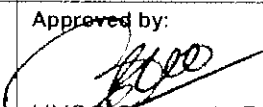




HAWAII HEALTH SYSTEMS
CORPORATION
"Touching Lives Everyday"

Policies and Procedures	Department: Corporate Finance	Policy No.: FIN 0024
		Revision No.: N/A
Subject: Revenue Cycle Management and Reporting	Issued by: Kelley Roberson COO/CFO	Effective Date: November 13, 2008
	Approved by:  HHSC Corporate Board By: Raymond Ono Its: Secretary/Treasurer	Supersedes Policy: N/A
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I. PURPOSE AND SCOPE:

The purpose of the revenue cycle management policy is to enable management and governance to fulfill the fiduciary responsibilities of the Hawaii Health Systems Corporation (HHSC) Corporate Board of Directors and the Regional Systems Boards of Directors and the Boards of Directors of other HHSC entities in overseeing the revenue and collection efforts of all system facilities. Effective revenue cycle management is a critical complex process involving administrative and clinical functions that contribute to the capture, management, and collection of patient service revenue. Optimal revenue collection is a key success factor in ensuring adequate cash flow to meet ongoing operational expense demands in a highly regulated and financially challenging environment.

II. STATEMENT OF POLICY:

It is the policy of the Hawaii Health Systems Corporation that all facilities, regions, the corporate office and other entities of HHSC shall manage and oversee the performance of all revenue cycle processes utilizing the following approach:

- Develop policies and procedures that cross administrative, financial, and clinical department boundaries
- Utilize the principles of performance improvement, both clinical and administrative
- Utilize "best practice" where applicable
- Maintain continual focus on the patient

Revenue cycle processes involve all departments in each facility. It is expected that Medical Staff involvement will occur in areas most impacted by physician performance. Overall revenue cycle performance will be the responsibility of executive leadership, both regional and corporate, with direct responsibility assumed by finance leadership at the regional and corporate levels.

III. IMPLEMENTATION OF POLICY

A. Facility Accountability:

1. Each facility will manage their daily workload – including the use of a standard set of work drivers for key revenue cycle departments.
2. Consistently measure performance by using the standard system wide metrics – key performance indicator (KPI) report.
3. Monitors, reviews, addresses concerns related to the facility's customer service metrics.
4. Analyzes appropriate staff complement and allocates accordingly, plans for staff absences proactively to ensure consistent performance.
5. Facility functional responsibility includes: Patient Check-in, On-site collections, Registration, Patient throughput, Charge capture, Medical Records/HIMN management, Utilization Management.

B. Regional Accountability:

1. Regional Leadership (Operational and Governance) will consistently monitor and manage the performance of each facility, removing barriers for individual facilities.
2. Manages and develops reporting, performance goal setting, budgets – for the region.
3. Utilize the economies of scale created by the regional structure to create efficiencies (e.g., regional central staffing pool, regional Human Resource staff, regional materials management function, etc.)
4. Ensure data reporting of key performance indicators of all regional facilities to the Corporate Revenue Cycle Resource Department for the purpose of compiling the key performance indicator report and scorecard.

C. Corporate/System Accountability:

1. Performs centralized processes supporting the entire system's revenue cycle Including the production of the key performance indicator report (KPI) and the revenue cycle scorecard. The KPI report will address the following cycle areas:
 - Productivity
 - Account Backlog
 - A/R Aging by Account Portfolio
 - Quality performance
 - Cash
2. Corporate acts as a service bureau to the regions and the entities, supplying functions that can be readily centralized, creating efficiency.
3. Corporate works with regions to define key metrics in setting goals for performance, and keeps regions accountable to meeting goals through consistent communication, cross-system teamwork, review of performance.
4. Distribution of the KPI report and scorecard for review and analysis is as follows:
 - FISAC
 - Corporate revenue cycle steering committee

- RCEO, RCFO
- Facility revenue cycle departments