

<u>#/letter</u>	<u>Description</u>	<u>EMSA Action</u>	<u>MRO Assessment</u>	<u>Complete?</u>	<u>Next Steps</u>
1A	Open access for employees within the EMSA office	1. Audit of security cards completed. 2. Additional magnetic locks being added in OKC. 3. Building security audited as a part of the overall True IT security audit.	AGREE. Actions appear appropriate. No on-site verification conducted.	NO. EMSA reports all except for True IT audit is complete.	True's final deliverable due 10.5.
2A	Interruptions in payment processing	1. Management will remind this position to not log-in to the automatic call distributor when inputting payments. 2. Written into position policy.	AGREE. Actions appear appropriate. No on-site verification conducted.	YES. 8.7.2012	None.
2B	Next day QA/QC of payment entry	Reconciliation will be completed following the batch payment posting being complete, which could be the day of, or the following day, depending on when the batch is closed.	AGREE. Actions appear appropriate. No on-site verification conducted.	YES. 7.1.2012	None.
2C	Unnecessary printing of lockbox deposit images	None. EMSA has tried dual screens and found it caused delays and errors.	AGREE. MRO has to take EMSA's word on this. Revisit once barcoding and deposit operations have been updated.	YES. 7.1.2012	None.
2D	Suboptimal use of imaging technology in lockbox payment processing	EMSA contracting with RMS to consider incorporating imaging into lockbox payment processing.	PARTIAL AGREE. MRO supports the work with such a company, but had recommended such work be competitively procured such as through an RFP; at least through an RFQ process.	NO.	Awaiting final plan from RMS.
2E	No use of bar code technology in the payment entry process	EMSA contracting with RMS to consider incorporating bar coding into payment entry.	PARTIAL AGREE. MRO supports the work with such a company, but had recommended such work be competitively procured such as through an RFP; at least through an RFQ process.	NO.	Awaiting final plan from RMS.

3A	Personnel not engaged to complete scanning role when incumbent is absent	EMSA DISAGREES. Believes back up to be adequate and has presented a plan to complete scanning of all documents consistent with the Ikon implementation.	AGREE.	NO.	Complete scanning of all existing documents. Due to complete 4.12.2013.
3B	No independent QA/QC of scanning processes	EMSA is addressing this with EMSA's scanning vendor.	AGREE. MRO is fine with the approach, but no evidence of how this is being addressed with the scanning vendor has yet been presented.	YES. 9.17.2012.	None.
3C	TotalCare applications from 2011 remained unscanned with unsecured credit card information Previous years' TotalCare applications containing credit card info are scanned and stored in the local IT infrastructure	EMSA immediately shredded the documents.	AGREE. However, MRO would like to understand what ultimately happened to these documents.	YES. 5.1.2012	None.
3D	Scanning system capabilities are very limited and scanning is underutilized	Scanned forms into system as of 8.23. Engaged True to complete IT security Audit.	AGREE.	No.	True's final deliverable due 10.5. Complete scanning of all existing documents. Due to complete 4.12.2013.
3E	Replacement scanning system procured without confirmation of how (or even if) it will work with EMSA's billing and collection processes No bar code technology is used in EMSA's correspondence and scanning operations	EMSA DISAGREES. Believes process followed was adequate.	DISAGREE. Information received by MRO indicates could have been more role for IT in procuring the Ikon technology.	YES.	None.
3F	Mail handling processes are insufficient No separate logging of or copies made of checks received by mail	EMSA is researching the process. 1. Sorting of mail now involves 2 people. 2. Process moved to a back room. 3. On-going review of mail policies continues.	AGREE.	NO.	None listed.
3G	Mail handling processes are insufficient No separate logging of or copies made of checks received by mail	Logging of checks implemented per policy.	AGREE.	YES. 9.19.2012.	MRO seeks to verify upon trip to OKC.
4A			AGREE.	YES. 7.1.2012	None.
4B					

4C	Payor identification improvements required	EMSA PARTIAL AGREE. Pursuing automated communication with the hospitals and tapping into the regional healthcare exchange.	PARTIAL AGREE. While we differ with EMSA regarding the continuing value of face sheets (MRO still believes them to be valuable), we agree with the value of the steps they are pursuing. KPI's needed to show whether they are truly improving in this area.	NO.	Many steps necessary to complete the automated exchange with hospitals.
5A	Information taken by customer care agents via phone for credit card payments is handled in an unsecure manner	EMSA directs all customer service call to a single person responsible to eliminate the amount of credit card data circulating around the office.	AGREE. PARTIAL AGREE. First step seems reasonable. MRO reserves judgment to see how the information is used. Again, concerns about the lack of a competitive procurement process to engage i-Sight.	YES. 7.1.2012	None.
5B	EMSA conducts limited call analysis	EMSA creating i-Sight call notes for staff to utilize and analyze, allowing for trending of types of calls received.		NO.	Expects to have the technology to create call notes in place by 12.1.2012.
5C	Underutilization of IVR technology	EMSA is deploying greater use of the IVR technology, especially self-service portals for topics like TotalCare information and how to pay your bill. Will pursue also pay-by-phone.	AGREE.	NO.	EMSA expects deployment of these self-service modules by 11.1.2012.
5D	Limited training and QA/QC for customer care agents	EMSA DISAGREES. EMSA indicates that a full-time trainer was put into place 7/2011 and that each staff member spends 2 weeks beside the trainer before being released.	PARTIAL AGREE. MRO recorded what was said; nor sure reason for discrepancy.	YES. 7.1.2012	None.

5E	Limited process for analyzing and handling complaints There is not a secure process around taking credit card information from walk-in payees	EMSA had previously tried to use an existing package to perform this task, but it proved to be inadequate. EMSA will install and integrate i-Sight.	PARTIAL AGREE. First step seems reasonable. MRO reserves judgment to see how the information is used. Again, concerns about the lack of a competitive procurement process to engage i-Sight.	NO.	Expect installation of i-Sight by 1.1.13.
6A		Single individual identified to take credit card payments.	AGREE.	YES. 7.1.2012	None.
7A	EMSA should deploy standard processes and procedures concerning use of investigative tools to identify patient and payor information Currently there is no formal incentive plan for employees to encourage superior results	EMSA DISAGREES. Indicates that emphasis on these tools primarily happens in the pre-bill phase. Indicates that a training document and associated process maps are already in use at that stage.	PARTIAL AGREE. Understand that the primary emphasis on these tools is at the prebilling phase. However, the PAR II's do use such tools and did not indicate that a standard process was employed. They should be trained in this in their policies and procedures and workflow diagrams.	YES. 7.1.2012	None.
7B		EMSA indicates that they are researching ideas to present to the Board.	AGREE. MRO willing to assist. Plan should be tied to key KPI's.	NO.	Await EMSA's proposal.
7C	EMSA should re-assess the point at which accounts are turned over to Works and Lentz	EMSA DISAGREES. Believes that they are already doing this adequately, citing benchmark data received from other hospitals. Cite examples such as adding new in-house staff member to review prior to sending to WL and also running such accounts against Black Ink's database.	PARTIAL AGREE. EMSA has made these steps recently, which are positive. However, this is opportunity for continuous improvement.	YES, for now. But, this is really an on-going effort.	None.

7D	EMSA must develop stronger agreements with hospitals to share information useful in billing	EMSA is seeking to do this.	AGREE.	NO.	EMSA is developing individual information-sharing agreements with the various hospitals.
8A	Confirm PCI compliance	EMSA is undergoing a review by True.	PARTIAL AGREE. Good plan; uncertain whether a better fit could have been secured through a competitive procurement process.	NO.	True's final deliverable due 10.5.
8B	EMSA has no IT system map or architecture document for the entire system	EMSA recognizes the issue and has been the process of developing documentation on all IT systems.	AGREE.	YES. 10.1.2012.	Indicates completion by 10.1.2012. MRO seeks to review copy.
8C	Development of improved process metrics/key performance indicators (KPIs)	EMSA PARTIAL AGREE. 130 metrics already tracked, but "welcome further suggestions". In 9/26 Board meeting, SW commits to presenting new operational KPIs to the Board at the next meeting.	AGREE. MRO has presented first a list of 10 suggested operational KPI's and narrowed down to 5 initial operational KPI's in discussion with SW on 10/10.	NO.	EMSA presenting operational KPIs in November and January, including those requested by MRO.
8D	Increase operational coordination (COO) Opportunity to deploy DBA or business process analysis skills to analyze back office processes	EMSA agrees and is working with a search firm to identify candidates for the proposed COO position to present to the Board.	AGREE.	NO.	Await EMSA's proposal.
8E		EMSA UNCERTAIN. CIO is researching the need for this with his IT organization, as reported by SW on 10.10.	AGREE.	NO.	Await EMSA's proposal.
8F	Limited integration between the ePCR and billing systems	Within the next 6-9 months, EMSA will install the Zoll ePCR, which will be completely integrated with the Zoll billing system.	AGREE. Should lead to a reduction in manual input and errors and increase process efficiencies.	NO.	Await EMSA's implementation timetable.

8G	Lack of CFO direct oversight of revenue management processes and personnel	EMSA DISAGREES.	MRO AGREES with EMSA's Disagreement. After further consideration, the MRO believes that the COO is a more appropriate individual under which to consolidate all operations - field and financial.	YES.	None.
8H	Broadening the scope and increasing the responsibilities of the CIO	EMSA DISAGREES. EMSA AGREES and has retained the services of an experienced healthcare CIO to address this concern, along with all of the other IT policy issues.	MRO DISAGREES with EMSA's assessment given the interviews conducted and the information received. However, the MRO believes that the creation of the COO position referenced above (8D) will significantly address the issues raised in this item.	YES.	None.
9A	Need to address the specifics around handling PII in an in-home environment		AGREE.	NO.	Awaiting updated policy from EMSA to review.
9B	Develop and implement a "waterfall" process to use various tools to identify addresses in the most efficient manner	EMSA AGREES and is working to scope such a project, to involve the City's water bill file, healthcare exchange information, etc.	AGREE.	NO.	Awaiting plan from EMSA. MRO can assist, if desired.
9C	Long average delay between service date and billing	EMSA AGREES, but believes issues have been resolved.	PARTIAL AGREE. While the improvement we saw from August 2011 to February 2012 was promising, more data is necessary to confirm the positive trend.	NO.	Awaiting updated data from EMSA on this - possibly by way of the operational KPIs discussed for presentation to the Board.
10A	P+ conducts training/practice runs using the production system	EMSA AGREES. Will be eliminated upon the implementation of the Zoll ePCR.	AGREE.	NO. But, no separate action required by EMSA.	None.

10B	P+ and EMSA must improve their joint success in collecting hospital "face sheets" if it is to improve its collection rate	EMSA DISAGREES. EMSA DISAGREES. With the recent changes in place, EMSA believes that policies are adequate. SW states on 10/10 that EMSA is open to recompeting the WL contract, but that a substantial performance bond will be a requirement.	MRO DISAGREES. The face sheet has continuing value and, until an automated exchange is in place, enhanced efforts should be made to recover more. MRO DISAGREES. More competitive bidding would force EMSA to do a better job of specifying exactly what's required and likely deliver a better value proposition.	NO. NO.	Awaiting response from EMSA. None identified. However, the competing of the WL contract may be an item of Board priority.
11A	Need to examine EMSA's procurement and travel practices	EMSA PARTIAL AGREES. No purchasing manager position created, but EMSA is implementing the Great Plains procurement module to enhance work order creation and purchasing workflow.			
11B	Lack of a purchasing manager		AGREE.	NO.	The Great Plains PO system is supposed to be implemented by 11.1.2012.
12A	MSP participants being sent to Works and Lentz for collections activity	NO COMMENT.	MRO DISAGREES. Still needs to be a clear policy that the Board can review that states the conditions under which the water bill customers are sent to WL.	NO.	Awaiting formal response from EMSA on this.
12B	Lack of a unique identifier for program participants	PARTIAL AGREE. EMSA commits to further researching this as an option for the TotalCare program.	AGREE. MRO is fine waiting to see how the other efforts to improve use of the water bill file pan out before forcing this issue.	NO.	None at this time.
12C	Manual identification of MSP participation	AGREE. Investigating the feasibility of such. See 9B for further explanation.	AGREE.	NO.	See 9B for further explanation.

12D	Lack of EMSA direct access to the HiAffinity database	AGREE. Waiting on the City to decide this.	AGREE. As steps are taken (such as attempt to build the apartment database) to improve EMSA's use of the water bill file, it will be determined whether this is another necessary step. More frequent presentation of the water bill file would minimize the need for this.	NO.	City needs to make this decision.
12E	Clean up apartment information	AGREE. EMSA evaluating data from the County recorder to see if it's feasible to develop an apartments database to query against (either in a manual or, preferably, automated fashion).	AGREE. City is pursuing to determine cost effectiveness of serious enforcement of this provision.	NO.	EMSA reports back on evaluation of the usefulness of the County data to create an apartment database.  City needs to present a plan. Working group convened and plan being developed.
12F	Non-enforcement of apartment penalty	NO COMMENT.		NO.	
13A	Knowledge of MSP program specifics within the community must be improved	EMSA DISAGREES. Plans to report on results of the survey EMSA has commissioned.	NO COMMENT. MRO will defer to the findings of the survey as far as the level of education and associated steps to improve.	NO.	EMSA will provide survey results and associated steps.

13B	Lack of regular interaction between EMSA and City Finance	EMSA AGREES. Meetings to improve communication have commenced.	AGREE. Example of progress: City now sends annual participation file on 7/15 instead of 9/1 to eliminate the 2 month lag in participation that led, in the past, to uncertainty as to program participation for program participants receiving services from EMSA during the gap from 7/1 to 9/1.	YES. 9.20.2012	None.
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