



# Challenges of Lactation Reimbursement in the Acute Care Setting

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## Know Your Team!

- Identify ALL members of the team
  - Sr. Director Managed Care – Provides oversight to entire operation
  - CMD Coordinator – Manages CMD's and pricing with Biller
  - Biller/Charge Master – Manages insurance contracts
  - Coders – Validate lactation charges
  - Revenue Integrity Specialists – Verify charges and documentation
  - Decision Support – Responsible for monthly reports
  - Lactation Manager – Responsible for lactation staff
    - Correct documentation
    - Correct charges
    - Updated certificates/licensing
  - Lactation Specialists – Perform education (CLE)/consults (IBCLC)
    - CLE's focus in Labor & Delivery and Postpartum Units
    - IBCLC's focus on inpatient consults for entire hospital and outpatient referrals

# Billing and Revenue Cycle

- DRG vs Individualized Contracts
  - MediCal – DRG, fixed payment
    - Internal agreement
  - Other Insurances
    - Reimbursement based on % of charges (negotiated, written contracts)
    - Examples: Kaiser, HMO/PPO's
- Financial Class Breakdown at SJCH:

CDSC	sys	FINCLASS2
⊖ LACTATION ENCOUNTER	⊖ AS400	COMMERCIAL
		HMO/PPO
		KAISER
		MANAGED MEDICARE
		MEDICARE
		OTHER GOVT
		SELF PAY
		MANAGED MEDICAL
		MEDICAL
	⊖ RCI	COMMERCIAL
		HMO/PPO
		KAISER
		SELF PAY
		MANAGED MEDICAL
		MEDICAL

# Charge Description Master (CDM)

- Comprehensive listing of items that could be billed to a patient, payer or healthcare provider
- Lactation CDM's used at SJCH and base price:

	A	B	C	D	E	F
1	DESCRIPTION	CDM	CPT-4	HCPCS	REVENUE	SJCH Base Price
2	L&D Lactation Counsel Visit	200808	99211		720	\$ 109.00
3	L&D Lactation educ 15m	200717		S9443	942	\$ 42.00
4	L&D Lactation educ 30m	200360		S9443	942	\$ 84.00
5	L&D Lactation educ 45m	200725		S9443	942	\$ 126.00
6	L&D Lactation educ 60m	200733		S9443	942	\$ 178.00
7	L&D Lactation Educ 120M	200931		S9443	942	\$ 356.00
8						

## Ad Hoc Charge Sheet Form

- Created by Coders
- Charges are Lactation responsibility
- May only charge once a day for total education
- Lactation work flow:
  - Daily report sheet
  - Hand off
  - Charges entered (about 30 minutes)

\*Performed on: 11/16/2015 1416 PST By: Silvas, RN, Jason J

OB IP Level/Visit Charges  
 Ultrasound Service Charges  
 Procedure/Education Charges

### OB IP Procedure Charges

NST (Can charge once per shift IF ordered by MD. CANNOT charge for normal labor eval)	CST (w/physician order & medical necessity)	External Cephalic Version (ONCE only)	Insert Cervical Dilator (One time/day, e.g. Prostaglandins, laminaria)
<input type="checkbox"/> 59025 200428	<input type="checkbox"/> 59020 200410	<input type="checkbox"/> 59412 200766	<input type="checkbox"/> 59200 200873
Epidural/Spinal Injection (ONCE per day)	PH Dipstick/Nitrazine - PH Body Fluid NOS	Eval Amniotic Fluid Protein, ea. (AmmSure)	Delivery of Placenta (Placenta delivery upon arrival even if baby delivered prior to arrival)
<input type="checkbox"/> 200741	<input type="checkbox"/> 83986 201269	<input type="checkbox"/> 84112 201228	<input type="checkbox"/> 59414 200899

### IP Lactation Education/Counseling Charges

LACTATION COUNSELING VISIT  
 (Use this if ordered by physician & conducted by a Board Certified CLC for Lactation Counseling)

99211 200808

LACTATION EDUCATION: Conducted by a nurse NOT caring for the patient (can charge once daily for total time education performed)

Lactation Education 15 min	Lactation Education 30 min	Lactation Education 45 min	Lactation Education 60 min	Lactation Education 120 min
<input type="checkbox"/> 200717	<input type="checkbox"/> 200380	<input type="checkbox"/> 200725	<input type="checkbox"/> 200733	<input type="checkbox"/> 200931

In Progress

## Revenue Integrity Specialists

- Have ability to approve or deny charges
- Verify charges and documentation (education)
  - Must have current list of all lactation staff
- Send verified charges to Patient Financial Services for billing
  - Was 100% chart audit for 6 months, reduced to 50%
  - Currently, 30% of charts are audited



# Education Documentation

- Must Document:
  - Topics taught
  - Individual(s) taught
  - Teaching method
  - Teaching evaluation
  - Language used
  - Interpreter (if used)
  - Barriers to learning
- Must document in consistent location

Patient Education Topics		
Education topics		Maternal/Newborn education
Education - admission topics		
Education - maternal/newborn topics		Baby positioning, Back to sleep, Breast Feeding, Burping infant,...
Individuals taught		Patient
Teaching method		1:1 instruction
Teaching evaluation		Needs reinforcement, Verbalizes understanding
Preferred language		English
Language used		English
Interpreter/Translator name, if used		
Communication/Accommodation needs		
Barriers to learning		No barriers identified
Education comments		Pt positioning baby for breastfeeding baby now awake. Assisted...

# Education Documentation

- Revenue Integrity Specialists
  - Updated staffing list
  - No specific CLE or IBCLC roles

Result History						
Value	Valid From	Valid Until				
Maternal/Newborn education	11/16/2015 13:42 PST	Current				

Action List						
Action	Performed By	Performed Date	Action Status	Comment	Proxy Personnel	
Perform	Lukehart, RN, Rochelle	11/16/2015 13:25 PST	Completed			
VERIFY	Lukehart, RN, Rochelle	11/16/2015 13:25 PST	Completed			
EMR does not specify between: RN and IBCLC or CNA and CLE						

# Charge Breakdown by Unit

- August, 2015:

	A	B	C	D	E	F	G	H	I	
1	LACTATION CHARGES									
2	August 2015									
3			Location	Values						
4			85_MAT	85_MATP		85_NICU		85_NS3S		
5	CDM_NBR	CHARGE_DESC	Sum of UNITS	Sum of CHARGE_AMT	Sum of UNITS	Sum of CHARGE	Sum of UNITS	Sum of CHARGE	Sum of UNITS	
6	200360	LACTATION EDUC 30M	6	\$504.00	52	\$4,368.00	3	\$252.00	25	
7	200717	LACTATION EDUC 15M	6	\$252.00	153	\$6,426.00	4	\$168.00	53	
8	200725	LACTATION EDUC 45M	1	\$126.00	22	\$2,772.00			9	
9	200733	LACTATION EDUC 60M	2	\$356.00	13	\$2,314.00			2	
10	200931	LACTATION EDUC 120M			2	\$712.00			2	
11	<b>Grand Total</b>		<b>15</b>	<b>\$1,238.00</b>	<b>242</b>	<b>\$16,592.00</b>	<b>7</b>	<b>\$420.00</b>	<b>91</b>	
12										
13			Other Units not Shown: 85 NSYI, 85 NSYO, 85 SDU, 85 BICU							
14										

# Total Charges vs Total Wages

- August, 2015:

U	V	W	X	Y	Z
Lactation Charges					
August 2015					
Total Sum of UNITS	Total Sum of CHARGE_AMT				
89	\$7,476.00	200360	LACTATION EDUC 30M		
225	\$9,450.00	200717	LACTATION EDUC 15M		
33	\$4,158.00	200725	LACTATION EDUC 45M		
17	\$3,026.00	200733	LACTATION EDUC 60M		
4	\$1,424.00	200931	LACTATION EDUC 120M		
<b>368</b>	<b>\$25,534.00</b>	<b>Grand Total</b>			
At Average of 83% Reimbursement Rate:					
\$25,534.00 x 83% =		\$21,193.22	Payment expected		
Total LACT Hours: 552		\$16,560.00	Monthly Wages		
		\$4,633.22	Net Income		

## Revenue Collected

- Approximately 3-4 month reimbursement cycle
- August, 2015:

14					
15	PERFORMIN( All)	▼		Lactation Charges	
16	Patient Cour 1	▼		August 2015	
17					As of Oct 1, 2015
18			Values		
19	CDM_NBR	▼	CHARGE_DESC	▼	Sum of UNITS
20	200360		LACTATION EDUC 30M		73
21	200717		LACTATION EDUC 15M		150
22	200725		LACTATION EDUC 45M		26
23	200733		LACTATION EDUC 60M		12
24	Grand Total				261
25					
26					

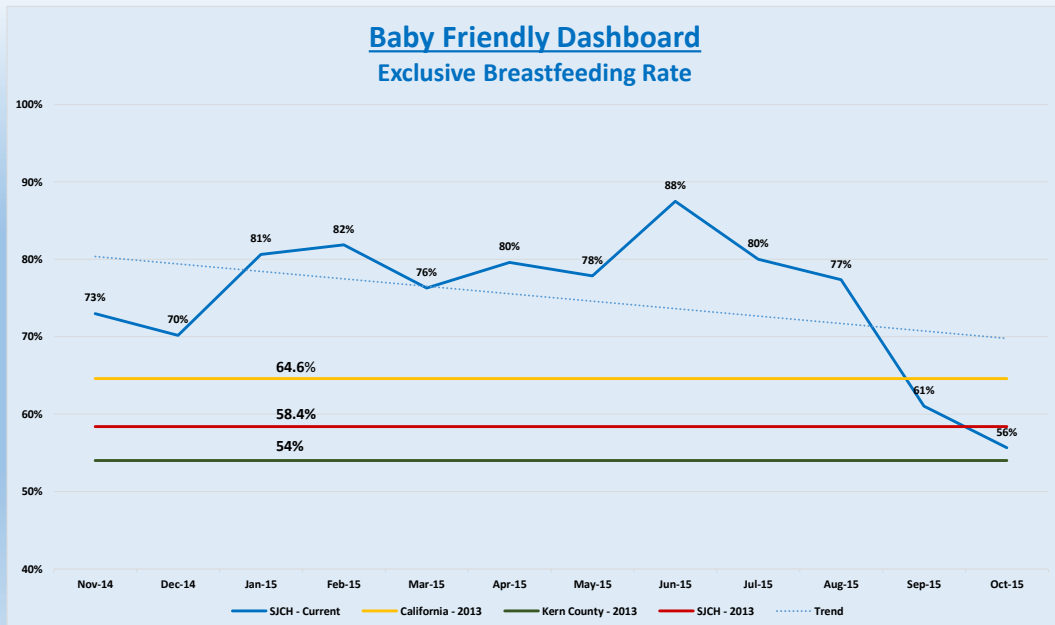
## Benefits of Lactation Services

- Breastfeeding is normal needs to be supported
- Long-term health benefits for mother and baby
- Important role for the Baby Friendly Hospital Initiative
- Increased HCAHPS scores
- Higher reimbursement rate
- Patient loyalty
- It's the right thing to do!

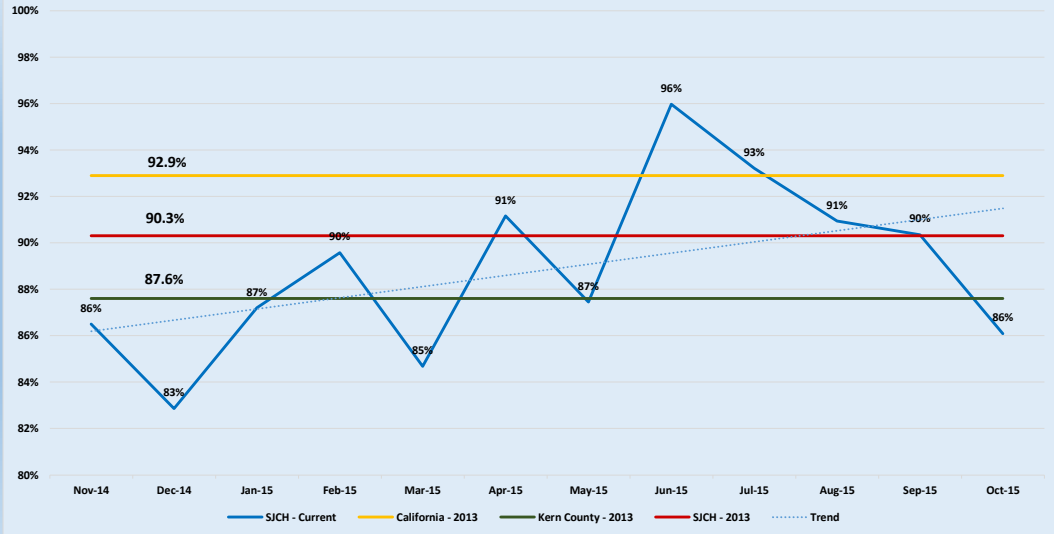


# Baby Friendly Dashboard

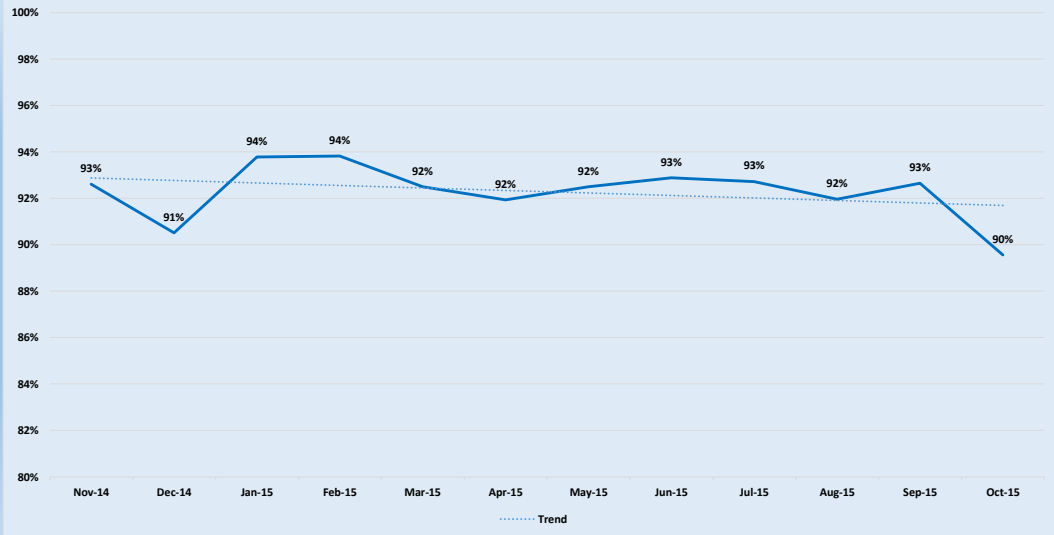
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Pediatric Program Coordinator



### Baby Friendly Dashboard Any Breastfeeding (Formula Supplemented)

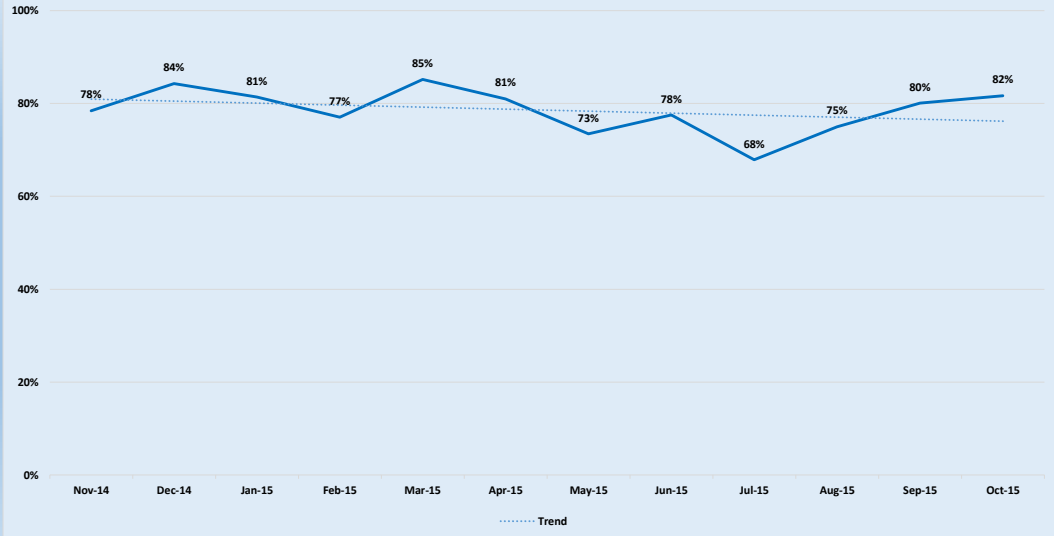


### Baby Friendly Dashboard Feeding Plan Documented

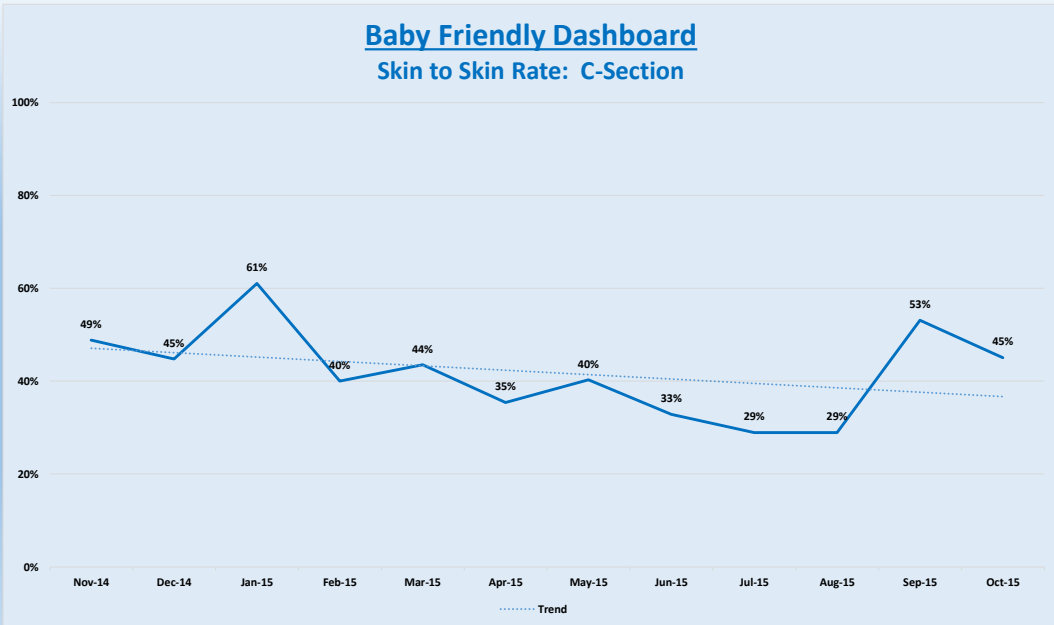




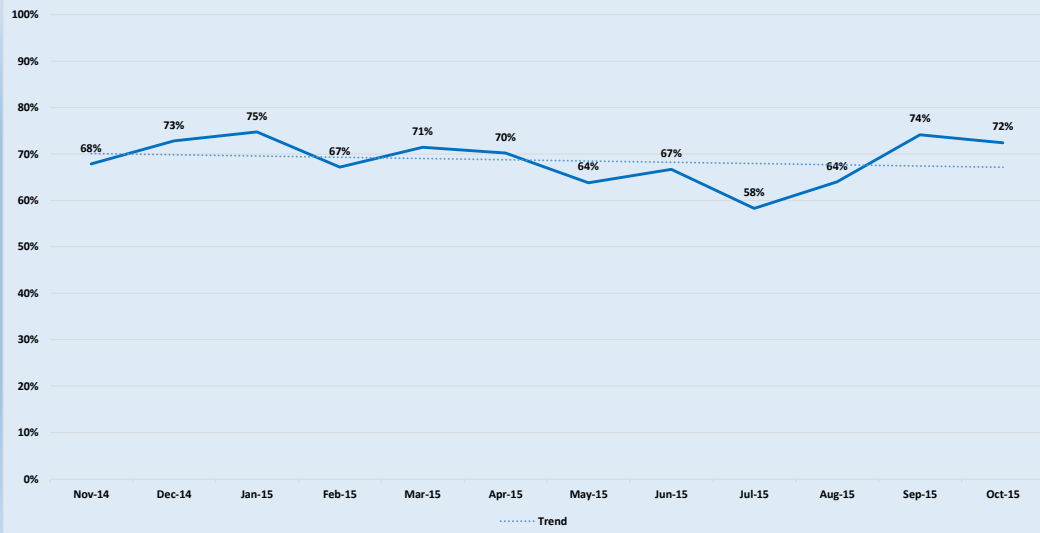
### Baby Friendly Dashboard Skin to Skin Rate: Vaginal Delivery



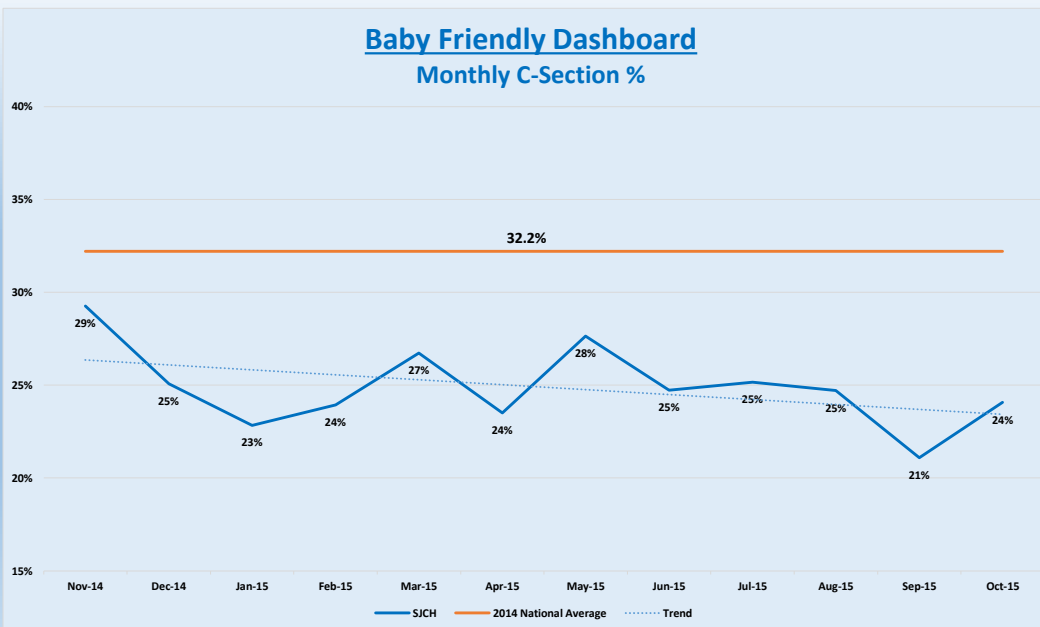
### Baby Friendly Dashboard Skin to Skin Rate: C-Section



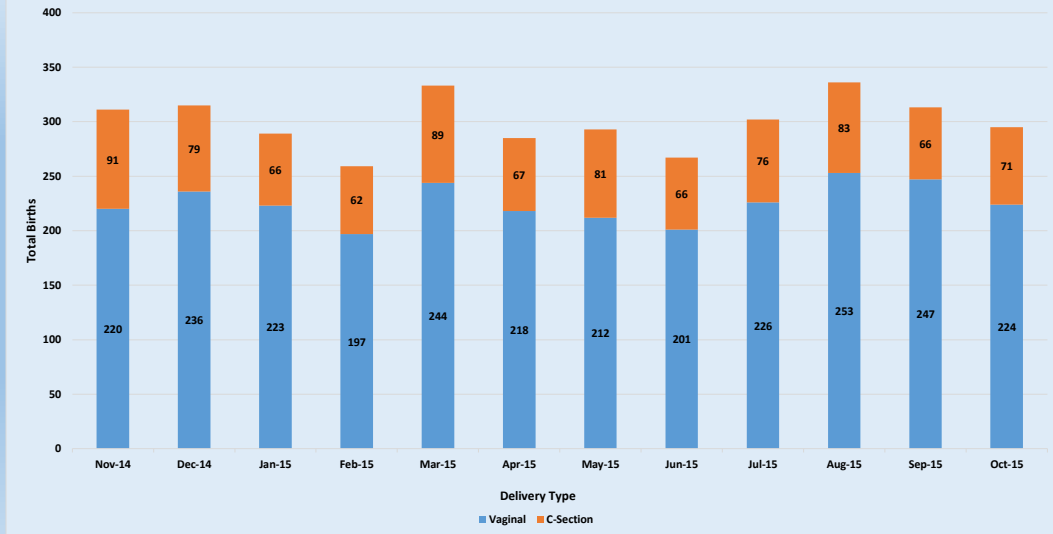
### Baby Friendly Dashboard Skin-to-Skin Documented



### Baby Friendly Dashboard Monthly C-Section %



### Baby Friendly Dashboard Monthly Delivery Report



References:

California Department of Public Health, Center for Family Health, Genetic Disease Screening Program, Newborn Screening Data, 2013

Martin JA, Hamilton BE, Osterman MJK. Births in the United States, 2014. NCHS data brief, no 216. Hyattsville, MD: National Center for Health Statistics. 2015.