

# Medicaid Recovery

## Case Study



### The Client

City of Boston and Boston Public Schools

### The Project

Medicaid Recovery Project:

- Establish school-based Medicaid program
- Guide district through significant policy shift in state program
- Provide electronic service documentation tool
- Provide revenue optimization consulting and support on parental consent mailings
- Develop annual cost reports

### The Opportunity

The City of Boston and Boston Public Schools (BPS) sought an experienced partner to support the transition to its new Medicaid payment model, a fee for service (FFS)/cost reconciliation model, in 2009. Prior to this, Massachusetts had been operating under a per diem program. This policy shift resulted in new requirements for billing to include service logging, student data, special education data, and parental consent. In addition, Boston was required to prepare an annual cost report: submitting all costs and associated reimbursement factors to receive 80 percent of their reimbursement.

### The PCG Approach

Boston is one of the Public Consulting Group's (PCG) flagship clients, with a relationship spanning more than 25 years; we understand the unique client needs and approach to Medicaid recovery. This local expertise coupled with our national experience in Medicaid billing allowed us to design and implement a compliant and efficient model for reimbursement. With the transition to FFS, Boston needed an electronic service documentation tool. PCG implemented EasyTrac without disrupting claiming operations. We worked with BPS to develop a secure and compliant system that met the new requirements and also provided training to users. In addition, PCG developed a suite of reports to track prescribed vs. documented rates, comparative logging rates across years, and logging by service type. To maximize reimbursement, we worked with BPS to launch a massive initiative to collect parental consent for more than 12,000 students. PCG and BPS developed a consent form, designed a mail merge to personalize letters, and sent a mailing to schools to collect consent. PCG also developed a system for tracking and reporting consent responses—both for the year and overall, by school—and using this data, BPS strategically targeted its outreach and achieved an annual parental consent rate between 85 percent and 93 percent. A key component of our partnership with BPS involved working with them as an advisor on cost reporting. By leveraging nationwide project experience, PCG consulted with BPS on the data needed, requirements to be met, and best ways to maximize reimbursement in order to receive this important bulk payment. The following is a breakdown of these two new programs:

### Implementing Fee For Service Program

- **EasyTrac:** New, secure, and compliant system; train users
- **Reporting:** Use EasyTrac to report on logging, compliance, and Medicaid reimbursement
- **Parental Consent Initiative:** Developed mailing, tracking, and reporting system; able to track students by school who have/have not received consent for billing

### Annual Cost Report Preparation

- **Utilize Nationwide Experience:** Work with colleagues to design a tried and true method of cost report development and submission
- **Understanding Client Needs:** Working with BPS to determine client-specific data needs and areas that need to be addressed for cost reporting
- **Maximizing Revenue:** Find areas to add to cost reporting revenue. Applied Behavior logging and inclusion of staff adds significant reimbursement to program

### The Result

PCG trained more than 800 BPS providers in EasyTrac during the roll-out in 2009 to support the city's successful adoption of the system. The use of EasyTrac has increased year to year, including BPS initiating a flagship program in the state to log for applied behavior services before the service became billable. As a result of these efforts, BPS has recovered more than \$260 million in reimbursement since PCG partnered with the City of Boston/BPS in 1992 to provide Medicaid billing services. We continue to find revenue optimization opportunities, with an increase in reimbursement of almost \$1 million between fiscal year 2014 and fiscal year 2015. In addition, BPS has consistently achieved one of the highest parental consent rates in the state since the inception of the FFS/cost reconciliation model due to our joint parental consent initiative; they serve as a model success story to our clients on how to achieve a consistent rate of 90% or higher. Finally, PCG has served as a partner to BPS on many initiatives including the development of an administrative activity claiming program in Massachusetts, several audits at both the Federal and state level, and the addition of applied behavior services as a reimbursable service under the program.