Vizient, Inc.

Now the Largest Member-owned Health Care Company in the U.S.

Effective April 1, 2015 VHA, UHC and Novation became Vizient


The newly combined company:

• Serves more than 5,200 health system members and affiliates – which includes the majority of this country’s preeminent academic medical centers and community-based health systems

• Provides services to over 50% of the nation’s acute care hospitals

• Serves more than 118,000 non-acute health care customers

• Delivers the industry’s most in-depth clinical data combined with the nation’s most robust supply chain data to address cost and quality

• Represents almost $100 billion in purchasing volume, the largest in the industry
UHC and VHA Have Achieved Success Through High Engagement and Alignment with Members

Differential Strengths

- Established in 1985 to serve the needs of academic medical centers
- Affinity groups for AMC leaders that provide facilitated learning, networking and knowledge exchange
- Highly respected benchmarking of clinical and operational data
- Expertise in improving clinical quality and patient safety

Differential Strengths

- Established in 1977 to serve community-based, not-for-profit health care organizations
- Broad base of networks that enable members to work together to improve performance
- Focus on cost reduction supported by deep knowledge of supply chain data and consulting expertise
- Broad service to the ambulatory market and other non-acute care settings
Leveraging Our Combined Capabilities for Members

Enterprise Capabilities

Supply Chain Management
Analytics and Intelligence
Insights and Advisory

Networks and Collaboration

To ensure our members deliver exceptional, cost-effective care
AMC Networks: Our Mission

To advance the success and ongoing transformation of the nation’s foremost academic medical centers through discovery, knowledge sharing, learning, collaboration, and innovation with trusted peers and other industry leaders.
AMC Networks: Role- and Topic-based Learning and Collaboration

- Facilitated networking, events (in person and virtual), site visits, listservers, communities, Website, social media
- Clearinghouse and e-publications (e.g., “hot topics”, Network briefings)
- Linkages with other Networks on common issues (e.g., IDNs)
- Facilitated meetings, Annual Conference, events and site visits

Academic Medical Center Networks:

- CEO Executive Board
- AMC Network Board of Managers
- Chief Financial Officers
- Chief Human Resources Officers
- Chief Information Officers
- Chief Marketing Officers
- Chief Nursing Officers
- Chief Quality Officers
- Global Executive Services
- Legal and Compliance
- Medical Leadership
- Payer Relations & Business Development
- Senior Operations Officers
- Ambulatory Care and Physician Practice
- Cardiovascular
- Imaging
- Laboratory
- Perioperative Services
- Pharmacy
- Respiratory
- Risk
- Supply Chain
Faculty Practice Solutions Center (FPSC)

- Began as UHC CPT Database in 1995
- FPSC Advisory Group created in 2000
- FPSC created in 2001
- 101 participating institutions nationwide
- 95,000+ participating physicians
- 130+ unique subspecialties
- 200+ million records, 40 gigabytes of data
- Hundreds of performance measures
Current FPSC Participants

- Albany Medical Center
- Baylor College of Medicine
- Baystate Health System
- Beaumont Physician Partners
- Beth Israel-Deaconess Medical Center (Harvard)
- Boston Medical Center
- Brigham & Women’s Physician Organization
- Cedars-Sinai Medical Center
- Columbia Doctors
- Denver Health
- Duke University Medical Center
- East Carolina University Physicians
- Georgetown University Medical Center
- Georgia Regents Medical Associates
- Henry Ford Health System
- IU Health
- Jefferson University Physicians
- Johns Hopkins University
- Kentucky Medical Services Foundation
- LifeBridge Health
- Loma Linda University Health Care
- Loyola University Physician Foundation
- Lurie Children’s Hospital
- Massachusetts General Physicians Organization
- Medical College of Wisconsin
- Medical University of South Carolina
- Montefiore Medical Center
- Morehouse Medical Associates
- Mt. Sinai Faculty Practice Associates
- North Shore-Long Island Jewish Health
- Northwestern Medical Group
- NYU School of Medicine
- Ohio State University Physicians, Inc.
- Oregon Health and Science University
- Penn State Hershey Medical Group
- Robert Wood Johnson University Med Group
- Rush University Medical Group
- Saint Louis University, SLUCare
- Southern Illinois University
- Stanford University School of Medicine
- SUNY Stony Brook, Clinical Practice Management
- SUNY Upstate Medical University
- Temple University Physicians
- Texas Tech University
- The Emory Clinic
- Tufts Medical Center
- Tulane University Medical Group
- UC Davis Medical Group
- UC Irvine
- UCLA Faculty Practice Group
- UCSD Medical Group
- UCSF Medical Group
- UMass Memorial Medical Group
- UNC Physicians and Associates
- University of Alabama Health Services
- University of Arizona, University Physicians
- University of Arkansas School of Medicine
- University of Chicago Medical Center
- University of Cincinnati Physicians, Inc.
- University of Colorado, University Physicians
- University of Connecticut Medical Group
- University of Florida Faculty Group Practice
- University of Illinois College of Medicine
- University of Iowa Physicians
- University of Kansas Physicians
- University of Louisville
- University of Maryland Faculty Physicians, Inc.
- University of Miami Medical Group
- University of Michigan Health System
- University of Minnesota Physicians
- University of Missouri – Columbia
- University of Missouri – Kansas City
- University of MS Faculty Practice Plan
- University of Nebraska Medical Center
- University of New Mexico Medical Group
- University of Oklahoma, OU Physicians
- University of Pennsylvania Medicine
- University of Rochester Medical Faculty Group
- University of South Florida Physicians Group
- University of Texas Health Sciences Houston
- University of Texas Medical Branch, Galveston
- University of Texas San Antonio
- University of Texas Southwestern
- University of Toledo Physicians, LLC
- University of Utah Medical Group
- University of Vermont, Fletcher Allen
- University of Virginia Physicians Group
- University of Washington School of Medicine
- University of Wisconsin Medical Foundation
- USC Care Medical Group
- Vanderbilt Medical Group
- VCU Health System / MCV Physicians
- Washington University Physicians (MO)
- Wayne State University Physician Group
- Weill Cornell Physician Organization
- West Virginia University Medical Corp. UHA
- Yale Medical Group
FPSC Data Management

Data exchange
- HCFA 1500 fields
- Automated SFTP transfer
- Detail at procedure level

Data Quality
- Missing data
- Proper mappings
- Charge totals validation

RVU Assignment
- Standard process
- Uniform fee schedules
- Consistent modifier and MPPR adjustment
What’s Included?

**Practice management tools:** online business intelligence tools used to develop ad-hoc reports and benchmark information

**Clinical activity benchmarks:** comparative data in the areas of physician productivity, coding, charge capture, and service mix

**Revenue cycle benchmarks:** comparative data in the areas of collections, denials, and contract rates

**Quality & Efficiency Module:** performance improvement service focused on physician value-based care and quality reporting (PQRS)
## Optimizing Faculty Practice

### FPSC Pillars of Opportunity

<table>
<thead>
<tr>
<th>Physician Productivity</th>
<th>Coding &amp; Charge Capture</th>
<th>Managing Patient Access</th>
<th>Revenue Cycle</th>
<th>Quality &amp; Efficiency</th>
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</thead>
<tbody>
<tr>
<td>Measure and monitor physician productivity by wRVU, tRVU, or frequency</td>
<td>Ensure E&amp;M levels coded are consistent with services rendered</td>
<td>Assess practice volumes by location and payer</td>
<td>Monitor timeliness of collections, including efficiency of patient collections</td>
<td>Understand how quality and cost scores compare relative to academic peers</td>
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<tr>
<td>Identify and understand capacity constraints and opportunities</td>
<td>Analyze service mix compared to academic peers</td>
<td>Understand the impact of new patient visits on productivity and downstream revenue</td>
<td>Prevent and reduce denials; understand root cause</td>
<td>Assess and prepare for future of physician value-based payment</td>
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<tr>
<td>Track service mix and clinical yield</td>
<td>Ensure you are billing for all clinical services rendered</td>
<td>Enhance access to care for new patients</td>
<td>Understand and manage third-party payer contracts</td>
<td>Align commercial programs with CMS</td>
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</tbody>
</table>
Clinical Activity Suite of Reports

| Clinical Activity Reports | Revenue Cycle Reports | Revenue Cycle Exception Reports | Shared Reports | LANGLEY’s Folders |

Please use Internet Explorer to access the FPSC reports. Browsers such as Chrome, Firefox or Safari are not supported.

Clinical Activity Reports

**New Patient Visit Analysis**
This report provides the ratio of new to established patients in your faculty practice’s service mix by specialty, provider and clinic location. Benchmarks enable comparison of your practice’s performance to the percentile rankings for each specialty.

**Clinical Fingerprint**
This report profiles the clinical practice patterns of physicians by specialty, at the CPT family/range and individual CPT code levels. The analysis presents FPSC and institution-specific average frequencies and the variance between these two measures.

**EM Analysis - GRAPH**
This report allows users to quickly summarize, in graphical format, the Evaluation & Management codes physicians are using in a given specialty. It allows for internal benchmarking and external benchmarking against the FPSC national specialty-specific benchmark.

**Payer Mix**
This report offers users the ability to identify the payer mix of their practices as well as analyze utilization across specific payers.

**Productivity Summary**
This report summarizes the following: billings, actual RVUs, imputed clinical FTEs, reported clinical FTEs, the ratio of Imputed to Reported clinical FTEs, and the percentile ranking within the FPSC database.

**EM Analysis - TABULAR**
This report allows users to quickly summarize the Evaluation & Management codes physicians are using in a given specialty. It allows for internal benchmarking and external benchmarking against the FPSC national specialty-specific benchmark.

**Procedure Summary**
This report details the utilization of the CPT codes within each CPT code family and can be organized by location, site of service, billing area or payer. The user can drill down to the physician level to view the frequency, total RVUs, work RVUs and total billings at the CPT code level.

**Charge Lag**
This report presents the user with a distribution of time (in days) it takes for charges to be posted to the billing system from the date of service. It allows for internal and external benchmarking against the FPSC national specialty-specific benchmark.
Revenue Cycle Suite of Reports

Please use Internet Explorer to access the FPSC reports. Browsers such as Chrome, Firefox or Safari are not supported.

**Revenue Cycle Reports**

**Collections Analysis - Matched Invoice View**
This report allows users to summarize adjustments, payments, and write-offs tied to charges posted during a specific time period. Users can compare their Net Collection Rate against the FPSC national specialty- and payer-specific benchmark.

**Collections Analysis - Cash View**
This report allows users to summarize adjustments, payments, and write-offs based on posting period regardless of the invoice create date. The report presents a cash-in, cash-out view of collections for a specific time period.

**Denial Rates Analysis**
This report provides the user with denial and resolution rates by department, payer, CPT code and site of service. Users can compare these data to the FPSC denial and resolution rates.

**Denial Reasons Analysis**
This report provides denial and resolution rates by FPSC denial type and reason. Users can compare the data to the FPSC average for front, middle and back-end denials by department, payer, CPT code and site of service.

**Rates Analysis Summary - BY CPT**
This report allows users to identify contract rates by CPT code and payer/FSC, along with the average calculated allowable rate - as a percent of Medicare or per total RVU - among other faculty practice plans in the database.

**Collections Analysis - (Matched) by Location**
This report allows users to summarize adjustments, payments, and write-offs tied to charges posted during a specific time period. This report is organized by member-specific locations and identifies the Net Collection Rate for each location.

**Denial Rates Analysis by Location**
This report details denial and resolution rates by department, payer, CPT code and site of service and is organized by member-specific locations.

**Denial Reasons Analysis by Location**
This report details denial and resolution rates by FPSC denial type and reason and is organized by member-specific locations.

**Contract Portfolio Summary**
This report provides the user with a summary of volume of codes billed and contract rate as a percent of GPCI-adjusted Medicare by payer category. Users can compare their rate against the FPSC average.
What Else Is Included?

**FPSC Dashboards:** management style reports used to highlight key areas of opportunity across an organization

**Medicare Impact Analysis:** annual report developed to inform organizations about upcoming changes to CMS Physician Fee Schedule

**Advocacy work:** partner with our colleagues at the AAMC to ensure the voice of academic physician practice is heard in Washington, D.C.

**Training and education:** ongoing effort to realize maximum utility of the FPSC within member organizations

**Custom Analysis:** ability to work with organizations to answers questions not addressed in online BI tools
Contact Jake Langley at jake.langley@vizientinc.com for more information.