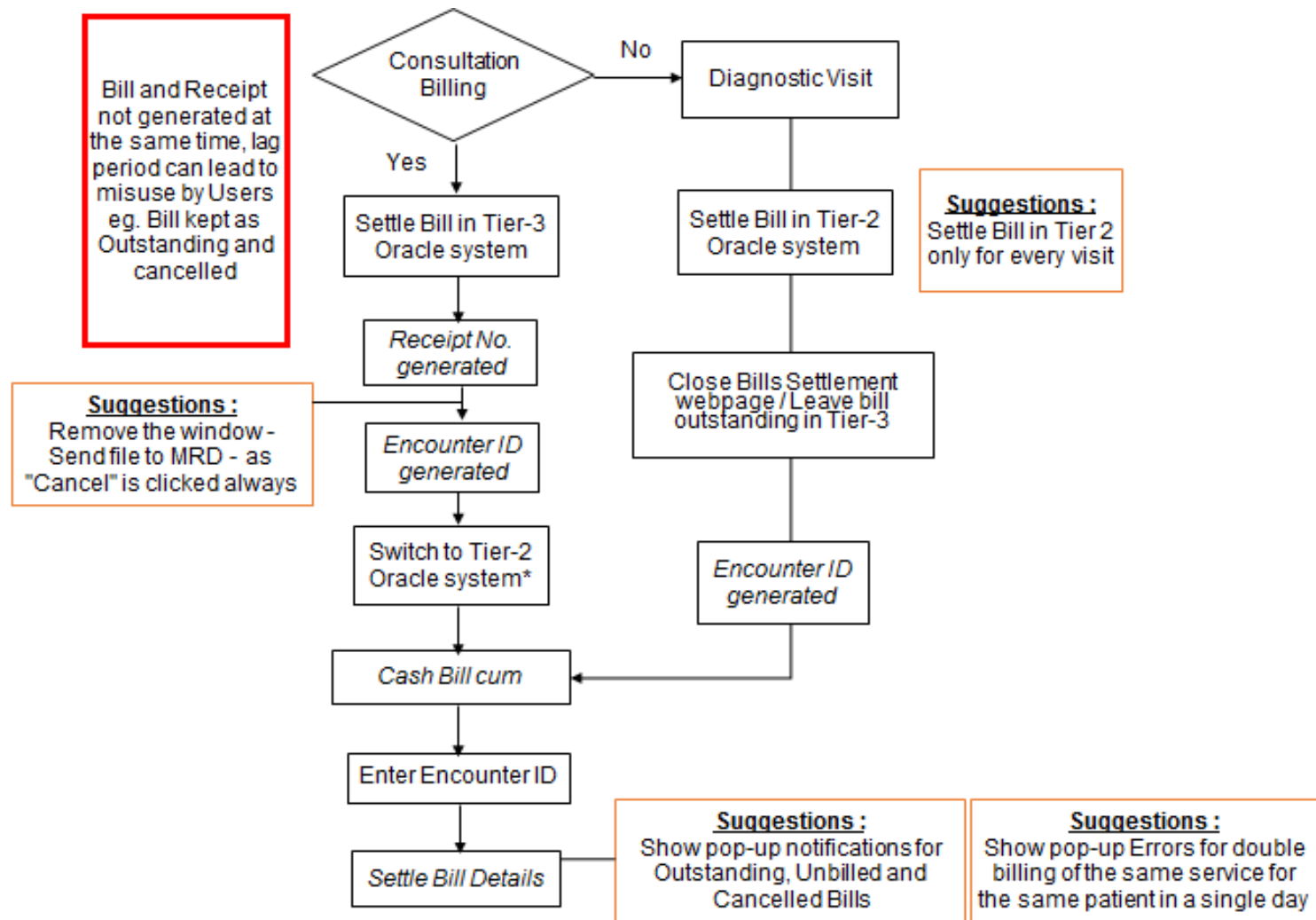
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PROCESS FLOW – Observations & Suggestions

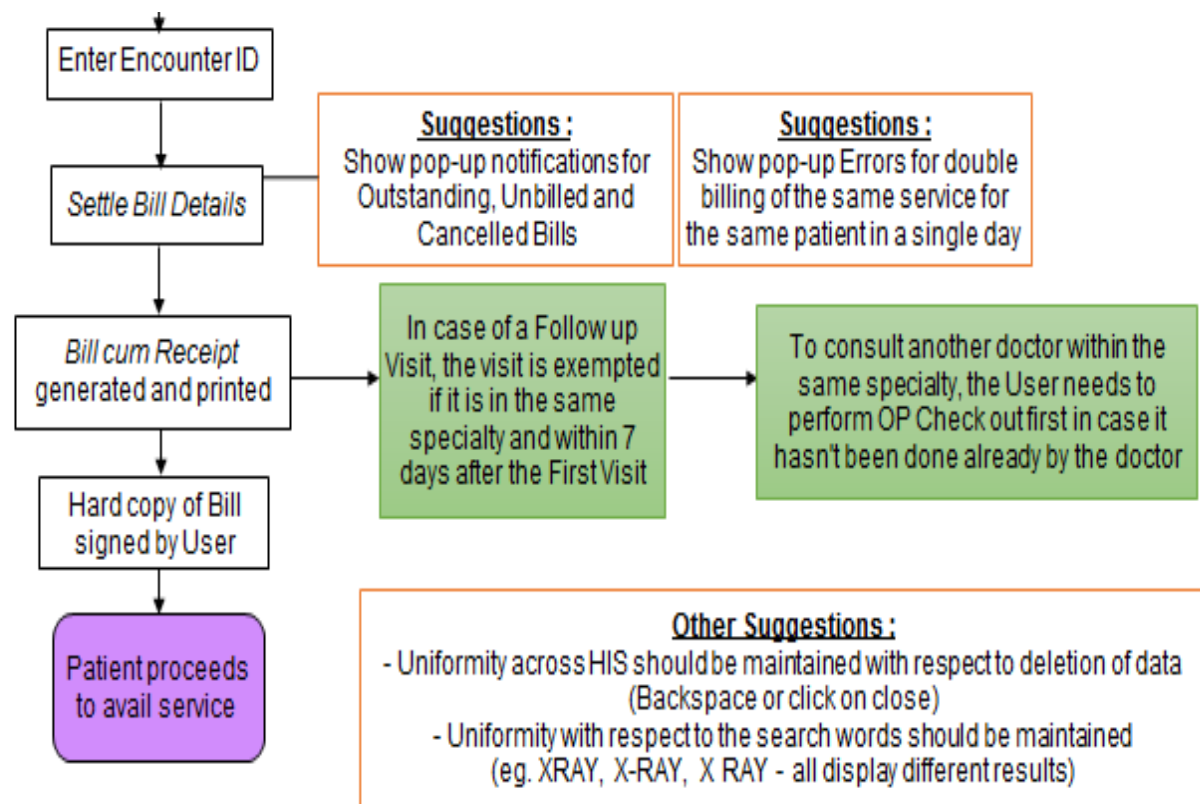


PROCESS FLOW – Observations & Suggestions



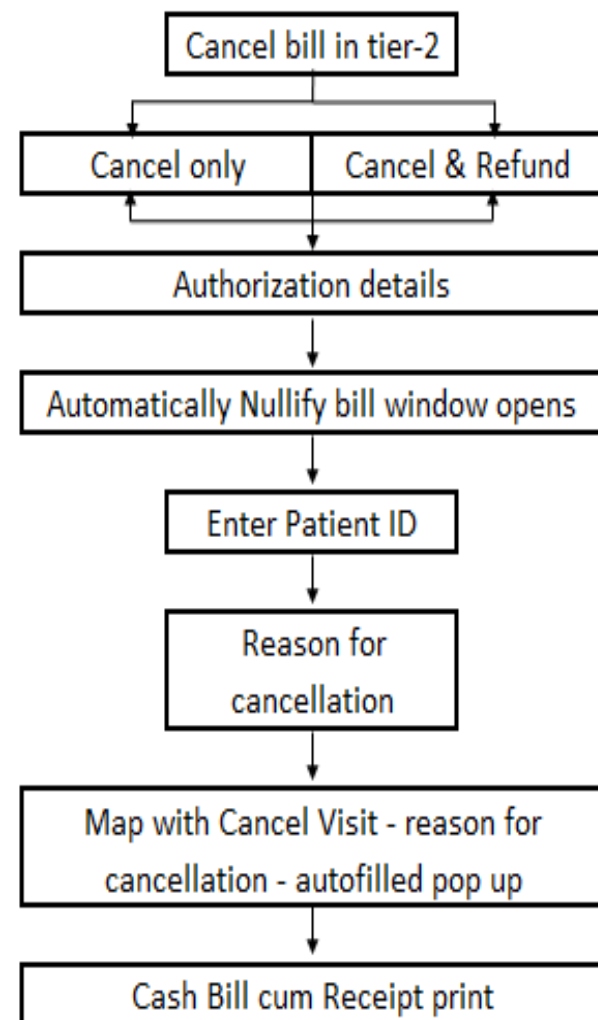
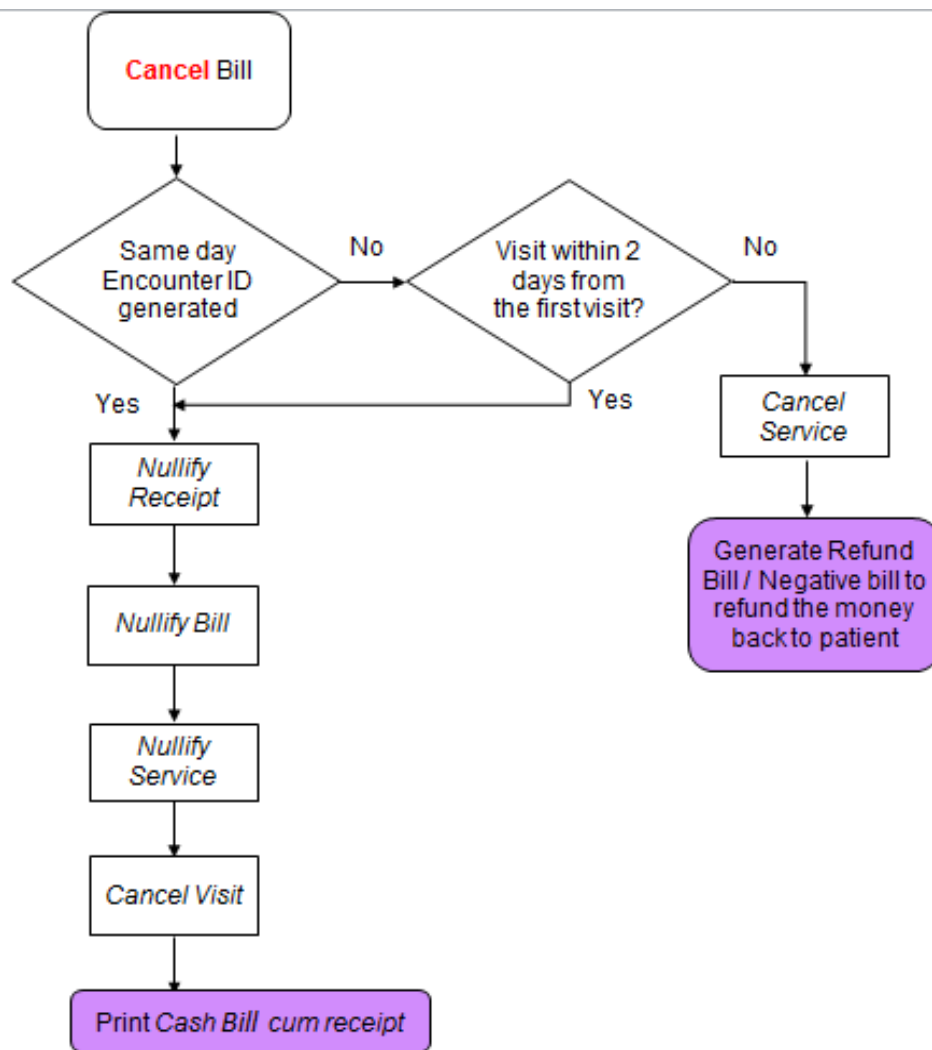
PROCESS FLOW – Observations & Suggestions

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PROCESS FLOW – Observations & Suggestions

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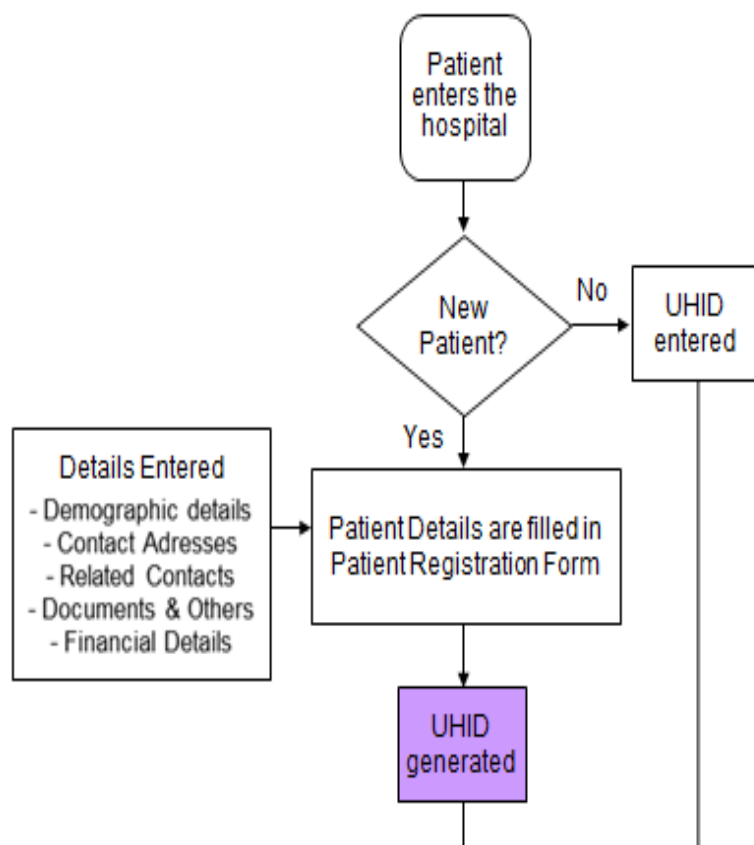
Conclusions

IDEAL PROCESS FLOW - Operations

OPD Billing - Operations based

Process Flow - Operations specific

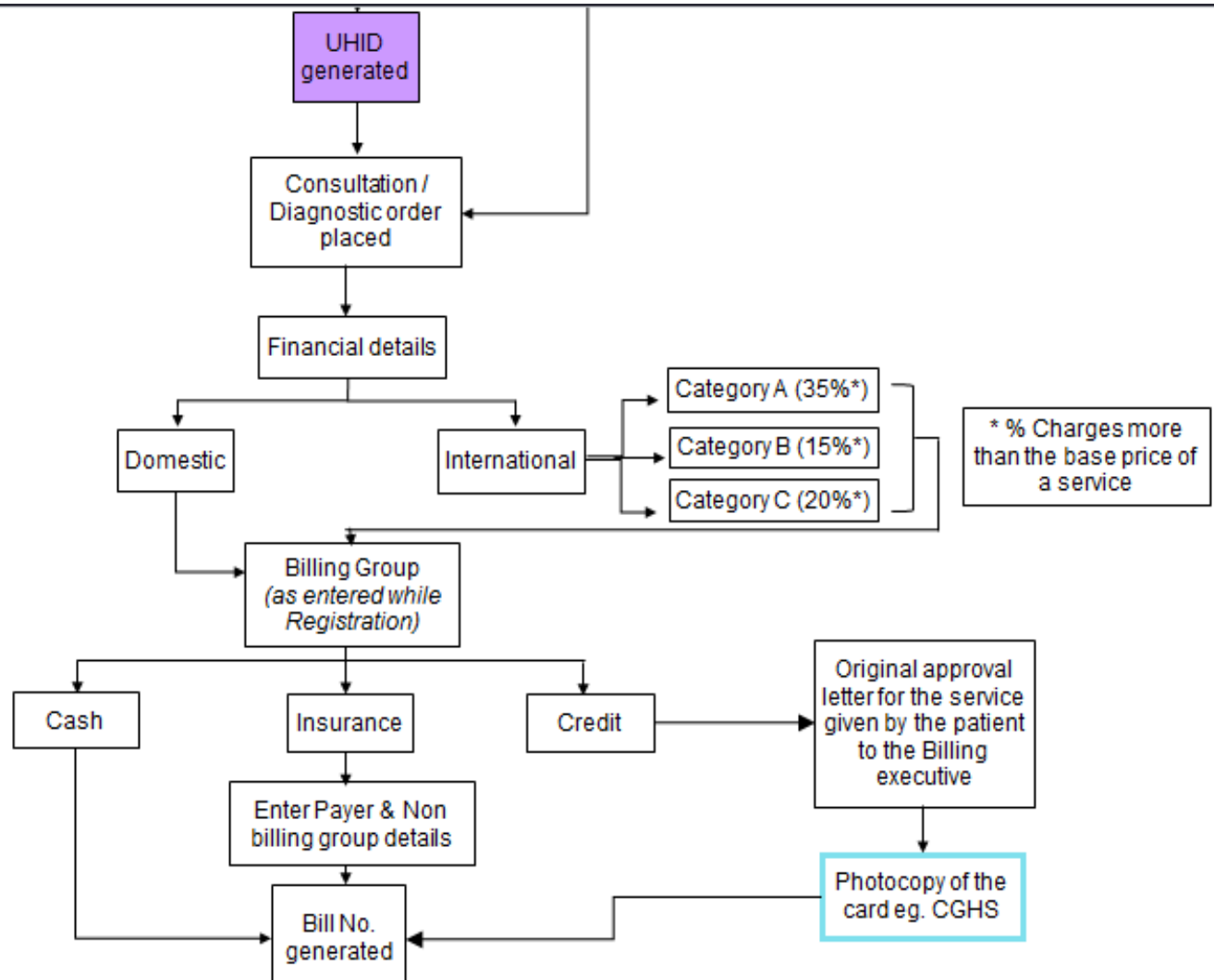
Text in *Italics* represent the name of the task in the application (HIS / Oracle)



 : Final Output

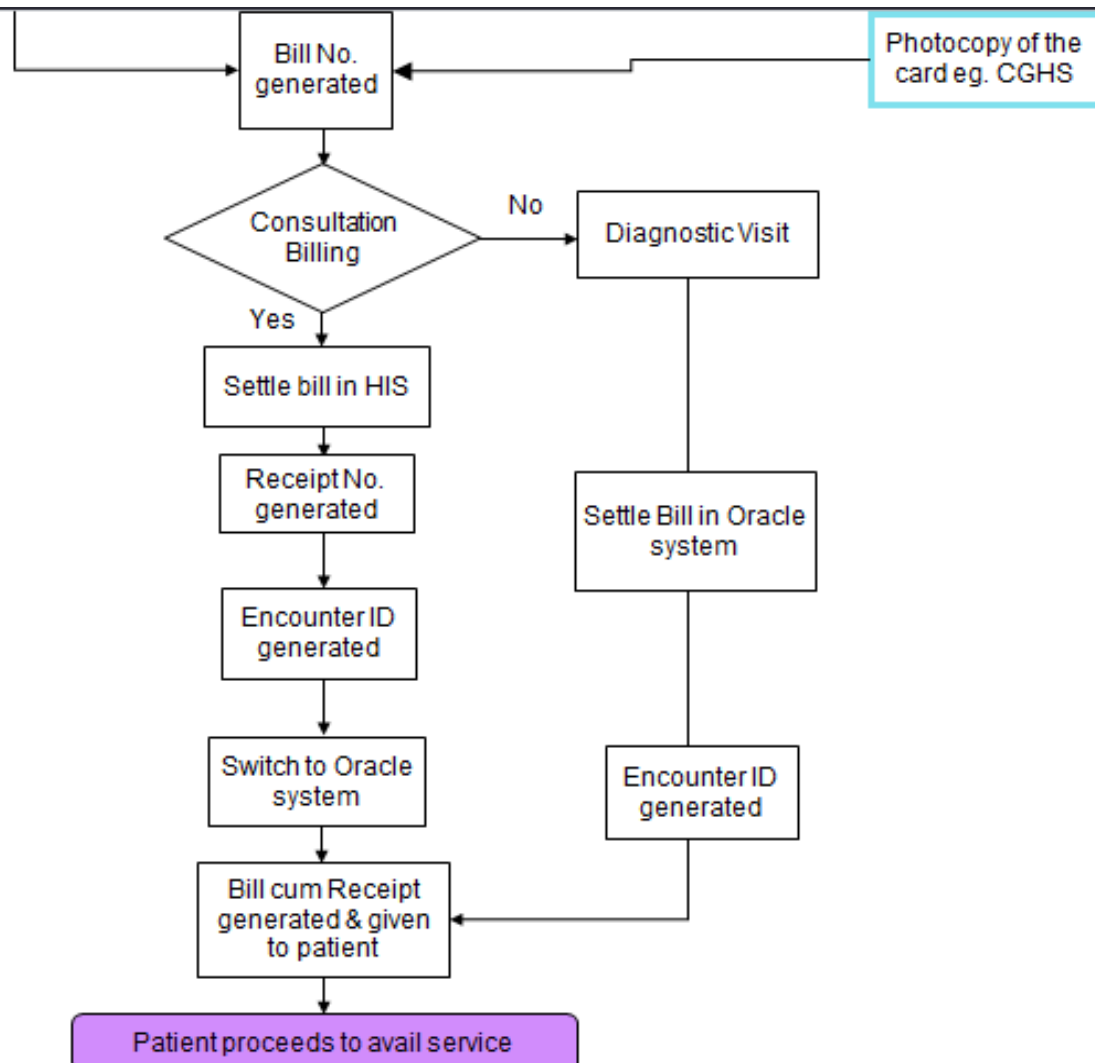
 : Manual Process

IDEAL PROCESS FLOW - Operations

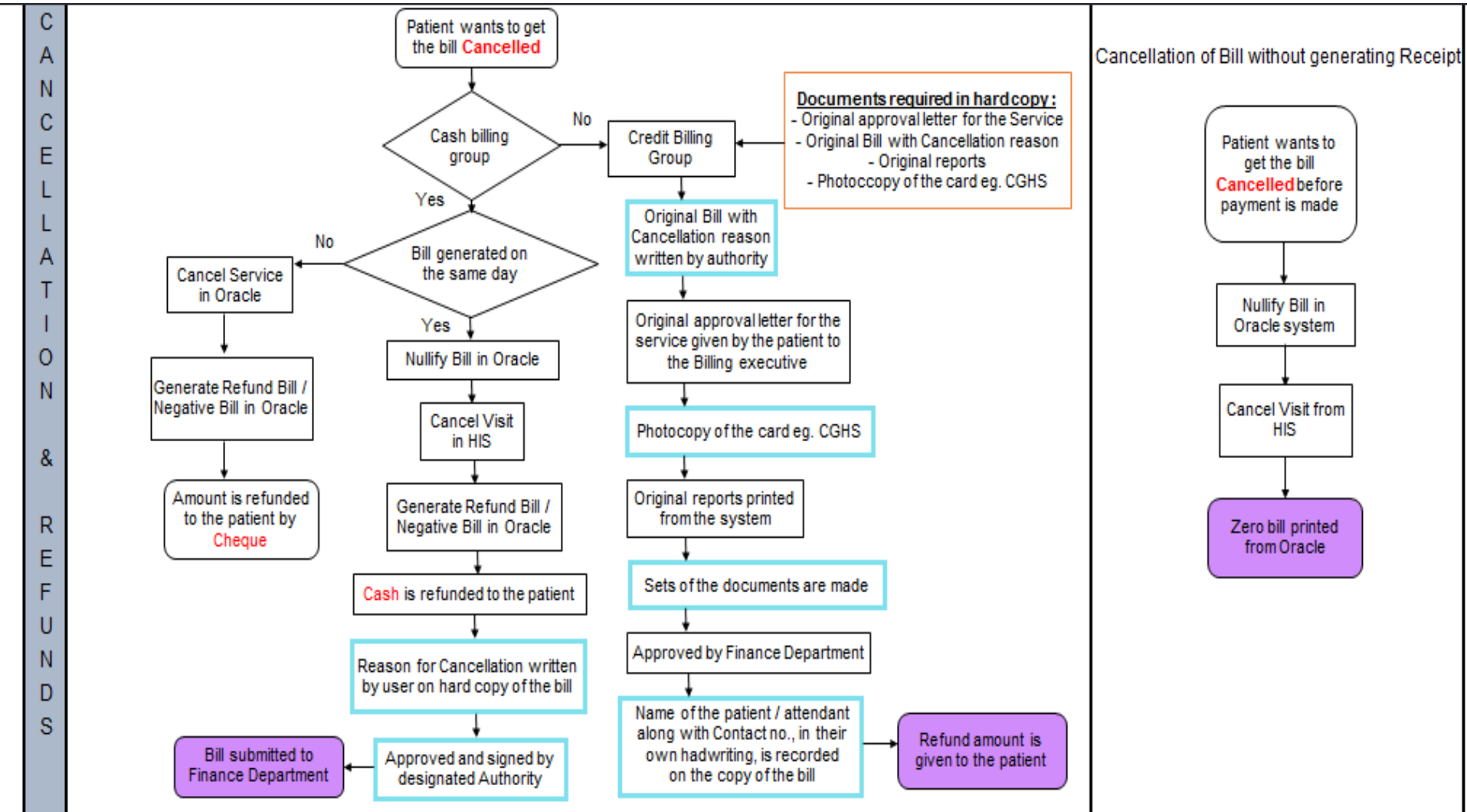


IDEAL PROCESS FLOW - Operations

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IDEAL PROCESS FLOW - Operations



IDEAL PROCESS FLOW – IT

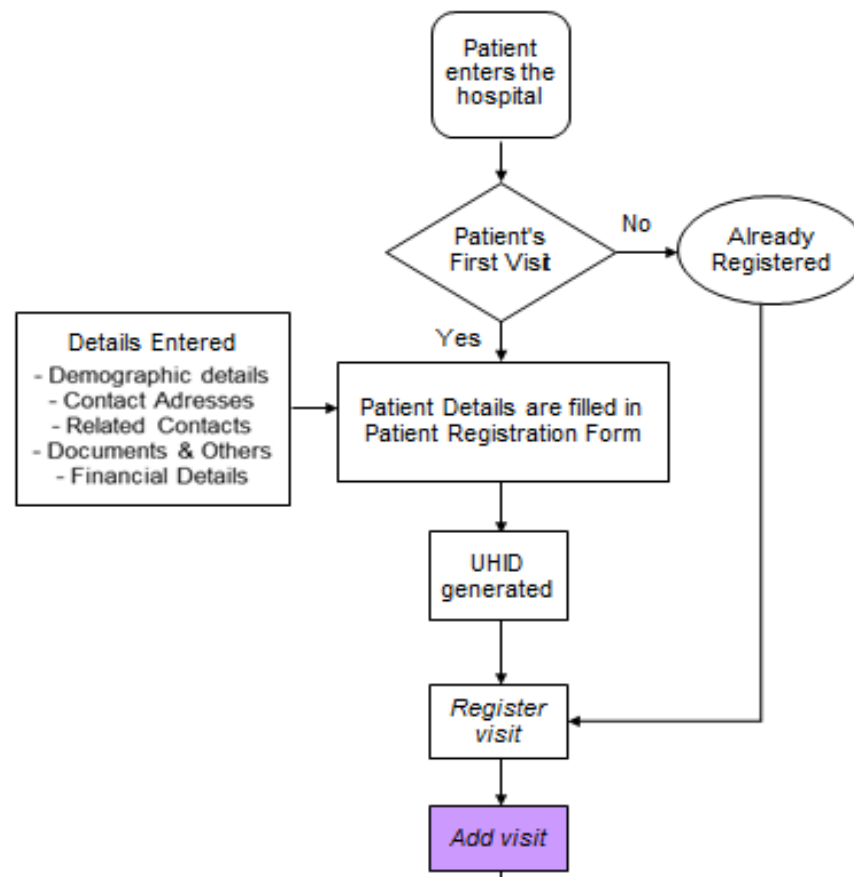
OPD Billing - User

Process Flow - IT specific

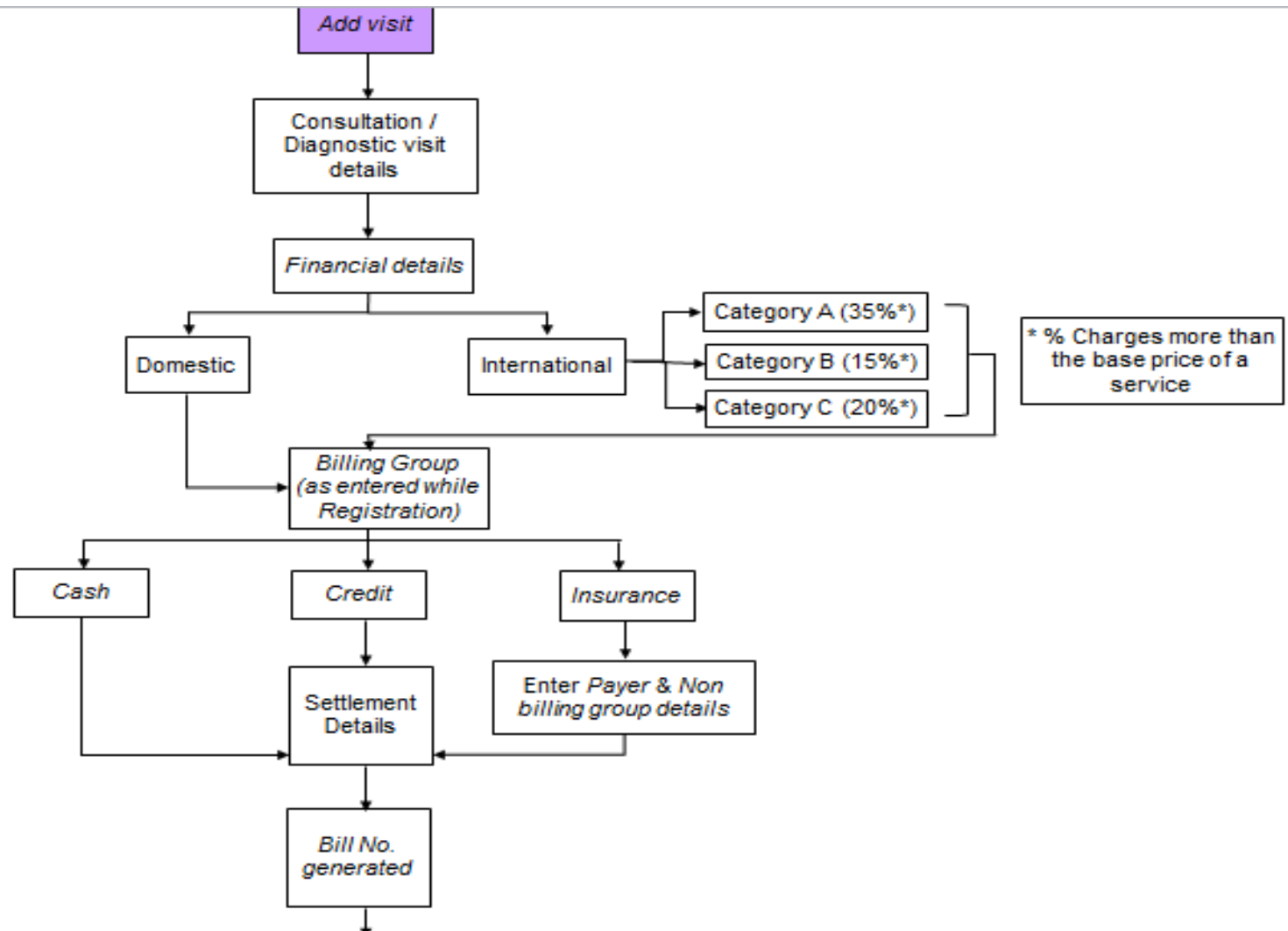
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 : Final Output

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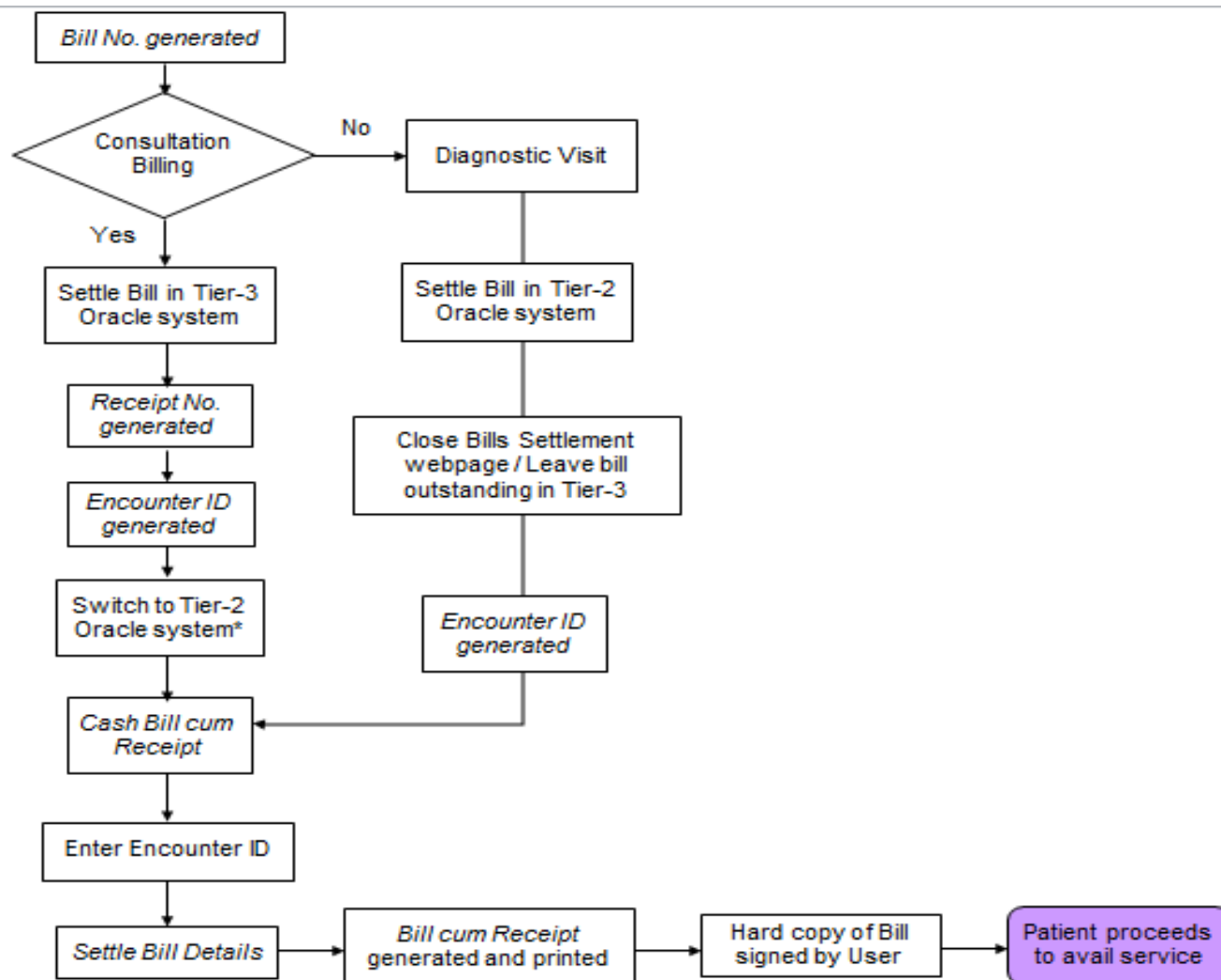


IDEAL PROCESS FLOW – IT

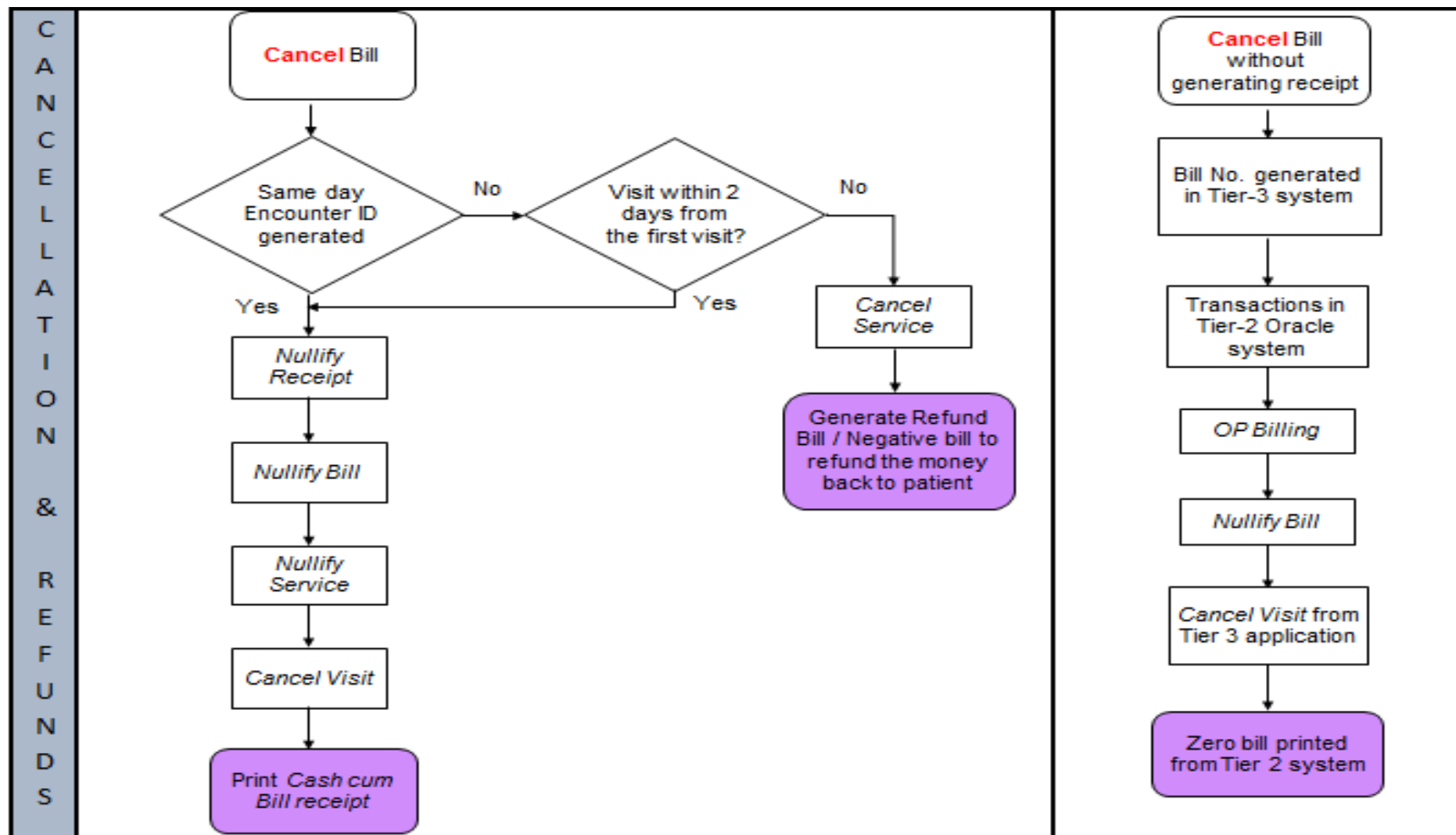


IDEAL PROCESS FLOW – IT

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IDEAL PROCESS FLOW – IT



Conclusion

Current process captured



Gaps identified

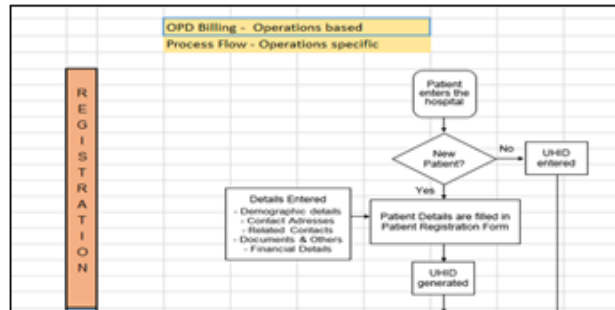


Key Issues	Proposed Actions
1 Training schedule of the following users not defined - Billing Executives - Floor Managers	▶ Training Schedule, Training Manual for Users should be designed
2 Manual prescriptions lead to errors	▶ Electronic prescriptions to be encouraged
3 Lengthy process in the system	▶ Alternate process flows to be tested
4 Cancellation and Refunds - Protocol not defined - Manual processing followed	▶ Authorization of Cancellation and Refunds to be given to the Floor Managers through the system

Training Manual

OPD BILLING

All of the steps shown are carried out from the Front Office module in the Tier-3 system, and Tier-2 Oracle system



1. Step 1 : Patient Registration

1.1. For a patient who is already registered with Medanta, the Search Criteria is as follows :

- Name – First, Middle or Last

2.4.3.13 Receipt No. is generated

2.4.3.14 Click on "OK"

Thank You