

Making Sense of the Numbers

Using Therapy Key Performance Indicators and
Clinical Outcome Data to Grow Your Practice

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“It is a capital mistake to theorize before one has data.”

Sherlock Holmes (Arthur Conan Doyle)



“The goal is to turn
data into information, and
information into insight.”

Carly Fiorina



Objectives

What do we want to assess?

How are we going to track it?

Why do we want to measure it?



What Do We Want to Measure?

Operational metrics

Documentation

Outcomes

Patient engagement



Operational Metrics

Units of service per visit

Visits per new patient

Visits per FTE

Cancel rate

Capture rate



Units of Service per Visit

What: Units of service provided divided by number of patient visits

Factors affecting:

Schedule

Payor mix

Staffing

Coding

Why do we measure it?



Visits per New Patient

What: Visits seen divided by the number of new patients

Factors affecting:

- Schedule

- Staffing

- Treatment approach

- Visit limits

- Turnaround times

- Patient value perception

- Care engagement – patient dropout

Why do we measure it?



Cancel Rate

What: Missed visits divided by number of scheduled visits

Factors affecting:

Access

Value perception

Priority

Why do we measure it?



Capture Rate

What: New patients seen divided by referrals

Factors affecting:

Access

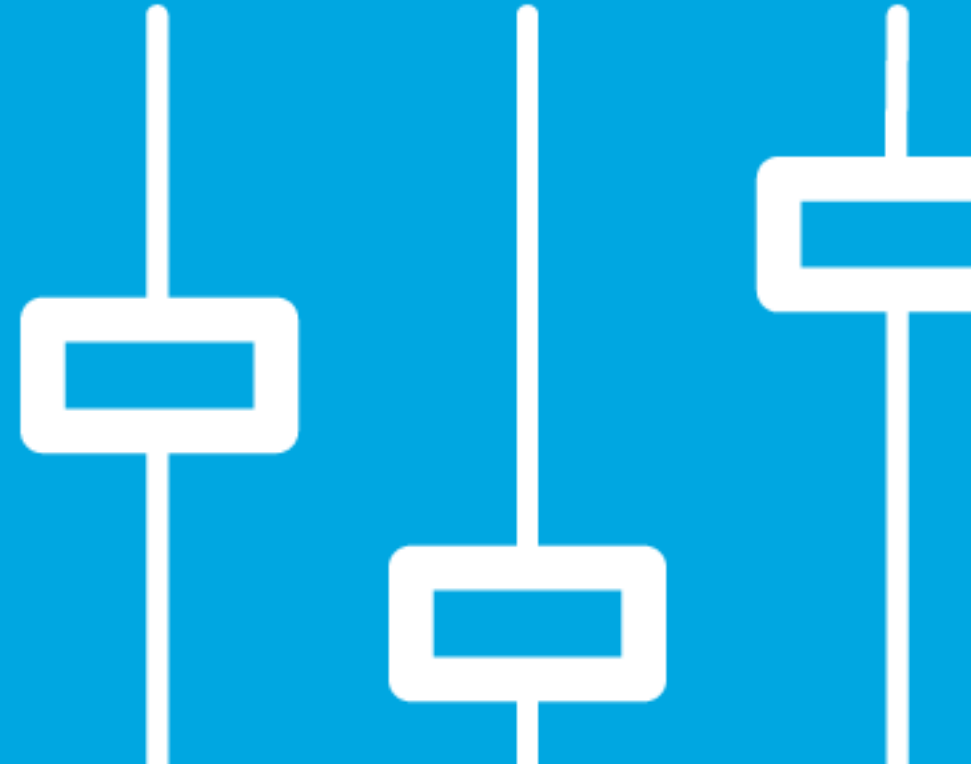
Scheduling

Staffing

Insurance

Geography

Why do we measure it?



Visits per FTE

What: Average daily visits divided by average FTEs

Factors affecting:

Scheduling

Staffing

Clientele

Documentation

Clinician perception

Why do we measure it?



Documentation

Therapy-specific EMR

Compliance/controls/rules

Plans of care

Progress reports

Eval complexity

Tricare

8-minute rule vs. AMA guidance

Functional limitation reporting

MIPS

State-specific regulations

Outcomes

Patient perception of care

Assessment tool scores

Outcome utilization



Outcomes

“How satisfied are you with the level of care you received?”

“To what degree were your expectations for therapy met?”

“How would you rate your functional improvement from the beginning of therapy until now?”

Outcomes

Assessment tool scores – initial and discharge

Lower extremity functional scale

QuickDASH

Oswestry

Neck Disability Index

Shoulder Pain and Disability Index

Oxford Hip Score

Oxford Knee Score

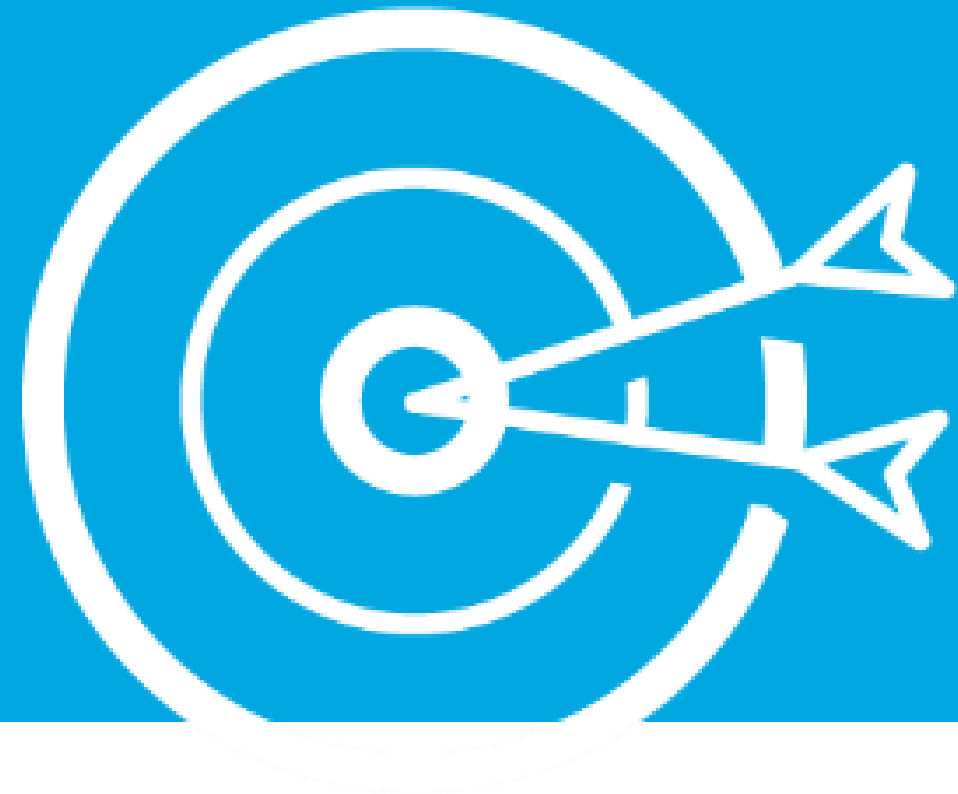


Outcomes

Why is this important?

How well are we capturing the data?

What are we doing with the data?



Outcomes

Patient engagement

Net Promoter Score



Bringing It All Together

Bringing It All Together

Where do I start?

I don't have the data

I have the data, but I don't understand it

I understand the data, but I don't know what to do with it



Bringing It All Together

Low volume

High cost per visit

Low collections per visit

Low collections per referral

High cancel rate



Low Volume

Where to look:

Capture rate/leakage

Visits per new patient

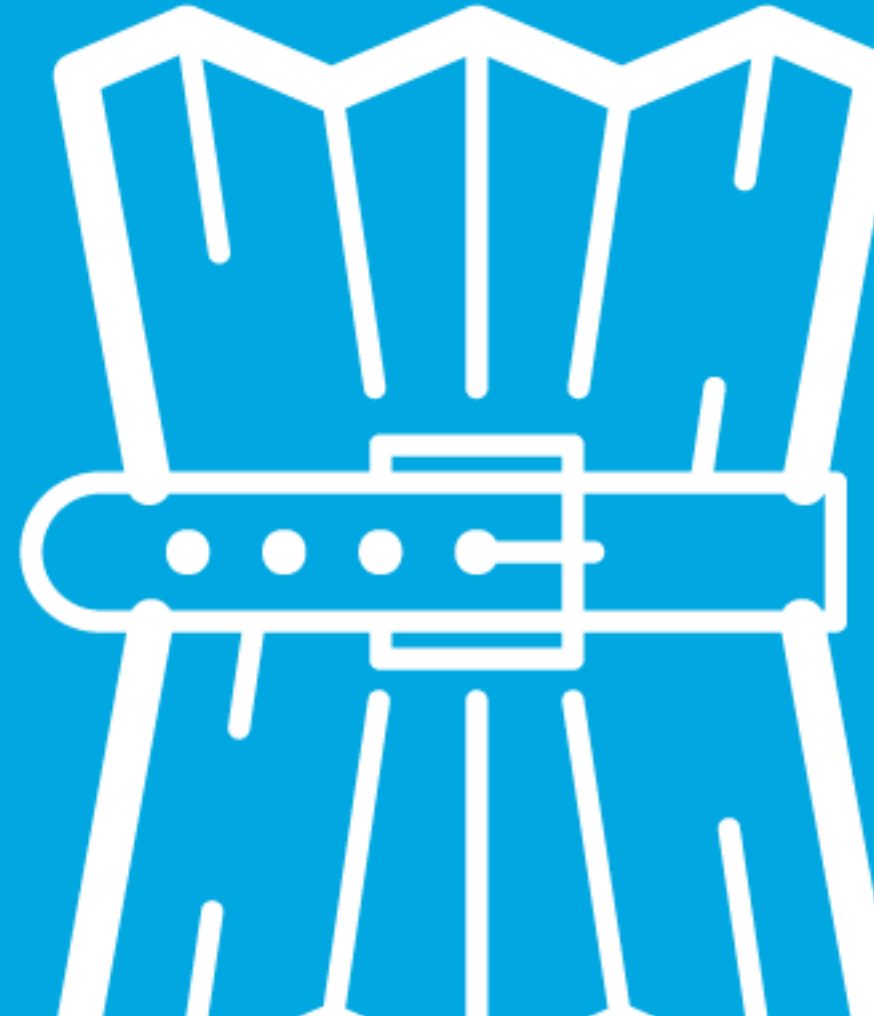
Cancel rate

Care engagement

Visits per FTE

Outcomes

External factors



High Cost per Visit

Where to look:

Visits per new patient

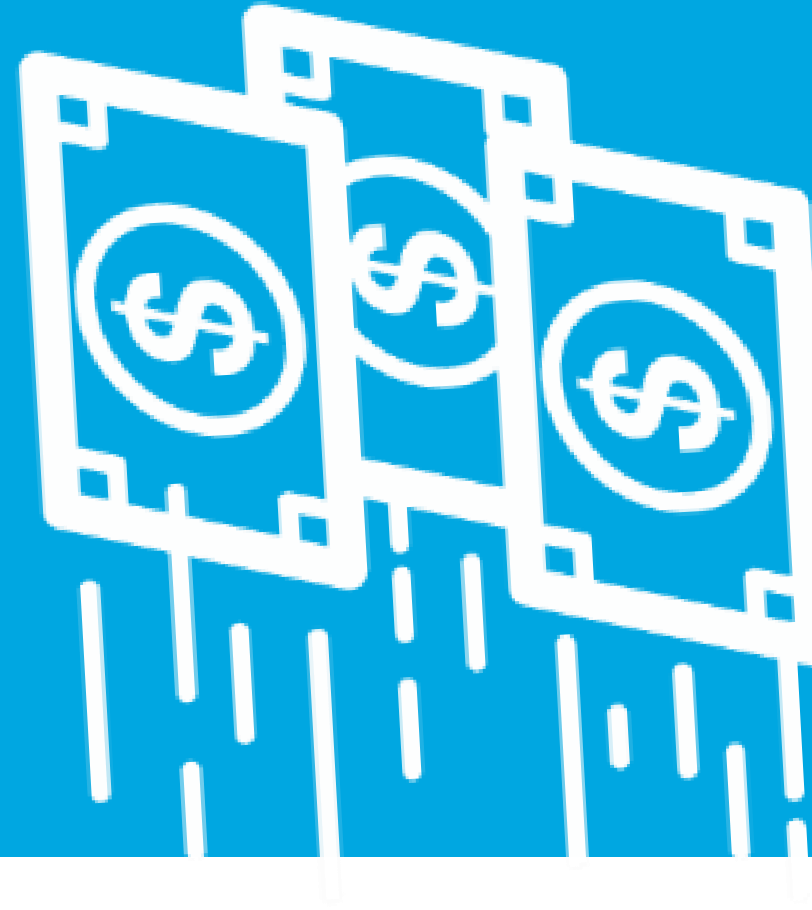
Cancel rate

Care engagement

Visits per FTE

Outcomes

Documentation



Low Collections per Visit

Where to look:

Evidence-based codes per visit

Cancel rate

EMR

Outcomes



Low Collections per Referral

Where to look:

Visits per new patient

Cancel rate

Units of service per visit

Care engagement

Outcomes



High Cancel Rate

Where to look:

Visits per new patient

Units of service per visit

Care engagement

Outcomes



Bringing It All Together

Data vs. information

Making it matter

Get to the why



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