

Budget 2020: Staying in the Black with PDGM

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Budget 2020: Staying in the Black with PDGM

Presented by **Simione**[™]
HEALTHCARE CONSULTANTS

About MatrixCare / Brighttree



Post-acute leader in **interoperability and connected care**



Best Overall Health Administration Software



Investing over 20% back into R&D



100% focused on post-acute care



ResMed
Strong, global parent company

Home Health

Hospice

Private Duty

Palliative Care

ReferralConnect

Enterprise Financials

MyData

MyAnalytics

Simione-at-a-Glance

- Founded in 1966
- First organization of its kind dedicated to home health, hospice and other community-based services
- Specializing in business performance improvement to advance quality and efficiency, reduce cost and minimize risk
- Serving a wide range of organizations including free-standing agencies, multi-state and national providers, hospitals and health systems
- Corporate headquarters in Hamden, CT, with offices in Sturbridge, MA, and Rohnert Park, CA
- Consultants based in 30 states across the U.S.

Key Expertise & Services

Consulting

Operations

Finance

Compliance & Risk

Sales & Marketing

Information Technology

Mergers & Acquisitions



Talent Management

- Recruiting
- Executive Search
- Interim Management
- Compensation Analysis
- Employee Engagement

ExactRecruiting
A SIMIONE TALENT SOLUTION™



Data Analytics

- Cost Reporting
- Financial Benchmarking
- Market Intelligence
- Clinical Process Transformation

**Simione
Financial
Monitor™**



Patient-Driven Groupings Model (PDGM)

Overview - Final Rule

- **Who**
 - Effects all Home Health Agencies
- **What**
 - Change from payment of 60-day episodes to payment of 30-day Periods of Care
 - Elimination of Treatment of Therapy Thresholds
 - Biggest change since 2000 with the implementation of PPS
- **When**
 - For episodes beginning on or after January 1, 2020
- **Why**
 - Better Align Payments with
 - Patient Needs
 - Better ensure that clinically complex and ill beneficiaries have adequate access to home health care
- **Budget Neutral**

Specifics - Resources Used

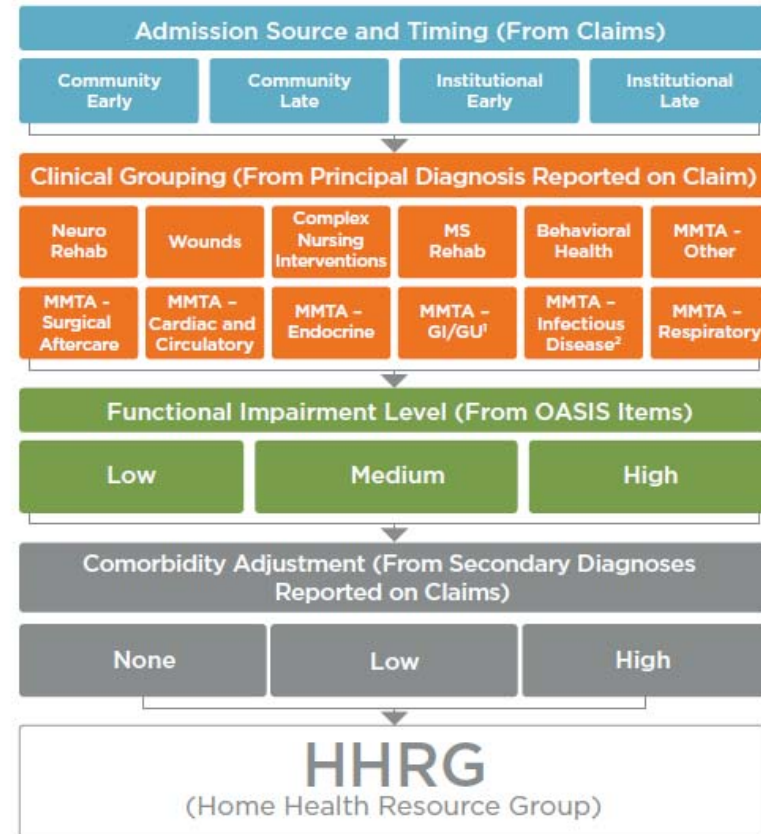
- 30-Day Episodes
 - Overall average length of an episode is 47 days
 - More resources were used during the 1st 30 days of care
 - Front-loading of visits

Behavior Adjustment

Percent change behavioral assumptions

LUPA Threshold (1/3 of LUPAs 1–2 visits away from threshold get extra visits and become case-mix adjusted) 1,841.05 ¥1.75 Clinical Group Coding (among available diagnoses, one leading to highest payment clinical grouping classification designated as principal)	<u>1.75%</u>
Clinical Group Coding (among available diagnoses, one leading to highest payment clinical grouping classification designated as principal)	4.28%
Comorbidity Coding (assigns comorbidity level based on comorbidities appearing on HHA claims and not just OASIS)	<u>0.38%</u>
Clinical Group Coding + Comorbidity Coding	<u>4.66%</u>
Clinical Group Coding + Comorbidity Coding + LUPA Threshold	<u>6.42%</u>

PDGM Architecture



Under the Patient-Driven Groupings Model, a 30-day period is grouped into one (and only one) subcategory under each larger colored category. A 30-day period's combination of subcategories places the 30-day period into one of 432 different payment groups.

* CMS-ABT PDGM Model 2018

¹ Gastrointestinal tract/Genitourinary system

² The infectious disease category also includes diagnoses related to neoplasms and blood-forming diseases.

National KPI Benchmarks

PPS vs. PDGM Summary Comparison

National PPS Episodes vs PDGM Periods Comparison			
PPS Episodes	Total PDGM Periods	Episodes w/only One Period	National
5,633,702	9,568,951	1,698,453	30.1%

National PPS vs PDGM Reimbursement Comparison			
PPS Episodes	Total PDGM Periods	Change in Reimbursement	% Change
\$ 16,798,068,861	\$ 16,789,040,485	\$ (9,028,376)	-0.1%

Episode Timing & Admission Source



* CMS-ABT PDGM Model 2018

Episode Timing

- Early
 - First 30-day period in a sequence of periods
 - “From Date” and “Admission Date” must match
- Late
 - All other subsequent periods
- Home Health Sequence
 - 30-day periods are considered to be in the same sequence as long as no more than 60 days pass between the end of one period and the start of the next, which is consistent with the definition of a “home health spell of illness”.

Admission Source

Two Sources – Institutional or Community

- Institutional
 - Within the 14 days prior to a home health admission
 - Acute care or PAC Include
 - Inpatient acute care hospitalizations
 - Skilled nursing facility stays
 - Inpatient rehabilitation facility stays
 - Long term care hospital stays
 - Would Include Resumption of Care
- Community
 - No Acute or PAC stay in the 14 days prior to the start of the 30-day period of care

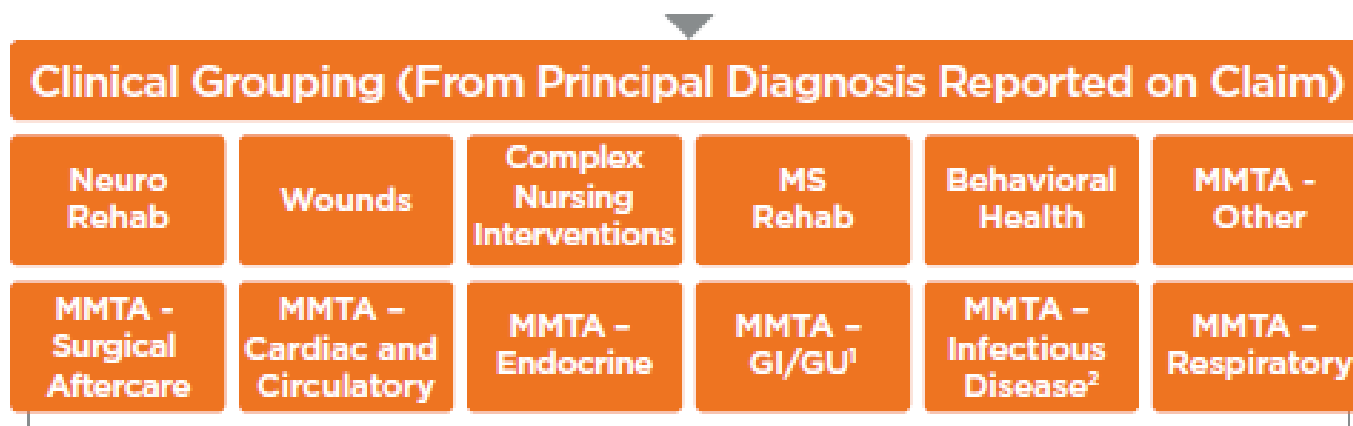
National KPI Benchmarks

National PDGM Period Distribution by Timing & Source by Clinical Grouping				
Clinical Grouping	Early Institutional	Late Institutional	Early Community	Late Community
Behavioral Health Care	7.3%	4.5%	15.3%	73.0%
Complex Nursing Interventions	7.2%	6.1%	5.5%	81.2%
MMTA- Surgical Aftercare	46.6%	8.2%	8.5%	36.7%
MMTA- Cardiac/Circulator	17.2%	8.6%	8.6%	65.6%
MMTA- Endocrine	8.6%	5.8%	11.7%	73.8%
MMTA- GI/GU	25.1%	11.1%	9.5%	54.2%
MMTA- Infectious Disease	21.6%	10.3%	10.0%	58.2%
MMTA- Respiratory	9.4%	4.4%	14.1%	72.1%
MMTA- Other	25.8%	10.9%	8.0%	55.3%
Musculoskeletal Rehabilitation	33.4%	4.7%	14.7%	47.3%
Neuro/Stroke Rehabilitation	17.0%	5.5%	15.9%	61.7%
Wound	9.4%	7.0%	13.6%	70.0%
Questionable Encounters	13.3%	4.9%	22.6%	59.2%
Total	19.5%	6.8%	13.4%	60.4%

National KPI Benchmarks

National PDGM Periods & Case Mix Weight by Admission Timing & Source			
Admission Source	PDGM Periods	% of Episodes	Average Case Mix Weight
Early - Institutional	1,862,142	20%	1.3730
Late - Institutional	647,828	7%	1.2750
Early - Community	1,280,766	13%	1.2070
Late - Community	5,778,215	60%	0.8050
Total	9,568,951	100.0%	1.0000

Clinical Grouping



* CMS-ABT PDGM Model 2018

Clinical Groups

Each 30-day Period will be assigned to one of twelve Clinical Groups

- Updated to included 432 clinical groupings representing the primary reason for home care
- Expansion and specificity added to the Medication Management, Treatment and Assessment (MMTA)

Neuro Rehab	Wounds	Complex Nursing Interventions	MS Rehab	Behavioral Health	MMTA - Other
MMTA - Surgical Aftercare	MMTA - Cardiac and Circulatory	MMTA - Endocrine	MMTA - GI/GU ¹	MMTA - Infectious Disease ²	MMTA - Respiratory

National KPI Benchmarks

National PPS Episodes vs PDGM Periods Comparison by Clinical Grouping				
Clinical Grouping	PPS Episodes	Total PDGM Periods	Episodes w/only One Period	National
Behavioral Health Care	109,256	197,189	21,323	19.5%
Complex Nursing Interventions	98,506	182,712	14,300	14.5%
MMTA- Surgical Aftercare	236,550	357,604	115,496	48.8%
MMTA- Cardiac/Circulator	841,631	1,486,023	197,239	23.4%
MMTA- Endocrine	233,510	428,073	38,947	16.7%
MMTA- GI/GU	227,486	380,701	74,271	32.6%
MMTA- Infectious Disease	237,570	398,962	76,178	32.1%
MMTA- Respiratory	411,073	740,375	81,771	19.9%
MMTA- Other	433,441	739,092	127,790	29.5%
Musculoskeletal Rehabilitation	1,024,118	1,591,107	457,129	44.6%
Neuro/Stroke Rehabilitation	457,165	794,824	119,506	26.1%
Wound	504,676	888,776	120,576	23.9%
Questionable Encounters	818,640	1,383,372	253,908	31.0%
Total	5,633,702	9,568,951	1,698,453	30.1%

National KPI Benchmarks

National PPS vs PDGM Reimbursement Distribution by Clinical Grouping				
Clinical Grouping	PPS Episodes	PDGM Periods	Change in Reimbursement	% Change
Behavioral Health Care	\$ 266,442,450	\$ 260,859,032	\$ (5,583,418)	-2.1%
Complex Nursing Interventions	\$ 203,480,730	\$ 251,689,310	\$ 48,208,581	23.7%
MMTA- Surgical Aftercare	\$ 641,980,742	\$ 631,207,988	\$ (10,772,754)	-1.7%
MMTA- Cardiac/Circulator	\$ 2,311,675,677	\$ 2,426,761,779	\$ 115,086,102	5.0%
MMTA- Endocrine	\$ 696,469,209	\$ 794,761,702	\$ 98,292,493	14.1%
MMTA- GI/GU	\$ 606,147,056	\$ 619,594,114	\$ 13,447,058	2.2%
MMTA- Infectious Disease	\$ 598,650,797	\$ 637,201,077	\$ 38,550,281	6.4%
MMTA- Respiratory	\$ 1,102,512,689	\$ 1,155,965,582	\$ 53,452,893	4.8%
MMTA- Other	\$ 1,189,122,721	\$ 1,204,137,449	\$ 15,014,728	1.3%
Musculoskeletal Rehabilitation	\$ 3,407,038,603	\$ 3,052,556,654	\$ (354,481,949)	-10.4%
Neuro/Stroke Rehabilitation	\$ 1,665,594,421	\$ 1,591,637,822	\$ (73,956,599)	-4.4%
Wound	\$ 1,463,888,255	\$ 1,810,550,336	\$ 346,662,081	23.7%
Questionable Encounters	\$ 2,644,852,974	\$ 2,351,890,434	\$ (292,962,540)	-11.1%
Total	\$ 16,798,068,861	\$ 16,789,040,485	\$ (9,028,376)	-0.1%

National KPI Benchmarks

National Visits by Discipline by Clinical Group							
Clinical Grouping	SN	PT	OT	ST	MSW	HHA	Total
Behavioral Health Care	3.8	2.0	0.8	0.4	0.1	0.7	7.7
Complex Nursing Interventions	3.9	1.0	0.3	0.1	-	1.2	6.6
MMTA- Surgical Aftercare	5.5	2.6	0.8	0.1	0.1	0.4	9.6
MMTA- Cardiac/Circulator	4.9	2.5	0.8	0.1	0.1	0.8	9.2
MMTA- Endocrine	7.3	2.2	0.6	0.1	0.1	0.8	11.1
MMTA- GI/GU	4.7	2.6	0.8	0.1	0.1	0.8	9.1
MMTA- Infectious Disease	4.9	2.1	0.6	0.1	0.1	0.8	8.6
MMTA- Other	5.3	2.2	0.6	0.1	0.1	0.8	9.1
MMTA- Respiratory	4.5	2.8	0.9	0.2	0.1	0.8	9.3
Musculoskeletal Rehabilitation	3.2	5.2	1.3	0.1	0.1	0.7	10.5
Neuro/Stroke Rehabilitation	3.2	4.3	1.8	0.9	0.1	1.1	11.3
Wound	7.8	1.6	0.6	0.1	0.1	0.8	10.9
Questionable Encounters	3.2	4.4	1.1	0.2	0.1	0.7	9.8
Total	4.6	3.2	1.0	0.2	0.1	0.8	9.8

Questionable Encounters- National

Top 5 Questionable Encounters				
Diagnosis Code	Description	PPS Episodes	PDGM Periods	%
M62.81	Muscle weakness (generalized)	174,630	303,264	3.2%
R26.89	Other abnormalities of gait and mobility	47,589	81,426	0.9%
M54.5	Low back pain	38,494	68,597	0.7%
R26.81	Unsteadiness on feet	29,276	50,206	0.5%
R53.1	Weakness	27,842	46,422	0.5%

Overarching Principle

All financial recommendations and strategies should consider proper balance of desired results



Sales & Marketing

- Overall strategic marketing approaches may change:
 - Review of the diagnosis groupings that drive higher reimbursement and margins for the HHA under PDGM
 - Where are these patients currently being referred from?
 - Analyze HHA data
 - Is there a greater opportunity to increase referrals?
 - Specialty services to market?
 - Analyze claims data
 - High therapy HHAs under PPS considerations
 - Impact to services
 - Revise marketing approaches?
 - ADL improvements
 - Interdisciplinary approaches?

Intake & Referral Management

- Intake and referral management processes can impact the overall throughput to billing
 - Gathering patient information facilitates accurate coding
 - Specificity of the information from referral sources
 - Gathering referral source information accurately
 - Institutional
 - Community
- All rules still apply
 - Face to face gathering
 - Encounter documentation gathering
- Service standards still apply
 - Referral source relationships
 - Speed of admission

Intake & Referral Management

Considerations:

- Platform
 - How do we receive and process referrals?
 - EMR capabilities for capturing institutional vs community.
 - ✓ Observation status verification.
 - EMR capabilities for determining early vs. late.
 - What about electronic referrals from health care systems?
 - How do we track transfers/hospitalizations?
- Outcomes to monitor
 - Impact of institutional vs community referrals.
 - ICD-10 coding accuracy.



Information Technology

- Through the taskforce, understand what your organization needs will be from our EMR
 - Document needs and insure the EMR will be able to handle them
- Keep a pulse on how our EMR is handling these changes
- What version will be PDGM compliant and what version are we currently on
 - Training and education provided by EMR prior to implementation



Information Technology

Are there other technology needs that will help move the organization forward?

- Telemonitoring
- Document management
- Supply management solutions
- Utilization of all interface
 - Try to eliminate all work arounds

Budgeting Under PDGM Case Study



PDGM Data Gathering

- Total Medicare admissions
 - Monthly Medicare admissions (seasonality vs. stability)
- Sequence of periods by clinical grouping (includes questionable encounters)
- Reimbursement by period by sequence by clinical group
 - Reimbursement per period for 1st 30-day periods
 - Reimbursement per period for subsequent 30-day periods
- Visits by discipline by period by sequence by clinical group
 - Utilization by discipline for 1st 30-day periods
 - Utilization by discipline for subsequent 30-day periods

Sequence of Periods by Clinical Group

Clinical Group	Periods						Grand Total
	1	2	3	4	5	6	
Behavioral Health Care	16	8	5	3	2	1	41
Complex Nursing Interventions	4	2	1	1			12
MMTA- Surgical Aftercare	220	79	19	10	3	2	333
MMTA- Cardiac/Circulator	322	181	75	56	37	24	728
MMTA- Endocrine	33	21	6	6	4	3	81
MMTA- GI/GU	118	63	33	20	10	11	295
MMTA- Infectious Disease	131	88	52	30	20	11	351
MMTA- Other	90	53	28	20	10	8	225
MMTA- Respiratory	246	121	49	27	13	7	470
Musculoskeletal Rehabilitation	624	239	74	39	19	9	1,019
Neuro/Stroke Rehabilitation	193	106	41	24	17	14	427
Wound	140	97	54	41	30	21	429
Questionable Encounters	328	148	63	38	28	18	657
Total	2,465	1,206	500	315	193	129	5,068

Reimbursement by Period Sequence by Clinical Group

Clinical Group	Period						Grand Total
	1	2	3	4	5	6	
Behavioral Health Care	\$ 36,148	\$ 10,355	\$ 7,024	\$ 3,833	\$ 2,551	\$ 974	\$ 67,345
Complex Nursing Interventions	\$ 8,612	\$ 4,248	\$ 1,871	\$ 1,413			\$ 27,695
MMTA- Surgical Aftercare	\$ 455,848	\$ 98,669	\$ 27,456	\$ 15,187	\$ 5,984	\$ 2,623	\$ 605,766
MMTA- Cardiac/Circulator	\$ 686,015	\$ 260,519	\$ 124,911	\$ 87,522	\$ 59,114	\$ 35,590	\$ 1,306,217
MMTA- Endocrine	\$ 76,244	\$ 32,508	\$ 12,687	\$ 8,988	\$ 6,971	\$ 5,176	\$ 156,443
MMTA- GI/GU	\$ 235,799	\$ 88,661	\$ 46,367	\$ 25,758	\$ 14,212	\$ 15,201	\$ 474,750
MMTA- Infectious Disease	\$ 287,455	\$ 129,734	\$ 85,827	\$ 41,430	\$ 29,271	\$ 11,531	\$ 604,682
MMTA- Other	\$ 181,749	\$ 73,085	\$ 45,298	\$ 32,001	\$ 16,057	\$ 12,582	\$ 387,435
MMTA- Respiratory	\$ 519,853	\$ 142,187	\$ 88,191	\$ 36,735	\$ 18,492	\$ 10,711	\$ 827,784
Musculoskeletal Rehabilitation	\$ 1,390,828	\$ 348,371	\$ 128,445	\$ 59,599	\$ 30,520	\$ 16,271	\$ 1,997,926
Neuro/Stroke Rehabilitation	\$ 470,741	\$ 178,222	\$ 71,944	\$ 37,295	\$ 36,034	\$ 27,373	\$ 880,231
Wound	\$ 324,942	\$ 161,873	\$ 96,584	\$ 75,057	\$ 51,435	\$ 38,308	\$ 829,836
Questionable Encounters	\$ 660,707	\$ 220,471	\$ 100,074	\$ 55,665	\$ 37,580	\$ 26,689	\$ 1,145,239
Total	\$ 5,334,941	\$ 1,748,902	\$ 836,678	\$ 480,483	\$ 308,221	\$ 203,030	\$ 9,311,350

Visits by Discipline by Period Sequence by Clinical Group

- Wound Care

Wound								
Period Sequence	30 Day PDGM Periods	PDGM Reimbursement	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
1	140	\$324,942	8.5	2.7	1.4	0.0	0.6	0.2
2	97	\$161,873	7.1	1.3	0.7	0.0	0.6	0.3
3	54	\$96,584	8.2	1.2	0.6	0.1	0.6	0.1
4	41	\$75,057	8.0	1.3	0.7	0.1	1.1	0.2
5	30	\$51,435	7.8	1.5	0.6	0.0	1.3	0.4
6	21	\$38,308	9.4	1.5	0.3	0.1	1.8	0.4
7	19	\$33,234	9.4	0.6	0.3	0.0	2.2	0.2
8	15	\$26,127	9.9	0.3	0.1	0.0	2.1	0.3
9	7	\$12,305	9.1	0.0	0.3	0.0	4.0	1.1
10	3	\$6,403	10.3	0.0	0.0	0.0	2.7	1.0
11	1	\$1,784	9.0	0.0	0.0	0.0	0.0	0.0
12	1	\$1,784	7.0	0.0	0.0	0.0	0.0	0.0

Visits by Discipline by Period Sequence by Clinical Group

- Musculoskeletal Rehab

Musculoskeletal Rehabilitation								
Period Sequence	30 Day PDGM Periods	PDGM Reimbursement	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
1	624	\$1,390,828	3.2	6.6	2.7	0.1	1.0	0.2
2	239	\$348,371	2.0	3.3	1.1	0.0	0.6	0.2
3	74	\$128,445	2.9	5.2	1.7	0.0	1.4	0.5
4	39	\$59,599	2.7	3.8	1.0	0.0	1.3	0.3
5	19	\$30,520	2.4	4.2	1.1	0.4	1.6	0.5
6	9	\$16,271	1.9	5.2	1.0	0.1	2.0	0.7
7	5	\$7,071	3.6	5.0	1.6	0.6	2.4	0.2
8	3	\$5,230	2.7	2.3	1.7	0.0	4.3	0.0
9	2	\$2,903	4.5	1.5	0.0	0.0	5.0	0.0
10	1	\$1,738	10.0	0.0	0.0	0.0	11.0	0.0
11	1	\$1,738	7.0	0.0	0.0	0.0	13.0	0.0
12	1	\$1,738	5.0	0.0	0.0	0.0	12.0	0.0
13	1	\$1,738	4.0	0.0	0.0	0.0	12.0	0.0
14	1	\$1,738	4.0	0.0	0.0	0.0	11.0	0.0

Budget Assumptions

- Overall change in Medicare admissions
- Questionable encounter realization percentage
 - What percentage of the questionable encounters will be classified into an acceptable clinical group based on primary diagnosis and qualify as for billable periods?
- Change in admission distribution by clinical group
- Adjustments to number of subsequent periods per admission by clinical group
- Adjustments to the utilization per period by discipline by clinical group for 1st 30-day periods and subsequent periods

Building the Budget

- Medicare Admissions
 - Start with a baseline

	Base Line	Adjustment	Adjusted
Medicare Admissions	4,260	0%	4,260

- What are your marketing efforts?
 - Do you expect overall growth in Medicare patients based on these efforts?

	Base Line	Adjustment	Adjusted
Medicare Admissions	4,260	10%	4,686

- Determine your monthly admissions

Month	Month 1	Month 2	Month 3
Medicare Admissions	355	355	355

- Allocate your Questionable Encounters

	Base Line	%	Allocated
Questionable Encounters	567	90%	510

Building the Budget

- Medicare Admissions
 - Realization of your Questionable Encounters

	Base Line	%	Allocated
Questionable Encounters	567	90%	510

- Allocation of your Questionable Encounters

Clinical Grouping	Admission %	Baseline Admission	QE Allocation
Behavioral Health Care	0.6%	28	4
Complex Nursing Interventions	0.2%	7	1
MMTA- Surgical Aftercare	8.9%	380	53
MMTA- Cardiac/Circulator	13.1%	556	77
MMTA- Endocrine	1.3%	57	8
MMTA- GI/GU	4.8%	204	28
MMTA- Infectious Disease	5.3%	226	31
MMTA- Other	3.7%	156	21
MMTA- Respiratory	10.0%	425	59
Musculoskeletal Rehabilitation	25.3%	1,078	149
Neuro/Stroke Rehabilitation	7.8%	334	46
Wound	5.7%	242	33
Questionable Encounters	13.3%	567	57
Total	100.0%	4,260	567

Building the Budget

- Medicare Admissions
 - What are your marketing efforts?
 - Do you expect a change in the distributions of Medicare patients by clinical group based on these efforts with specific referral sources?

Clinical Grouping	Baseline Admission	QE Allocation	Other Adjustment	New Admissions	Percentage Adjusted
Behavioral Health Care	28	4		31	0.7%
Complex Nursing Interventions	7	1		8	0.2%
MMTA- Surgical Aftercare	380	53		433	10.2%
MMTA- Cardiac/Circulator	556	77	56	689	16.2%
MMTA- Endocrine	57	8		65	1.5%
MMTA- GI/GU	204	28		232	5.4%
MMTA- Infectious Disease	226	31		258	6.0%
MMTA- Other	156	21		177	4.2%
MMTA- Respiratory	425	59		484	11.4%
Musculoskeletal Rehabilitation	1,078	149	(80)	1,147	26.9%
Neuro/Stroke Rehabilitation	334	46		380	8.9%
Wound	242	33	24	299	7.0%
Questionable Encounters	567	57		57	1.3%
Total	4,260	567	-	4,260	100.0%

Building the Budget

- Periods per Admission
 - How might your ALOS of change?
 - Do you expect the number of subsequent periods per admission to change based any organizational changes?

Clinical Grouping	Baseline Subsequent Periods	Adjustment of Periods	Avg # of Subsequent Periods
Behavioral Health Care	0.56		0.56
Complex Nursing Interventions	1.00		1.00
MMTA- Surgical Aftercare	-		-
MMTA- Cardiac/Circulator	0.26		0.26
MMTA- Endocrine	0.45		0.45
MMTA- GI/GU	0.50		0.50
MMTA- Infectious Disease	0.68		0.68
MMTA- Other	0.50		0.50
MMTA- Respiratory	-		-
Musculoskeletal Rehabilitation	-		-
Neuro/Stroke Rehabilitation	0.21		0.21
Wound	1.06		1.06
Questionable Encounters	0.00		0.00

Building the Budget

- Revenue per Period
 - How might your revenue per period change?
 - Based on marketing efforts and/or partnerships with referral sources could changes to your case-mix weight increase/decrease revenue per period (institutional referral sources, higher functional scores).

Clinical Grouping	1st 30-Day	Subsequent 30-Day
Behavioral Health Care	\$ 2,259	\$ 1,248
Complex Nursing Interventions	\$ 2,153	\$ 2,385
MMTA- Surgical Aftercare	\$ 2,072	\$ 1,327
MMTA- Cardiac/Circulator	\$ 2,130	\$ 1,528
MMTA- Endocrine	\$ 2,310	\$ 1,671
MMTA- GI/GU	\$ 1,998	\$ 1,350
MMTA- Infectious Disease	\$ 2,194	\$ 1,442
MMTA- Other	\$ 2,019	\$ 1,524
MMTA- Respiratory	\$ 2,113	\$ 1,375
Musculoskeletal Rehabilitation	\$ 2,229	\$ 1,537
Neuro/Stroke Rehabilitation	\$ 2,439	\$ 1,750
Wound	\$ 2,321	\$ 1,747
Questionable Encounters	\$ -	\$ -

Building the Budget

- Visit Utilization per Period by Discipline
 - Break-out Baseline for 1st 30 Day Periods vs. All Subsequent Periods

Visit Utilization	1st 30-Day Period - Baseline					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care	4.6	3.6	2.6	0.8	1.6	1.1
Complex Nursing Interventions	5.8	1.3	0.3	1.8	0.0	0.0
MMTA- Surgical Aftercare	4.6	3.6	2.6	0.8	1.6	1.1
MMTA- Cardiac/Circulator	6.3		2.1	0.1	0.7	0.4
MMTA- Endocrine	6.3	4.9	2.8	0.3	2.0	1.2
MMTA- GI/GU	5.7	3.7	1.9	0.1	0.8	0.2
MMTA- Infectious Disease	6.9	2.9	1.9	0.2	0.8	0.4
MMTA- Other	6.0	3.8	1.7	0.1	0.4	0.4
MMTA- Respiratory	5.7	4.6	2.3	0.2	0.9	0.4
Musculoskeletal Rehabilitation	3.2	6.6	2.7	0.1	1.0	0.2
Neuro/Stroke Rehabilitation	3.7	5.8	3.2	1.0	0.9	0.4
Wound	8.5	2.7	1.4	0.0	0.6	0.2
Questionable Encounters	2.9	5.9	2.6	0.3	0.9	0.4

Building the Budget

- Visit Utilization per Period by Discipline
 - Break-out Baseline for 1st 30 Day Periods vs. All Subsequent Periods

Visit Utilization	Subsequent 30-Day Period - Baseline					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care	3.2	2.7	0.6	0.0	1.1	0.4
Complex Nursing Interventions	8.3	0.0	2.0	3.5	9.8	0.0
MMTA- Surgical Aftercare	3.8	1.8	0.8	0.2	0.9	0.2
MMTA- Cardiac/Circulator	5.2	1.9	1.0	0.1	0.9	0.4
MMTA- Endocrine	6.3	1.4	0.7	0.0	1.0	0.9
MMTA- GI/GU	4.2	1.6	0.7	0.1	1.4	0.4
MMTA- Infectious Disease	5.3	1.9	0.7	0.1	1.1	0.3
MMTA- Other	6.3	1.4	0.6	0.1	1.9	0.4
MMTA- Respiratory	3.7	2.3	1.0	0.1	1.1	0.4
Musculoskeletal Rehabilitation	2.4	3.7	1.2	0.1	1.1	0.3
Neuro/Stroke Rehabilitation	2.7	3.0	1.8	0.8	1.7	0.5
Wound	8.1	1.2	0.6	0.0	1.1	0.3
Questionable Encounters	2.3	3.6	1.3	0.1	0.8	0.3

Building the Budget

- Visit Utilization per Period by Discipline
 - Do you expect any changes to your utilization?
 - Based on potential changes in plan of care strategies to improve patient outcomes, reduce LUPA percentage or as a result of accepting higher acuity patients from marketing efforts.

Visit Utilization	1st 30-Day Period - Adjustments					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care						
Complex Nursing Interventions						
MMTA- Surgical Aftercare						
MMTA- Cardiac/Circulator						
MMTA- Endocrine						
MMTA- GI/GU						
MMTA- Infectious Disease						
MMTA- Other						
MMTA- Respiratory						
Musculoskeletal Rehabilitation						
Neuro/Stroke Rehabilitation						
Wound						
Questionable Encounters						

Building the Budget

- Visit Utilization per Period by Discipline
 - Do you expect any changes to your utilization?
 - Based on potential changes in plan of care strategies to improve patient outcomes, reduce LUPA percentage or as a result of accepting higher acuity patients from marketing efforts.

Visit Utilization	Subsequent 30-Day Period - Adjustments					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care						
Complex Nursing Interventions						
MMTA- Surgical Aftercare		0.3	0.2			
MMTA- Cardiac/Circulator						
MMTA- Endocrine						
MMTA- GI/GU						
MMTA- Infectious Disease						
MMTA- Other						
MMTA- Respiratory						
Musculoskeletal Rehabilitation		0.3	0.2			
Neuro/Stroke Rehabilitation						
Wound						
Questionable Encounters						

Building the Budget

- Visit Utilization per Period by Discipline
 - Adjusted Utilization for 1st 30 Day Periods and All Subsequent Periods

Visit Utilization	1st 30-Day Period - Adjusted					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care	4.6	3.6	2.6	0.8	1.6	1.1
Complex Nursing Interventions	5.8	1.3	0.3	1.8	0.0	0.0
MMTA- Surgical Aftercare	4.6	3.6	2.6	0.8	1.6	1.1
MMTA- Cardiac/Circulator	6.3	0.0	2.1	0.1	0.7	0.4
MMTA- Endocrine	6.3	4.9	2.8	0.3	2.0	1.2
MMTA- GI/GU	5.7	3.7	1.9	0.1	0.8	0.2
MMTA- Infectious Disease	6.9	2.9	1.9	0.2	0.8	0.4
MMTA- Other	6.0	3.8	1.7	0.1	0.4	0.4
MMTA- Respiratory	5.7	4.6	2.3	0.2	0.9	0.4
Musculoskeletal Rehabilitation	3.2	6.6	2.7	0.1	1.0	0.2
Neuro/Stroke Rehabilitation	3.7	5.8	3.2	1.0	0.9	0.4
Wound	8.5	2.7	1.4	0.0	0.6	0.2
Questionable Encounters	2.9	5.9	2.6	0.3	0.9	0.4

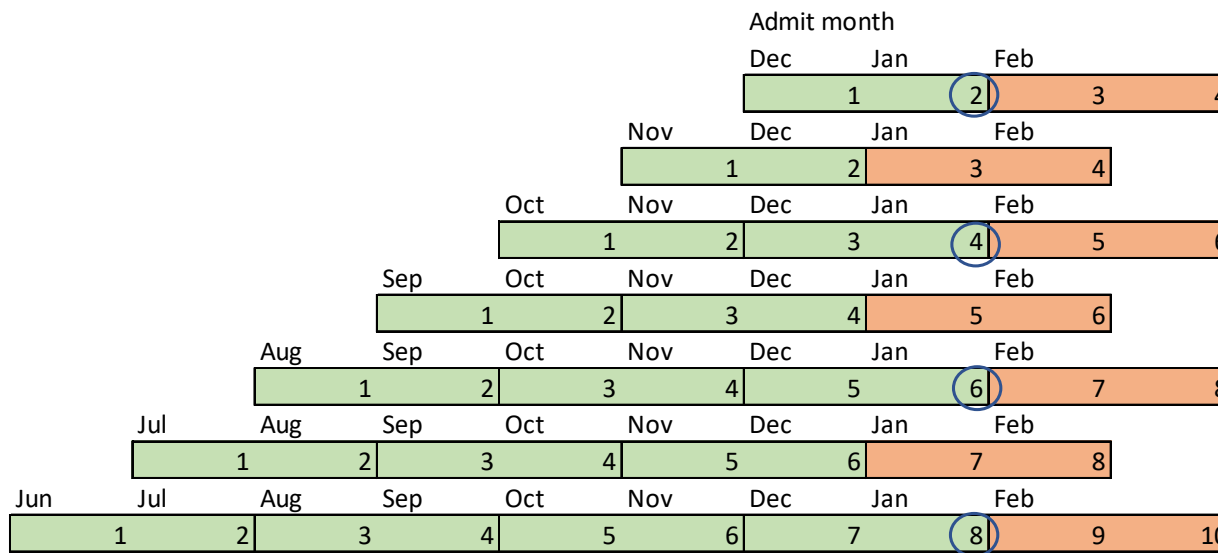
Building the Budget

- Visit Utilization per Period by Discipline
 - Adjusted Utilization for 1st 30 Day Periods and All Subsequent Periods

Visit Utilization	Subsequent 30-Day Period - Adjustments					
	SN Visits	PT Visits	OT Visits	ST Visits	HHA Visits	MSW Visits
Behavioral Health Care	3.2	2.7	0.6	0.0	1.1	0.4
Complex Nursing Interventions	8.3	0.0	2.0	3.5	9.8	0.0
MMTA- Surgical Aftercare	3.8	2.1	1.0	0.2	0.9	0.2
MMTA- Cardiac/Circulator	5.2	1.9	1.0	0.1	0.9	0.4
MMTA- Endocrine	6.3	1.4	0.7	0.0	1.0	0.9
MMTA- GI/GU	4.2	1.6	0.7	0.1	1.4	0.4
MMTA- Infectious Disease	5.3	1.9	0.7	0.1	1.1	0.3
MMTA- Other	6.3	1.4	0.6	0.1	1.9	0.4
MMTA- Respiratory	3.7	2.3	1.0	0.1	1.1	0.4
Musculoskeletal Rehabilitation	2.4	4.0	1.4	0.1	1.1	0.3
Neuro/Stroke Rehabilitation	2.7	3.0	1.8	0.8	1.7	0.5
Wound	8.1	1.2	0.6	0.0	1.1	0.3
Questionable Encounters	2.3	3.6	1.3	0.1	0.8	0.3

Transitional Patients

Example of PDGM Carry-over of Patients Admitted prior to Jan 1, 2020



Payment Method:

- PPS
- PDGM

60-day cert periods

PPS Data Gathering

PPS Assumptions	
Medicare Census 12/31/2019	360
Medicare Daily Discharges	6
Average Visits Per Episode	
SN	8.7
PT	3.5
OT	1.5
ST	0.3
MSW	0.8
HHA	2.6
PPS Revenue Per Episode	\$ 2,542
PPS Length of Stay	45

Building the Budget

- Bridging Medicare PPS to Medicare PDGM
 - Transition of patient volume of PPS patients recertifying and becoming PDGM patients

Clinical Group	Starting PDGM Subsequent Census						
	December	January	February	March	April	May	June
Behavioral Health Care	3	0	0	0	0	0	0
Complex Nursing Interventions	1	0	0	0	-	-	-
MMTA- Surgical Aftercare	37	-	-	-	-	-	-
MMTA- Cardiac/Circulator	58	7	3	2	1	1	1
MMTA- Endocrine	5	1	0	0	0	0	0
MMTA- GI/GU	20	3	2	1	1	1	0
MMTA- Infectious Disease	22	6	3	2	1	1	0
MMTA- Other	15	3	2	1	1	0	0
MMTA- Respiratory	41	-	-	-	-	-	-
Musculoskeletal Rehabilitation	98	-	-	-	-	-	-
Neuro/Stroke Rehabilitation	32	3	1	1	0	0	0
Wound	25	9	5	4	3	2	2
Questionable Encounters	5	0	0	0	0	0	0

Building the Budget

- PPS Medicare Revenue and Visits by Discipline
- Based on projected end of year census and discharges per day

January	Census	Revenue	SN Visits	PT Visits	OT Vistis	ST Visits	MSW Visits	HHA Visits
1	354	\$ 5,000	20	6	2	0	1	4
2	348	\$ 4,915	19	5	2	0	1	4
3	342	\$ 4,830	19	5	2	0	1	4
4	336	\$ 4,746	19	5	2	0	1	4
5	330	\$ 4,661	18	5	2	0	1	4
6	324	\$ 4,576	18	5	2	0	1	4
7	318	\$ 4,491	18	5	2	0	1	4
8	312	\$ 4,407	17	5	2	0	1	4
9	306	\$ 4,322	17	5	2	0	1	4
10	300	\$ 4,237	17	5	2	0	1	3
11	294	\$ 4,152	16	5	2	0	1	3
12	288	\$ 4,068	16	4	2	0	1	3
13	282	\$ 3,983	16	4	2	0	1	3
14	276	\$ 3,898	15	4	2	0	1	3
15	270	\$ 3,813	15	4	2	0	1	3

Building the Budget

- PPS Medicare Revenue and Visits by Discipline
 - Based on projected end of year census and discharges per day

January	Census	Revenue	SN Visits	PT Visits	OT Vistis	ST Visits	MSW Visits	HHA Visits
16	264	\$ 3,729	15	4	2	0	1	3
17	258	\$ 3,644	14	4	2	0	1	3
18	252	\$ 3,559	14	4	2	0	1	3
19	246	\$ 3,475	14	4	2	0	1	3
20	240	\$ 3,390	13	4	2	0	1	3
21	234	\$ 3,305	13	4	2	0	1	3
22	228	\$ 3,220	13	4	2	0	1	3
23	222	\$ 3,136	12	3	1	0	1	3
24	216	\$ 3,051	12	3	1	0	1	2
25	210	\$ 2,966	12	3	1	0	1	2
26	204	\$ 2,881	11	3	1	0	1	2
27	198	\$ 2,797	11	3	1	0	1	2
28	192	\$ 2,712	11	3	1	0	1	2
29	186	\$ 2,627	10	3	1	0	1	2
30	180	\$ 2,542	10	3	1	0	1	2
Total		\$ 115,591	452	127	55	11	29	95

Building the Budget

- PPS Medicare Revenue and Visits by Discipline
 - Based on projected end of year census and discharges per day

February	Census	Revenue	SN Visits	PT Visits	OT Vistis	ST Visits	MSW Visits	HHA Visits
1	168	\$ 2,373	9	3	1	0	1	2
2	162	\$ 2,288	9	3	1	0	1	2
3	156	\$ 2,203	9	2	1	0	1	2
4	150	\$ 2,119	8	2	1	0	1	2
5	144	\$ 2,034	8	2	1	0	1	2
6	138	\$ 1,949	8	2	1	0	0	2
7	132	\$ 1,864	7	2	1	0	0	2
8	126	\$ 1,780	7	2	1	0	0	1
9	120	\$ 1,695	7	2	1	0	0	1
10	114	\$ 1,610	6	2	1	0	0	1
11	108	\$ 1,525	6	2	1	0	0	1
12	102	\$ 1,441	6	2	1	0	0	1
13	96	\$ 1,356	5	1	1	0	0	1
14	90	\$ 1,271	5	1	1	0	0	1
15	84	\$ 1,186	5	1	1	0	0	1

Building the Budget

- PPS Medicare Revenue and Visits by Discipline
 - Based on projected end of year census and discharges per day

February	Census	Revenue	SN Visits	PT Visits	OT Vistis	ST Visits	MSW Visits	HHA Visits
16	78	\$ 1,102	4	1	1	0	0	1
17	72	\$ 1,017	4	1	0	0	0	1
18	66	\$ 932	4	1	0	0	0	1
19	60	\$ 847	3	1	0	0	0	1
20	54	\$ 763	3	1	0	0	0	1
21	48	\$ 678	3	1	0	0	0	1
22	42	\$ 593	2	1	0	0	0	0
23	36	\$ 508	2	1	0	0	0	0
24	30	\$ 424	2	0	0	0	0	0
25	24	\$ 339	1	0	0	0	0	0
26	18	\$ 254	1	0	0	0	0	0
27	12	\$ 169	1	0	0	0	0	0
28	6	\$ 85	0	0	0	0	0	0
29	0	\$ -	-	-	-	-	-	-
Total		\$ 34,406	135	38	16	3	9	28

Building the Budget

- Medicare PDGM Admissions
 - Reflects 10% growth in total Medicare admissions

Admissions	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	3	3	3	3	3	3
Complex Nursing Interventions	1	1	1	1	1	1
MMTA- Surgical Aftercare	40	40	40	40	40	40
MMTA- Cardiac/Circulator	63	63	63	63	63	63
MMTA- Endocrine	6	6	6	6	6	6
MMTA- GI/GU	21	21	21	21	21	21
MMTA- Infectious Disease	24	24	24	24	24	24
MMTA- Other	16	16	16	16	16	16
MMTA- Respiratory	44	44	44	44	44	44
Musculoskeletal Rehabilitation	106	106	106	106	106	106
Neuro/Stroke Rehabilitation	35	35	35	35	35	35
Wound	27	27	27	27	27	27
Questionable Encounters	5	5	5	5	5	5
Total	391	391	391	391	391	391

Building the Budget

- Medicare PDGM Subsequent Periods
 - Subsequent PDGM periods for PDGM admission (includes 10% growth)

Subsequent Periods	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	0	1	1	1	1	1
Complex Nursing Interventions	0	0	0	0	0	0
MMTA- Surgical Aftercare	0	0	0	0	0	0
MMTA- Cardiac/Circulator	3	11	14	15	16	16
MMTA- Endocrine	0	2	2	2	2	2
MMTA- GI/GU	1	6	8	8	8	9
MMTA- Infectious Disease	2	11	15	15	15	16
MMTA- Other	1	5	7	7	7	8
MMTA- Respiratory	0	0	0	0	0	0
Musculoskeletal Rehabilitation	0	0	0	0	0	0
Neuro/Stroke Rehabilitation	1	5	6	6	7	7
Wound	3	16	21	24	26	27
Questionable Encounters	0	0	0	0	0	0
Total	13	59	75	80	83	87

Building the Budget

- Total Medicare PDGM Periods

Total Periods	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	3	4	4	4	4	4
Complex Nursing Interventions	1	1	1	1	1	1
MMTA- Surgical Aftercare	40	40	40	40	40	40
MMTA- Cardiac/Circulator	66	74	77	78	79	79
MMTA- Endocrine	6	8	8	8	8	8
MMTA- GI/GU	23	28	29	30	30	30
MMTA- Infectious Disease	26	35	38	39	39	39
MMTA- Other	17	22	23	24	24	24
MMTA- Respiratory	44	44	44	44	44	44
Musculoskeletal Rehabilitation	106	106	106	106	106	106
Neuro/Stroke Rehabilitation	36	40	41	41	41	42
Wound	30	44	49	51	53	54
Questionable Encounters	5	5	5	5	5	5
Total	403	449	465	471	474	477

Building the Budget

- Return to you Revenue per Period
 - How might your revenue per period change?
 - Based on marketing efforts and/or partnerships with referral sources could changes to your case-mix weight increase/decrease revenue per period (institutional referral sources, higher functional scores).

Clinical Grouping	1st 30 Day	Subsequent 30 Day
Behavioral Health Care	\$ 2,259	\$ 1,248
Complex Nursing Interventions	\$ 2,153	\$ 2,385
MMTA- Surgical Aftercare	\$ 2,072	\$ 1,327
MMTA- Cardiac/Circulator	\$ 2,130	\$ 1,528
MMTA- Endocrine	\$ 2,310	\$ 1,671
MMTA- GI/GU	\$ 1,998	\$ 1,350
MMTA- Infectious Disease	\$ 2,194	\$ 1,442
MMTA- Other	\$ 2,019	\$ 1,524
MMTA- Respiratory	\$ 2,113	\$ 1,375
Musculoskeletal Rehabilitation	\$ 2,229	\$ 1,537
Neuro/Stroke Rehabilitation	\$ 2,439	\$ 1,750
Wound	\$ 2,321	\$ 1,747
Questionable Encounters	\$ -	\$ -

Building the Budget

- Medicare PDGM Admissions Revenue

Admissions	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	\$ 6,518	\$ 6,518	\$ 6,518	\$ 6,518	\$ 6,518	\$ 6,518
Complex Nursing Interventions	\$ 1,553	\$ 1,553	\$ 1,553	\$ 1,553	\$ 1,553	\$ 1,553
MMTA- Surgical Aftercare	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190
MMTA- Cardiac/Circulator	\$ 133,632	\$ 133,632	\$ 133,632	\$ 133,632	\$ 133,632	\$ 133,632
MMTA- Endocrine	\$ 13,747	\$ 13,747	\$ 13,747	\$ 13,747	\$ 13,747	\$ 13,747
MMTA- GI/GU	\$ 42,515	\$ 42,515	\$ 42,515	\$ 42,515	\$ 42,515	\$ 42,515
MMTA- Infectious Disease	\$ 51,829	\$ 51,829	\$ 51,829	\$ 51,829	\$ 51,829	\$ 51,829
MMTA- Other	\$ 32,770	\$ 32,770	\$ 32,770	\$ 32,770	\$ 32,770	\$ 32,770
MMTA- Respiratory	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730
Musculoskeletal Rehabilitation	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909
Neuro/Stroke Rehabilitation	\$ 84,875	\$ 84,875	\$ 84,875	\$ 84,875	\$ 84,875	\$ 84,875
Wound	\$ 63,229	\$ 63,229	\$ 63,229	\$ 63,229	\$ 63,229	\$ 63,229
Questionable Encounters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Building the Budget

- Medicare PDGM Subsequent Period Revenue

Subsequent Periods	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	\$ 191	\$ 1,141	\$ 1,498	\$ 1,568	\$ 1,631	\$ 1,638
Complex Nursing Interventions	\$ 99	\$ 678	\$ 893	\$ 1,058	\$ 860	\$ 860
MMTA- Surgical Aftercare	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MMTA- Cardiac/Circulator	\$ 4,580	\$ 17,298	\$ 21,434	\$ 23,323	\$ 24,194	\$ 24,680
MMTA- Endocrine	\$ 797	\$ 2,725	\$ 3,290	\$ 3,779	\$ 3,944	\$ 4,140
MMTA- GI/GU	\$ 1,677	\$ 8,459	\$ 10,790	\$ 11,174	\$ 11,264	\$ 12,178
MMTA- Infectious Disease	\$ 3,413	\$ 16,314	\$ 20,930	\$ 21,564	\$ 22,349	\$ 22,478
MMTA- Other	\$ 1,756	\$ 8,145	\$ 10,444	\$ 11,268	\$ 11,273	\$ 11,804
MMTA- Respiratory	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Musculoskeletal Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Neuro/Stroke Rehabilitation	\$ 2,447	\$ 8,896	\$ 10,770	\$ 11,069	\$ 11,583	\$ 12,112
Wound	\$ 5,261	\$ 28,655	\$ 37,414	\$ 41,903	\$ 44,896	\$ 47,014
Questionable Encounters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Building the Budget

- Medicare Total PDGM Revenue

Total PDGM Revenue	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	\$ 6,709	\$ 7,658	\$ 8,016	\$ 8,085	\$ 8,149	\$ 8,155
Complex Nursing Interventions	\$ 1,652	\$ 2,231	\$ 2,446	\$ 2,611	\$ 2,413	\$ 2,413
MMTA- Surgical Aftercare	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190	\$ 82,190
MMTA- Cardiac/Circulator	\$ 138,211	\$ 150,929	\$ 155,066	\$ 156,955	\$ 157,825	\$ 158,312
MMTA- Endocrine	\$ 14,544	\$ 16,472	\$ 17,037	\$ 17,526	\$ 17,691	\$ 17,887
MMTA- GI/GU	\$ 44,192	\$ 50,973	\$ 53,305	\$ 53,689	\$ 53,779	\$ 54,693
MMTA- Infectious Disease	\$ 55,242	\$ 68,143	\$ 72,759	\$ 73,393	\$ 74,178	\$ 74,307
MMTA- Other	\$ 34,526	\$ 40,914	\$ 43,213	\$ 44,038	\$ 44,043	\$ 44,574
MMTA- Respiratory	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730	\$ 93,730
Musculoskeletal Rehabilitation	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909	\$ 235,909
Neuro/Stroke Rehabilitation	\$ 87,322	\$ 93,771	\$ 95,646	\$ 95,944	\$ 96,458	\$ 96,987
Wound	\$ 68,490	\$ 91,884	\$ 100,644	\$ 105,133	\$ 108,125	\$ 110,243
Questionable Encounters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Building the Budget

- Medicare Total Revenue
 - Combine projected PDGM revenue with PPS revenue for bridge patients (only realized for first 60 days of 2020)

Total Revenue	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM Revenue	\$ 862,718	\$ 934,806	\$ 959,960	\$ 969,203	\$ 974,490	\$ 979,399
PPS Revenue	\$ 115,591	\$ 34,406	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 978,308	\$ 969,212	\$ 959,960	\$ 969,203	\$ 974,490	\$ 979,399

Building the Budget

- Medicare PDGM Admissions Visits
 - Skilled Nursing

Admission SN Visits	Month 1	Month 2	Month 3	Month 4	Month 5
Behavioral Health Care	13	13	13	13	13
Complex Nursing Interventions	4	4	4	4	4
MMTA- Surgical Aftercare	181	181	181	181	181
MMTA- Cardiac/Circulator	396	396	396	396	396
MMTA- Endocrine	37	37	37	37	37
MMTA- GI/GU	121	121	121	121	121
MMTA- Infectious Disease	162	162	162	162	162
MMTA- Other	97	97	97	97	97
MMTA- Respiratory	251	251	251	251	251
Musculoskeletal Rehabilitation	343	343	343	343	343
Neuro/Stroke Rehabilitation	117	117	117	117	117
Wound	231	231	231	231	231
Questionable Encounters	21	21	21	21	21

Building the Budget

- Medicare PDGM Subsequent Period Visits
 - Skilled Nursing

Subsequent Periods SN Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	0	3	4	4	4	4
Complex Nursing Interventions	0	2	3	4	3	3
MMTA- Surgical Aftercare	-	-	-	-	-	-
MMTA- Cardiac/Circulator	16	59	73	80	83	84
MMTA- Endocrine	3	10	12	14	15	15
MMTA- GI/GU	5	26	33	35	35	38
MMTA- Infectious Disease	13	60	77	80	83	83
MMTA- Other	7	34	44	47	47	49
MMTA- Respiratory	-	-	-	-	-	-
Musculoskeletal Rehabilitation	-	-	-	-	-	-
Neuro/Stroke Rehabilitation	3	11	13	13	14	15
Wound	24	132	173	193	207	217
Questionable Encounters	0	0	0	0	0	0

Building the Budget

- Medicare Total PDGM Visits
 - Skilled Nursing

Total PDGM SN Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Behavioral Health Care	14	16	17	17	17	17
Complex Nursing Interventions	4	6	7	8	7	7
MMTA- Surgical Aftercare	181	181	181	181	181	181
MMTA- Cardiac/Circulator	411	455	469	476	479	480
MMTA- Endocrine	40	48	50	51	52	53
MMTA- GI/GU	126	147	155	156	156	159
MMTA- Infectious Disease	174	222	239	242	244	245
MMTA- Other	105	131	141	144	144	147
MMTA- Respiratory	251	251	251	251	251	251
Musculoskeletal Rehabilitation	343	343	343	343	343	343
Neuro/Stroke Rehabilitation	120	128	130	131	131	132
Wound	256	364	404	425	439	448
Questionable Encounters	21	21	21	21	21	21

Building the Budget

- Medicare Total Visits

- Combine projected PDGM visits with PPS visits for bridge patients
- Skilled Nursing

Total SN Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM SN Visits	2,047	2,314	2,408	2,445	2,466	2,484
Total PPS SN Visits	452	135	-	-	-	-
Total SN Visits	2,499	2,448	2,408	2,445	2,466	2,484

- Physical Therapy

Total PT Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM PT Visits	1,566	1,643	1,669	1,677	1,683	1,688
Total PPS PT Visits	127	38	-	-	-	-
Total PT Visits	1,694	1,681	1,669	1,677	1,683	1,688

- Occupational Therapy

Total OT Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM OT Visits	893	928	940	944	946	948
Total PPS OT Visits	55	16	-	-	-	-
Total OT Visits	948	944	940	944	946	948

Building the Budget

- Medicare Total Visits
 - Speech Therapy

Total ST Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM ST Visits	106	113	115	116	116	116
Total PPS ST Visits	11	3	-	-	-	-
Total ST Visits	117	116	115	116	116	116

- Medical Social Work

Total MSW Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM MSW Visits	159	174	180	182	183	184
Total PPS MSW Visits	29	9	-	-	-	-
Total MSW Visits	188	183	180	182	183	184

- Home Health Aide

Total HHA Visits	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Total PDGM HHA Visits	436	494	515	522	525	529
Total PPS HHA Visits	95	28	-	-	-	-
Total HHA Visits	530	523	515	522	525	529

Staffing Data & Assumptions

Staffing Requirements						
Normal Work Week	Hours	Paid Time Off (PTO)	Days	%	Productivity	Visits
Number of hours worked per year	2,080	Sick Days	10	4%	SN Visits per Day	4.5
Number of hours worked per week	40.0	Vacation Days	20	8%	PT Visits per Day	4.8
Number of hours worked per day	8.0	Admin	9	3%	OT Visits per Day	4.7
Number of days worked per week	5.0	Holidays	6	2%	MSW Visits per Day	3.5
Overtime Rate	2.0%	Total PTO Days	45	17%	HHA Visits per Day	5.5

<u>Total Days</u>	<u>Month 1</u>	<u>Month 2</u>	<u>Month 3</u>	<u>Month 4</u>	<u>Month 5</u>	<u>Month 6</u>
Total Days in Month	31	29	31	30	31	30
Non-Work Days	8	9	9	8	10	8
Workdays	<u>23</u>	<u>20</u>	<u>22</u>	<u>22</u>	<u>21</u>	<u>22</u>
FTE Hours per Month	184	160	176	176	168	176

Building the Budget

- Staffing
 - Skilled Nursing Monthly

	<u>Month 1</u>	<u>Month 2</u>	<u>Month 3</u>	<u>Month 4</u>	<u>Month 5</u>	<u>Month 6</u>
Total Skilled Nursing Visits	2,499	2,448	2,408	2,445	2,466	2,484
Productivity- Skilled Nursing	4.50	4.50	4.50	4.50	4.50	4.50
Productivity Gross Visits- Skilled Nursing	104	90	99	99	95	99
Productivity Net Visits- Skilled Nursing	86	74	82	82	78	82
Calculated FTEs						
Skilled Nursing	29.20	32.89	29.41	29.87	31.56	30.35
Actual FTEs						
Skilled Nursing	25.00	25.00	25.00	25.00	25.00	25.00
Over/(Under) Staffed						
Skilled Nursing	(4.20)	(7.89)	(4.41)	(4.87)	(6.56)	(5.35)
Full Time Staff Hours	<u>Month 1</u>	<u>Month 2</u>	<u>Month 3</u>	<u>Month 4</u>	<u>Month 5</u>	<u>Month 6</u>
Skilled Nursing Full Time	4,600	4,000	4,400	4,400	4,200	4,400
Skilled Nursing Per Diem	773	1,263	777	857	1,101	941

Building the Budget

- Staffing
 - All Discipline Totals

	<u>SN Total</u>	<u>PT Total</u>	<u>OT Total</u>	<u>ST Total</u>	<u>MSW Total</u>	<u>HHA Total</u>	<u>Total</u>
Total Visits	29,851	20,265	11,385	1,400	2,214	6,374	71,488
Productivity	4.5	4.8	4.7	5.0	3.5	5.5	
Productivity Gross Visits	1,175	1,253	1,227	1,305	914	1,430	7,303
Productivity Net Visits	971	1,036	1,014	1,079	755	1,183	6,039
Calculated FTEs							
Required FTEs	30.78	19.59	11.24	1.30	2.93	5.40	71.24
Actual FTEs							
Actual FTEs	25.00	15.00	8.00	1.00	2.00	5.00	56.00
Over/(Under) Staffed							
Over/(Under) Staffed	(5.78)	(4.59)	(3.24)	(0.30)	(0.93)	(0.40)	(15.24)
Full Time Staff Hours							
Full Time	52,200	31,320	16,704	2,088	4,176	10,400	116,888
Per Diem	11,976	9,523	6,731	620	1,943	811	31,605

Building the Budget

- Staffing
 - Skilled Nursing Salaries & Wages

Overtime Hours by Full Time Staff	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Full Time Staff - Overtime %	2%					
Skilled Nursing Full Time	92	80	88	88	84	88
Skilled Nursing Per Diem	15	25	16	17	22	19
Full Time Staff Salaries & Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Full Time- Hourly Rate Skilled Nursing	\$ 32.06					
Per Diem- Hourly Rate Skilled Nursing	\$ 42.28					
Skilled Nursing						
Full Time Salaries & Wages	147,476	128,240	141,064	141,064	134,652	141,064
Full Time Overtime	4,424	3,847	4,232	4,232	4,040	4,232
Per Diem Salaries & Wages	32,687	53,403	32,851	36,223	46,562	39,774
Per Diem Overtime	981	1,602	986	1,087	1,397	1,193
Total SN Salaries & Wages	\$ 185,568	\$ 187,092	\$ 179,132	\$ 182,606	\$ 186,650	\$ 186,263

Building the Budget

- Staffing
 - All Discipline Salaries & Wages

Overtime Hours by Full Time Staff	SN Total	PT Total	OT Total	ST Total	MSW Total	HHA Total	Total
Full Time Staff - Overtime %	2%	2%	2%	2%	2%	2%	
Full Time OT Hours	1,044	626	334	42	84	208	2,338
Per Diem OT Hours	240	190	135	12	39	16	632
Full Time Staff Salaries & Wages	SN Total	PT Total	OT Total	ST Total	MSW Total	HHA Total	Total
Full Time- Hourly Rate	\$ 32.06	\$ 46.22	\$ 43.06	\$ 42.46	\$ 28.64	\$ 14.03	
Per Diem- Hourly Rate	\$ 42.28	\$ 42.28	\$ 66.07	\$ 66.14	\$ 57.53	\$ 16.93	
Salaries & Wages							
Full Time Salaries & Wages	1,673,532	1,447,610	719,274	88,656	119,601	145,912	4,194,586
Full Time Overtime	2,660	43,428	21,578	2,660	3,588	4,377	78,291
Per Diem Salaries & Wages	41,036	661,207	444,695	41,036	111,753	13,737	1,313,464
Per Diem Overtime	1,231	19,836	13,341	1,231	3,353	412	39,404
Total Salaries & Wages	\$ 1,718,459	\$ 2,172,082	\$ 1,198,888	\$ 133,584	\$ 238,294	\$ 164,438	5,625,745

Building the Budget

- Other Direct Costs
 - All Discipline Other Direct Costs

Other Direct Cost per Visit	SN Total	PT Total	OT Total	ST Total	MSW Total	HHA Total	Total
Total Visits	29,851	20,265	11,385	1,400	2,214	6,374	71,488
Mileage Cost per Visit	2.73	2.60	2.53	3.10	3.62	2.62	
Mileage Cost	81,494	52,688	28,804	4,339	8,013	16,699	192,037
Billable Medical Supply Cost per Visit	2.04	2.04	2.04	2.04	2.04	2.04	12
Billable Medical Supply Cost	60,896	41,340	23,225	2,856	4,516	13,003	145,835
Routine Medical Supply Cost per Visit	1.03	1.03	1.03	1.03	1.03	1.03	6
Routine Medical Supply Cost	30,747	20,873	11,727	1,442	2,280	6,565	73,632

Building the Budget

- Gross Margin

<u>Other Direct Cost per Visit</u>	<u>Skilled Nursing</u>	<u>Physical Therapy</u>	<u>Occupational Therapy</u>	<u>Speech Therapy</u>	<u>Medical Social Work</u>	<u>Home Health Aide</u>	<u>Total</u>
Medicare Revenue							11,759,198
Full Time Staff Salaries & Wages	1,676,192	1,491,039	740,852	91,316	123,189	150,289	4,272,877
Taxes & Benefits (15%)	251,429	223,656	111,128	13,697	18,478	22,543	640,932
Per Diem Staff Salaries & Wages	<u>42,267</u>	<u>681,043</u>	<u>458,035</u>	<u>42,267</u>	<u>115,106</u>	<u>14,149</u>	1,352,868
	1,969,888	2,395,738	1,310,016	147,281	256,772	186,982	6,266,676
Mileage	81,494	52,688	28,804	4,339	8,013	16,699	192,037
Billable Medical Supplies	60,896	41,340	23,225	2,856	4,516	13,003	145,835
Routine Medical Supplies	<u>30,747</u>	<u>20,873</u>	<u>11,727</u>	<u>1,442</u>	<u>2,280</u>	<u>6,565</u>	73,632
	173,137	114,900	63,756	8,637	14,809	36,267	411,505
Gross Margin							5,081,017
Gross Margin %							43.21%

Episode Type by Clinical Group Benchmarks



National KPI Benchmarks

National PDGM Period Distribution by Episode Type by Clinical Group				
Clinical Grouping	Standard	LUPA	PEP	Outlier
Behavioral Health Care	87.4%	6.8%	0.9%	5.0%
Complex Nursing Interventions	77.3%	17.6%	0.8%	4.2%
MMTA- Surgical Aftercare	82.4%	9.8%	1.5%	6.3%
MMTA- Cardiac/Circulator	86.8%	6.4%	1.1%	5.6%
MMTA- Endocrine	83.0%	6.6%	1.0%	9.4%
MMTA- GI/GU	84.3%	8.3%	1.5%	5.9%
MMTA- Infectious Disease	83.4%	9.2%	1.3%	6.1%
MMTA- Respiratory	86.4%	6.2%	1.0%	6.4%
MMTA- Other	86.2%	6.9%	1.3%	5.6%
Musculoskeletal Rehabilitation	85.5%	7.9%	1.3%	5.3%
Neuro/Stroke Rehabilitation	83.7%	6.8%	1.3%	8.2%
Wound	83.8%	7.6%	1.5%	7.0%
Questionable Encounters	85.1%	7.2%	1.4%	6.3%
Total	85.0%	7.5%	1.3%	6.2%

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Thank you