



COLLEGE of AMERICAN
PATHOLOGISTS

Practice Management Challenges in the Community

Impacting You!

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Juanita Evans MD, FCAP

- **Vice Chair – Practice Management Committee**
- **Member: Diversity, Equity and Inclusion Committee**
- **Medical Director of Ascension Providence Novi**
- **AP/CP Board Certified with Hematopathology Fellowship**



Ann Lambrix

- **Vice President Revenue Cycle Management Solutions for Lighthouse Lab Services**
- **20+ years in Revenue Cycle Management Leadership, with emphasis in Pathology and Lab RCM.**
- **MSJ in Health and Hospital Law**



Linda Rossitch

- Practice Administrator for Presbyterian Pathology Group, PLLC in Charlotte, NC
- MHA from Xavier University
- 25 years working with pathology groups
- Recently managed a group consolidation of 2 pathology groups in NC



Disclaimer

The information presented today represents the opinions of the panelists and does not represent the opinion or position of the CAP.

This should not be used as a substitute for professional assistance.

The information in this presentation is provided for educational purposes only and is not legal advice.

Challenge #1

Contracts, contracts, contracts

- No Surprises Act continued impacts
- Are you getting paid what you should be getting paid (each line item & each physician)?
- Leveraging your practice



Challenge #2

Working for free: Denial trends

- Prior Authorization denials (some are for procedures not requiring pre-cert)
- Large claims “Smoke & Mirrors” denials
- ID Card mismatch denials
- Medically Unlikely Edits and Flags for utilization review



Challenge #3

Pushing paper: Administrative burdens

- Identifying front end opportunities: Proactive vs Reactive
- Identify denial trends and develop successful appeal strategies



Some 'light' reading regarding the challenges of working with Payors

Alignment, Molina, CVS CEOs top 2022 insurer compensation list

<https://www.modernhealthcare.com/executive-compensation/insurance-executive-compensation-2022-alignment-molina-aetna>

Major insurance companies ranked by total profit in 2022

<https://www.beckerspayer.com/payer/big-payers-ranked-by-2022-profit.html>

How Cigna Saves Millions by Having Its Doctors Reject Claims Without Reading Them

<https://www.propublica.org/article/cigna-pxdx-medical-health-insurance-rejection-claims>

UnitedHealthcare Tried to Deny Coverage to a Chronically Ill Patient. He Fought Back, Exposing the Insurer's Inner Workings.

<https://www.propublica.org/article/unitedhealth-healthcare-insurance-denial-ulcerative-colitis>

Does this really matter to me?

- Department can hire the staff and pathologists you need to be effective at your job
- Department can buy the equipment that is needed to do your job
 - Replace failing equipment
 - Dream bigger and bring in items of interest to your job
- Department can provide more support the research goals of your organization
- Department can provide more support to the educational goals of your organization
- Department can share the wealth with you

I'm not a practice leader....What can I do to help?

Attend	Attend webinars like these to raise your awareness of the challenges that may be impacting your practice
Ask about	Ask about results of coding audits so that you can generate reports that are more reflective of the work you did
Ask	Ask your practice management team if there are any denial trends affecting your practice and if there is a way you can document better to improve the process or perform differently to meet reasonable standards
Get	Get to know your non-pathology clinical colleagues and administration
Be	Be involved with your state pathology society
Hark	Hark the call of advocacy alerts
Consider	Consider talking to your local congressperson as an intro to the work you do

I'm becoming a practice leader...what can I do to help?



Have a good relationship with your practice manager(s)

Be willing to be present with payors, administrators and others if problems arise



Advocate for your department's needs in the larger organization



Engage with other practice leaders, state medical and pathology societies, and CAP advocacy especially if the issue may be a regional or national interest



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We value your feedback!



If after attending this discussion you applied any of what you learned, please share your feedback of how it worked for your practice at capatholo.gy/3V80HZa



Please share your thoughts about this session. Your feedback is important!
<https://www.surveymonkey.com/r/caponlinepm23>



Resources

Practice Management

- <https://www.cap.org/member-resources/practice-management>

Practice Management Articles

- <https://www.cap.org/member-resources/articles/category/practice-management>

Pathology Business Fundamentals Online Courses

- **Course Package:** <https://learn.cap.org/lms/activity?@curriculum.id=-1&@activity.id=7808307&@activity.bundleActivityId=-1>
- **Individual Course:** <https://learn.cap.org/lms/catalog?@searchCatalog.search=PBF22&@searchCatalog.type=-1&@searchCatalog.location=&@searchCatalog.termId=>



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