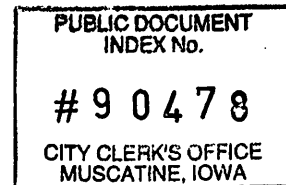


May 12, 2008

To: A.J. Johnson, City Administrator

From: Chief Dalbey

Subject: Billing Manager Proposal



I have attached a job description for the position of Ambulance Service Billing Manager. As I discussed with the City Council last week, this is a new position that will replace the EMS Coordinator position that will soon be vacated upon the retirement of Don Bekker. It will be a non-union, supervisory position whereas the EMS Coordinator was a bargaining unit, non-supervisory position. The changes in the position are related to the ultimate goal of conducting all of our ambulance billing processes in-house rather than continuing to pay a private billing company to do so at an annual expense that will exceed \$70,000 this fiscal year.

I indicated to the City Council last week that I would supply them with information regarding the projected start-up costs associated with taking on the billing responsibilities as well as a wage range for the position.

The start-up costs include the purchase of bill processing and patient care report software. Those expenses amount to approximately \$40,000 which includes the software, training, and one year of software support. Office supplies include billing forms, envelopes, and postage. A quality laser printer will be necessary as well.

The wage range determined by Stephanie Romagnoli is from \$54,955 to \$64,290. Wages and benefits for the 2009 fiscal year will likely amount to approximately \$87,100.

In order to assess the costs associated with upgrading the position and adding billing responsibilities I made estimates of start-up and recurring annual costs and projected them over the next three fiscal years (2009 – 2011). I placed those figures on a chart along side of the expenses we would incur over the same time period if we continued to contract out our billing services. You can see the difference between implementation of the Billing Manager proposal and maintaining the status quo with the EMS Coordinator.

The chart on the following page shows that start-up costs result in additional expenses of approximately \$31,000 the first year (FY09). During the following year (FY10), the start-up costs will be fully recouped and the Billing Manager proposal will begin to show a net savings overall. In subsequent years, according to these projections, the net savings will be significant. The figures used are projections only but show a great potential for improving the profitability of the ambulance service. The retirement of the EMS Coordinator makes this the appropriate time to take this step forward.

The software and support expenses were provided by the billing company, from which we would likely purchase the software to conduct the billing process. Wages were determined by Stephanie

and the total personnel costs were provided by Nancy. The \$35,000 expense (FY09) for the billing contract in the 'Billing Manager' column is based on a projected six-month period that it would take to get set up to do the billing ourselves while still utilizing the services of the billing company.

	Billing Manager	EMS Coordinator
FY09		
Wages & Benefits	87,100	70,500
Software	40,000	
Office Supplies	4,000	
Copier	5,000	
Billing Contract	35,000	70,000
Total	171,100	140,500
Difference FY09	-30,600	
FY10		
Wages & Benefits	87,100	70,500
Software support	6,300	
Office Supplies	8,000	
Billing Contract		70,000
Difference FY09	30,600	
Total	132,000	140,500
Cumulative Difference, End of FY10	8,500	
FY11		
Wages & Benefits	87,100	70,500
Software support	6,300	
Office Supplies	8,000	
Billing Contract		70,000
Total	101,400	140,500
Difference FY11	39,100	

AMBULANCE SERVICE BILLING MANAGER

JOB SUMMARY

The Ambulance Service Billing Manager is a managerial, non-operational position responsible for the overall EMS accounting, billing, collections, accounts receivable, and State-required EMS data reporting for the Muscatine Fire Department.

The Ambulance Service Billing Manager reports to the Fire Chief, directs the ambulance service billing activities of the Fire Department Office Coordinator and directs the activities of Fire Department members related to medical documentation and reporting.

ESSENTIAL FUNCTIONS AND DUTIES

Review EMS run reports to assure completeness and compliance with department regulations and guidelines, local medical protocols, bill processing requirements, state and federal reporting requirements, and compliance with other applicable local, state and federal regulations including HIPAA requirements. When necessary, administers discipline related to patient care reporting policies and rules.

Generate, maintain, and execute Fire Department Ambulance Service billing policies and procedures that result in timely, accurate, and effective billings and follow-ups on patient accounts that maximize collections for services rendered.

Work closely with Fire Department officers, assisting them in regularly obtaining meaningful, accurate reports from the EMS Billing/Statistical database, enabling them to proactively address training and quality improvement needs of the Department.

Prepare statistical and financial records and maintain departmental document file systems; prepare and deliver reports and surveys as requested by the Fire Chief.

Generate financial reports for annual third-party audits; prepare annual reports of Ambulance Operations as outlined and directed by the Chief; participate in preparation of Ambulance Operations budget.

Regularly review the effectiveness of billing and collections methods, processes, and policies, and recommend changes deemed likely to improve the cost to benefit ratio and maximize collection rates.

Regularly review, and when necessary, make recommendations to the Fire Chief regarding the establishment of and changes to rates charged for Ambulance Service.

Review patient account activity to assure that the most appropriate methods are utilized to maximize reimbursements.

Represent the City as the primary point-of-contact for patients, collection agencies, insurance carriers, Medicare and other government agencies, and other third-party payers regarding patient account

information. Assure that appropriate inquiries from patients, providers and insurance companies are properly answered accurately, courteously, and in a timely manner.

Follow all local, county, state, and federal rules for handling checks and cash receipts paid on patient accounts.

Develop and present training programs to department members that are related to billing, reporting, documentation, and other topics as directed by the Chief or when new regulations or requirements mandate changes in procedures or documentation practices.

MINIMUM ESSENTIAL REQUIREMENTS OF WORK

High School graduation or GED; and a combination of experience and training that would provide the following knowledge, abilities, and skills:

Ability to function with a high degree of proficiency and productivity in a largely self-directed work environment, including the ability to manage multiple tasks concurrently;

Excellent communication skills, both written and verbal.

Substantial knowledge of modern ambulance service operations, related legislation, and practices and procedures;

Maintain a high level of expertise regarding government health care programs and regulations including, but not limited to, Medicare (particularly Part B) and its carriers, Title XIX programs, HIPAA regulations, Department of Human Services requirements, and other county, state, and federal health care programs. This is done by a combination of accessing readily-available information and participation in professional-development conferences and seminars as approved by the Chief.

Maintain a high level of expertise regarding insurance company claim submission policies, requirements, and regulations.

Maintain a high level of expertise regarding EMS billing policies and practices consistent with industry standards. Maintain a high level of expertise regarding EMS billing software use, features, and functions.

Thorough knowledge of fire department software programs including word processing, spreadsheet, and incident reporting programs;

Must be able to work in a paramilitary environment while fostering positive working relationships with patients and/or their representatives, City employees, City elected representatives and other government officials, Fire Department personnel, and the general public.

Ability to prepare clear and concise oral and written reports;

Residency in Iowa upon employment and residency in Muscatine County is required before the end of the probationary period;

Thorough knowledge of the City of Muscatine Fire Department policies, rules and regulations, Standard Operating Procedures, and medical protocols.

Ability to maintain all certifications required of this classification throughout the period of employment.

ADDITIONAL QUALIFICATIONS RECOMMENDED

Post-secondary education in a field related to business or finance.

NONESSENTIAL FUNCTIONS AND DUTIES

Participates in public education events in the community related to the health and welfare of the citizens and departmental operations.

Prepares and presents information to other City officials, including the City Administrator, City Council, and/or Mayor when requested to do so.

CPR certification.

Performs other duties, as required.

MATERIALS AND EQUIPMENT USED

Computers, peripheral computer equipment, and telephones;

NFIRS reporting, EMS reporting, EMS billing, and Microsoft Office software programs.

ACCESS TO PROTECTED HEALTH INFORMATION

In order to comply with the Health Insurance Portability and Accountability Act (HIPAA), all employees must abide by organizational and departmental policies regarding privacy and security of patient's Protected Health Information (PHI). All employees must work together to ensure patient confidentiality. The person in this position will be working in an area where patient information is collected, and will have access to both hard copy and electronic data containing patient information. Full access to this information is necessary in order to carry out the duties assigned to this position. Full compliance with all applicable HIPAA regulations is required.