

# Yale Practice

Published by the Yale Medical Group

## HIPAA IS REAL AND IT'S ALMOST HERE: WHAT NEXT?



**A** new federal law, Health Insurance Portability and Accountability Act (HIPAA), will go into effect on April 1, 2003. This law concerns the privacy and

security of health information and the standardization of the electronic exchange of health information. The Yale School of Medicine (YSM), in conjunction with the Yale School of Nursing, is the largest single component of a global university effort to comply with this law. Other university health care units include the Yale University Health Services and the clinical activity of the Department of Psychology. In addition, the Benefits Office of Human Resources must

comply with HIPAA's employer group health plan requirements. Yale-New Haven Hospital is also required to comply with the regulations.

Leading YSM's HIPAA compliance efforts is **Jed Shivers**, Deputy Chief Operating Office of YSM. Shivers stated: "There are fewer than 365 days to reach the following goals: a secure electronic and physical environment for all; protected health information (PHI) has to be secure; a mechanism in place and functioning to obtain a patient consent or acknowledgement for the use of PHI, in a way that does not disrupt patient care delivery; and, every member of staff must be trained. Six months later we must be billing and sending claims in accordance with electronic data interchange standards."

There is an **executive steering committee** that has overall responsibility for HIPAA implementation at the university. Shivers' committee includes three sub-committees: Training and Curriculum, chaired by **Susan Grajek** (ITS-MED); Security, chaired by **David Stagg** (ITS-MED); and Billing Transaction and Standardization, chaired by **Marianne Dess-Santoro** (YMG). The sub-committee chairs meet with their counterparts on similar committees at YNHH to coordinate the procedural implementation activities between the organizations. YSM and YNHH have each retained the same consultant who helps to coordinate the organizations' implementation strategies.

Shivers explained: "We plan to use many of the techniques, in terms of curriculum development and web based training, testing and certification that YMG used when it developed its' medical billing compliance program. Basically, my premise is that while HIPAA is new, these training tools

## AMISTAD TO SET STANDARD FOR CLINICAL CARE FACILITIES

**T**he new clinical facility to be built on Amistad Street is intended to catalyze the development of a new way of practicing academic clinical medicine. As part of the planning process, the Facilities & Operations Design Users Group



(FODUG), has been meeting regularly to grapple with the diverse challenges posed by planning for the new structure. According to

**Marianne Dess-Santoro**, co-chair of the committee and Associate Director of YMG: "FODUG is challenging every aspect of clinical medicine as we know it, from the patient experience to the physician experience to operations." Dess-Santoro continued: "The balancing act is to serve the needs of three constituents – patients, physicians and staff – within the goal of creating an environment that patients experience as sensitive to and accommodating of their needs."

"FODUG's vision is 'one-stop shopping' for the patients, so one goal is to decentralize the majority of support and ancillary services. We want to make them quickly and conveniently available," said Dess-Santoro. One of the guiding principles is to ensure that the staff, operations and technology are built around processes to help the physicians. For example, **Madeline Wilson, MD**, chair of a sub-committee charged with addressing the role of the electronic medical record in Amistad

### EXECUTIVE STEERING COMMITTEE

Robert Culver, *VP Finance*  
Dorothy Robinson, *VP & General Counsel*  
Stephanie Spangler, *Deputy Provost*  
Irwin Birnbaum, *COO*  
Jed Shivers, *Deputy COO*  
Chris Kielt, *Deputy Director, YUHS*  
Julie Carter, *Associate General Counsel*

### STEERING COMMITTEE YSOM/YSN

Bruce Carmichael, *Assoc Dean, YSN*  
David Stagg, *YSM*  
John Patton, *YSM*  
Marianne Dess-Santoro, *YMG*  
Faith McGrath, *YSM*  
Susan Grajek, *YSM*  
Jed Shivers, *YSM*  
Karen Lamb, *Asst Provost, YU*  
Judy Harris, *YMG*  
Julie Carter, *YU*  
Barry Zaret, MD, *Cardiology*

over, please

over, please

## NEW SPINE SURGEON BACKS ORTHOPEDICS

**J**ames J. Yue, MD, has joined the Department of Orthopaedics as the Director of the Spine Service, Chief of the Orthopaedic Surgery Spinal Disorders and Comprehensive Spine Center at Yale-New Haven Hospital. Dr. Yue completed his medical and residency training at Northwestern University Medical School and the University Hospitals of Cleveland. The new faculty member completed fellowship training in spinal surgery and trauma surgery at RA Cowley Shock Trauma Hospital, Baltimore and Queen's Medical Center, England. Yue's special interests include herniated disc surgery of the neck and low back, minimally invasive low back fusion, osteoporosis fractures and spinal trauma. In addition to practicing within the Medical Center, Dr. Yue will see patients in the Yale Orthopaedic Associates Guilford and Milford offices. He may be reached at 785-2579 or james.yue@yale.edu



## HIPAA IS REAL (continued)

are in place. We are simply adapting these capabilities to the HIPAA project.”

A recent organizational survey collected information in three key areas: (1) to help understand what all the types of media are that healthcare information is stored on and within which organization it is located, (2) the numbers and different groups of people who need to be trained, (3) a feel for the way in which protected information is used.

Work groups will be organized closer to implementation deadlines and many more members of the organization at all levels will be asked to assist with this enormous organizational effort. Jed Shivers may be contacted at 785-5713 or jed.shivers@yale.edu.

## AMISTAD (continued)

says: “Amistad will open three years from now. We have to make sure that the systems and infrastructure we are planning now will allow us to practice medicine at lower cost and with greater efficiency. The EMR will be a key element of this effort.”

**Ginger Chapman**, co-chair and Director, Project Management and Construction, YSM, explained “The building is being designed to be open and welcoming. The public spaces will face the park across the street, and a central open staircase will offer people a healthy alternative to elevators.” Preliminary space planning ideas for the Amistad Building currently include a public dining facility and a multimedia resource center for patient and family education. To contact Marianne Dess-Santoro, call 737-2678 or e-mail marianne.dess-santoro@yale.edu.

## Missing Charges: When Zero Tolerance Means Cash In

This past February YMG began a renewed initiative to reduce the number of missing charges for visits scheduled in the IDX practice management system. In one review, 1300 scheduled visits between July 1 and October 31, 2001, were associated with missing charges. This means that patients were seen and treated, but physicians or staff did not post a charge for the service. The implications are clear: no bill, no payment. No payment, no revenue to faculty and the department. The number of missing charges as a percent of total visits is expected to decrease as focus on this problem area

continues. Through this initiative, methods were identified to resolve the IDX Missing Charges list and the importance of using the tool to verify that charges are entered for scheduled visits. Laura Smith, YMG IDX Scheduling Supervisor, commented: “Ensuring that charges are processed in a timely fashion is a responsibility that must be shared by all members of the clinical team, including physicians, clinical and administrative support staff. Missing charges mean missed revenue.” For questions or assistance please contact Laura Smith at 787-2793 or laura.smith@yale.edu.

# Yale Practice

Published by the Yale Medical Group

300 George Street, 6th Floor New Haven, CT 06536-0805  
(203) 785-2140 phone <http://info.med.yale.edu/ymg>

Editor: Ann Freeman

Assistant Editor: Lisa Galella

Director: David J. Leffell, M.D.

Associate Director: Marianne Dess-Santoro

Director, Strategic Development/Marketing: Mary Hu

**Yale Medical Group**

THE PHYSICIANS OF YALE UNIVERSITY