



May 4, 2021
Franklin County Commission
Update



Today's Discussion – Status update

- Alliant started work in November 2020
- Action plan developed over 60 days and presented to the Board of Weems Memorial in January 2021
- Beginning work on the action plan in key categories
 - Finance and Operations
 - Quality
 - People
 - Growth



Teamwork

- Thanks to the entire team at Weems for the open and welcome reception of our many team visits over the first 6 months
- Their active engagement has made the progress we've made to date possible

Finance and Operations

- CARES Act Reporting
 - Portal is open for registration, but data can not be entered yet
- Commercial Contract Review
 - Commercial contracts being reviewed, and a payor grid established for spot audits
- 340B Status
 - Potential contract pharmacy opportunity of \$15k - \$20k a month
 - Completed registration with HRSA and established a contract with the Walmart pharmacy
- Pricing Transparency
 - Working with TruBridge and Bill to complete the initial 300 procedure list for upload onto the facility webpage

Finance and Operations

- MOR Process
 - Monthly reviews of the key operating and financial indicators are being conducted with the administrative team
 - During the April review the process expanded to include a review of the revenue cycle dashboard
- FHURS Reporting
 - Filed and completed on 1/27/21
 - Final update in April based on the annual audit
- Charge Master Review
 - Team from Blue was on site for a week in April to complete
 - Results and action plans expected to be shared with the team in May

Finance and Operations

- Medicaid Eligibility
 - Working with 3 vendors to provide proposals (Cadre, CRS, and HIS)
 - Initial introduction calls to start on 5/4
- Cost Report
 - Completed and filed the end of March
- ED leveling review completed and actions being taken for improvement

Finance and Operations


- Next up:
 - Up front collections review
 - Action plan for year end audit results
 - Clean up of financial reporting
 - Annual coding audit
 - Focus on revenue cycle performance

Clinical & Quality

- Overall CMS readiness survey done and preparation in process
 - Paula working with Courtney and team for action plans
- Data collected for Quality benchmarking
- Quality reporting process being put into place

Clinical & Quality

Quality Indicator Review (Through Q4 2020):

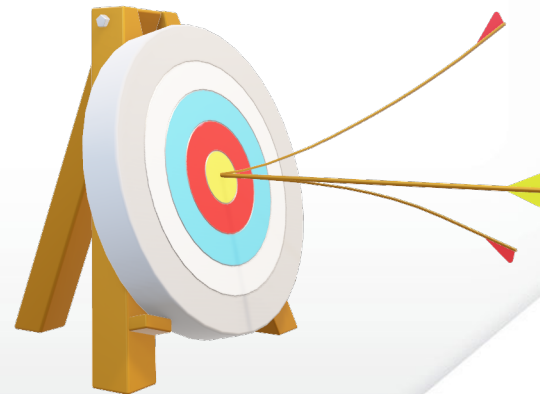
	2020 CLINICAL BENCHMARKS					
	Weems					
Indicator	Target	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	All Hospital Performance
Fall rate / 1000 pt days	3.14	-	-	10.15	0.00	5.04
Fall rate w injury / 1000 pt days	0.9	-	-	0.00	0.00	0.74
Average ER Turn Around Time (minutes) Admitted Patient	<256 min	-	-	ND	ND	242 min
Average ER Turn Around Time (minutes) Discharged Patient	<135 min	-	-	91 min	97 min	123 min
Percentage of LWBS	<2.0%	-	-	2.1%	1.8%	1.8%
All cause readmission Rate	<15%	-	-	2.0%	0.0%	4.9%
All employee turnover rate	<14.5%	-	-	ND	7.3%	7.6%
RN turnover Rate	< 15.4%	-	-	0.0%	0.0%	6.3%
RN one year turnover rate	<25%	-	-	0.0%	0.0%	20.8%

People

- Workers Compensation insurance changed to lower cost vendor
- Market salary analysis and phased plan developed
- Press Ganey employee engagement survey completed and results due 4/29/21
 - Action plan developed from results

Growth

- Working with David Walker to discuss growth opportunities for Weems
 - Numerous strategies being discussed and proformas developed
 - Tallahassee Memorial included in monthly calls to find ways they can assist Weems in growth and operational strategies



Board Dashboard in Progress

*George E. Weems Memorial Hospital
Board of County Commissioners Dashboard*



Financial Indicators:	October	November	December	January	February	March	April	May	June	July	August	September
Total Net Revenue	540,141	619,205	498,346	795,170	587,889	593,832						
Total Net Income	(62,925)	40,487	58,836	245,222	(38,743)	(45,886)						
Patient Cash Collections	469,941	385,611	585,022	313,898	333,032	490,392						
Total Cash Collections	819,739	547,066	973,625	1,213,242	425,043	642,160						
Days Cash on Hand	151.03	133.38	139.38	198.93	141.52	120.98						
County Subsidy	340,880	151,122	10,000	396,615	80,632	117,980						
Operating Indicators:	October	November	December	January	February	March	April	May	June	July	August	September
Total Admissions	8	16	7	12	6	15						
Outpatient Visits	148	171	173	156	138	177						
Emergency Room Visits	398	328	262	375	312	352						
Ambulance Runs	140	155	128	176	125	204						
Clinic Visits	530	354	524	497	491	439						
Quality & Satisfaction Indicators:	4th Quarter			1st Quarter			2nd Quarter			3rd Quarter		
Fall Rate / 1,000 Patient Days	0.00											
Avg ER Turnaround Time / Discharged Patient	97 minutes											
Emergency Room LWBS	1.8%											
All Cause Readmission Rate	0.0%											
Likelihood to Recommend (IP)	100%											
Key Project Status Indicators:	October	November	December	January	February	March	April	May	June	July	August	September
Carrabelle Retail Pharmacy												
340B Program												
Salary Survey & Analysis												
Charge Master Review												



Project Tracking

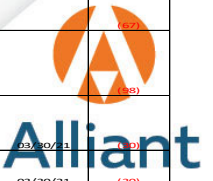


MASTER PROJECT LIST WEEMS MEMORIAL HOSPITAL

Green = Project on schedule, no needs:
Yellow = Project MAY miss deadline:
Red = Project is NOT on schedule:

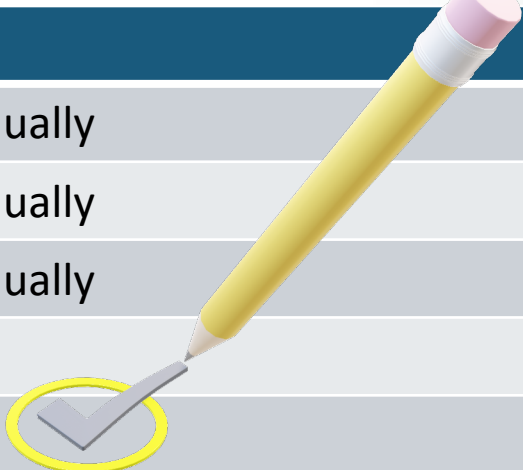
As of : 4/23/2021

LOCATION	PROJECT	HOSPITAL LEAD	CORPORATE LEAD	SCHEDULE DATE	START DATE	DUE DATE	PRIORITY 1-3	COMMENTS/RESOURCES NEEDED	STATUS (G, Y, R)	COMPLETE Y or N	COMPLETION DATE	Due / Late Days	
Weems	Payor Contract Review	Bill	Tom		1/5/2021	2/28/2021	1	Initial introduction between Bill and John Collier was made on 1/5 to start the process of reviewing each of the commercial contracts. A follow up call was held to coordinate and discuss the process with John, Bill, and David.	R	Y	3/24/2021	(24)	
Weems	340B Set Up	Bill	Tom		12/29/2020	4/15/2021	1	Chad Downing was engaged with the team to complete education and aide in the set up. Potential annual opportunity is approximately \$210k. Gevey was chosen to act as the TPA for the program and expect a contract signed by 4/8/21. The Walmart contract pharmacy agreement was sent on 4/7/21.	G	Y	4/13/2021	2	
Weems	Price Transparency	Bill	Tom		11/3/2020	12/31/2020	1	Agreement with TruBridge signed on 12/14. Currently Bill is pulling the 300 procedure list for pricing to submit to TruBridge. Expect to be able to go live with website link by 2/28/21. As of April there has been no movement by Bill to complete.	R			(113)	
Weems	GPO Transition	Bill	Dianna Boggs			3/1/2022	2	Facility will need to provide a 90 day term notice prior to the end of the contract (3/1/22). Guidance is to issue the letter in early November.	G			312	
Weems	MK Eligibility Vendor	Bill	Tom		3/1/2021	4/30/2021	1	Will introduce in March once the cost report and audit are complete. Delayed start due to other delayed projects including the audit and cost report. New plan is to introduce three vendors to the hospital in April. Contacted 3 vendors (Cadre, CRS, and HSI) to set up intro calls on 5/4.	R			7	
Weems	Productivity	Bill	Paula		2/1/2021	11/23/2020	2/1/2021	1	Initial data request sent on 11/23/20. Once received a draft will be developed along with an onsite visit to start education and adjust due to unique circumstances. Bill needs to pull departmental stats and share with Paula. David Walker had to get involved with pulling data on 4/2/21. Heather emailed updated statistics 4/7. I will begin inputting data into a report on 4/9.	R			(81)
Weems	ED Level Review	Courtney	Paula		1/21/2021	2/15/2021	1	Initial review completed showing possible annual opportunity totaling \$136k. Paula is working with Courtney dig further into the review and aid with improvements.	G	Y	2/1/2021	14	
Weems	Salary Survey	Courtney	Paula		1/13/2021	2/15/2021	2	Ginny has pulled data and Paula has completed an initial review. The board approved the role out of the proposed market adjustments during the March board meeting.	G	Y	4/1/2021	(45)	
Weems	Charge Master Review	Bill	Tom		3/1/2021	3/10/2021	4/30/2021	2	Data request submitted in March and on site visit is scheduled for April 13th - 15th. Expect the final report by the end of April.	G			7
Weems	Upfront Collections Analysis	Bill	Tom		5/1/2021			1	Plan to kick off in May.	G			
Weems	Purchased Services Contract Review	Bill	Tom					2					
Weems	Service Line Profitability Analysis	Bill	Tom					2					
Weems	EHR Review and Potential Replacement	David / Bill	Tom					3	Currently on Athena for the hospital				
Weems	Regional EMS Model	David	Jim					2					
Weems	EMS Revenue Cycle Review	Louie / Bill	Tom					2					
Weems	Clinic Revenue Cycle Review	Susan / Bill	Tom					2					
Weems	Swing Bed Education & Processes	Courtney	Paula		11/24/2020			2	Information from Nancy sent to Courtney on 11/24/20. Coordinated an on-site visit to NFCH on 3/11/21 to overview their program, meet the leaders and shared policies.	G			
Weems	Strategic Plan Development	David	Jim					1					
Weems	Case Management Department Review	Courtney	Paula					2					
Weems	Retail Pharmacy - Carrabelle	David	Tom					1	Chad Downing is currently reviewing the opportunity	G			
Weems	Cares Act Funding - Accounting Accuracy	Bill	Tom		1/15/2021	1/11/2021	2/15/2021	1	CARES PRF reporting opens up on 1/15/21 and must be completed by 2/15/21. Engage CRI to help with the reporting on 3/11/21. Was able to register on time but the portal is not allowing any data submission at this time.	G			(67)
Weems	Revenue Cycle Dashboard	Bill	Tom		12/7/2020	2/15/2021	1	Template was shared with Bill and David on 12/7 with the expectation that once the books were closed Bill would complete this report and submit prior to the monthly MOR call. Expectations have been set with Bill that by the 15th of every month all financial reporting should be completed and submitted. Initial dashboard was partially completed for March close.	R				
Weems	MOR Template In Place	Bill	Tom		12/7/2020	1/15/2021	1	Template was shared with Bill and David on 12/7 with the expectation that once the books were closed Bill would complete this report and submit prior to the monthly MOR call. Expectations have been set with Bill that by the 15th of every month all financial reporting should be completed and submitted. Although the MOR calls are occurring monthly, the reporting has not been complete and accurate for any of the monthly reviews.	R				
Weems	Annual Cost Report	Bill	Shawn		1/5/2021	2/28/2021	1	FY 2020 Cost Report is covered under the CRI audit agreement. Currently working with Bryan Hall to complete this. Because the audit is not complete CRI is expected to work on the CR and the Audit simultaneously. The cost report was completed on 3/30 and Bill sent it in via Fedex on 4/7 after being asked about the status to ensure it had been sent.	R	Y	03/30/21	(10)	
Weems	Cost Report Optimization	Bill	Shawn		1/5/2021	2/28/2021	1	Once the cost report was completed Shawn reviewed and submitted his review to Bryan and Bill. Bryan worked with the team and addressed all opportunities that could be obtained with the current filing.	R	Y	03/30/21	(30)	



First 6 Months

Initiative	Value
340b Drug program	\$200,000 annually
ED leveling project	\$136,000 annually
Workers' compensation insurance	\$126,000 annually
Equipment	\$27,000
Total 6 months	\$489,000



Results for the first 6 months Alliant/TMH Partnership



Alliant

- Through the initial work we've presented:
 - \$489K savings
 - 3.7 x more than fees



Tallahassee Memorial

- Dr. Newton support and promotion to the community
- Credentialing delegation agreement
- Healogics
- Courtney: Weems profile for TMH Case Management
- Nursing Leadership Day for Courtney in May
- Emergency behavioral health via telemedicine

Next Opportunity Areas

- Chargemaster
- Medicaid eligibility
- Revenue Cycle Improvement
- Coding audit



Partnership

- Alliant, Tallahassee Memorial Healthcare and Weems Memorial Hospital
 - All working together to improve and expand the healthcare services in Franklin County

