

Documentation and Coding: Creating Your Sundae Lynn Rapsilber, DNP, ANP-BC, APRN, FAANP

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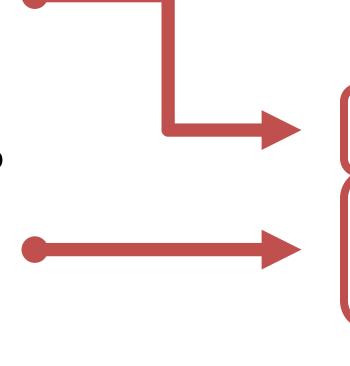


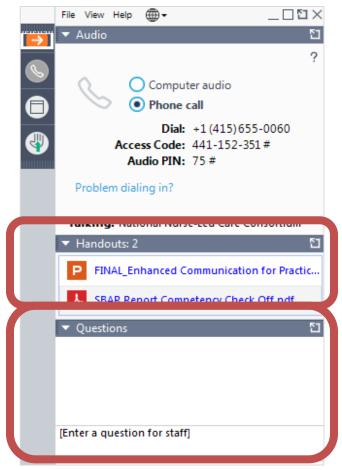


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 this repeated presentation.
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National Investment in Quality Improvement

- Changes to the health care system are here
- Nurse practitioners (NPs) will play a key role during the critical transition from Feefor-Service to Value-Based Reimbursement
- NNCC and the AANP have partnered together to create the Nurse Practitioner Support & Alignment Network (NP SAN):
 - Prepare NPs for the upcoming changes to the health care system
 - Provide free continuing education & professional development centered around value-based health care practices
 - Offer key training opportunities that ready practices for Value-Based
 Reimbursement



Preparing NPs for Value-Based Reimbursement

What is the Quality Payment Program?

Began in 2017 as a result of the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) and requires CMS by law to implement an incentive program referred to as the *Quality Payment Program*, that provides for <u>two</u> participation tracks:

Merit-based Incentive Payment System (MIPS)]

MIPS

If you decide to participate in MIPS, you will earn a performance-based payment adjustment through MIPS.

OR

Advanced Alternative Payment Models (APMs)

Advanced APMs

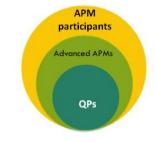
If you decide to take part in an Advanced APM, you may earn a Medicare incentive payment for participating in an innovative payment model.





MIPS APMs





MIPs vs. APMs Timeline

- Designed for individuals & small practices
- Four (4) performance areas
- Replaces all current incentive programs
- Exempt if practice DOES NOT meet low volume threshold.

- Higher risk model
- Risk is shared throughout the APM
- Number of acceptable payment models is limited
- Rules to being considered a qualified provider (QP)





Where Can I Go to Learn More?

1. CMS QPP website

www.qpp.cms.gov

2. NPI Lookup for participation status

https://qpp.cms.gov/participation-lookup

3. AANP

https://www.aanp.org/legislation-regulation/federal-legislation/macra-s-quality-payment-program





Documentation and Coding: Build Your Sundae

Lynn Rapsilber DNP APRN ANP-BC FAANP

Owner: NP Business Consultants, LLC

Disclosures

- Gilead Speaker and Advisory Board
- BioPlus Speaker
- NNPEN National Nurse Practitioner Entrepreneur Network Co-Founder

Objectives

- Participants will learn Basic Foundation of Reimbursement (Ice Cream)
- Participants will learn the difference in coding by Medical Decision-Making vs Time (Toppings)
- Participants will learn their Value in Payment Models (Cherry on Top)

Health Care Climate

- NPs are providing care across all settings.
- Primary care providers / Specialty providers
- Reimbursement dollars are shrinking
- Attune to Costs of Care
- No longer on the sidelines
- Sustainability
- Health Policy

Revenue Stream

REGULATED

- NATIONAL
 - Medicare
 - Medicaid
 - Third party payers

- STATE
 - Medicaid
 - ACA plans
- COMPLEX & FLUID

Efficiencies

- Technology
- Overhead
- Staff
- Education

Foundation: Pick your Flavor

- Need to be able to BILL
- Credentialing and Contracting
- Previsit Considerations

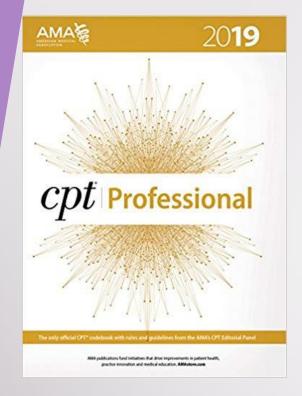
Visit process

- Schedule the appointment
- Check insurance card
- Confirmation call
- Check eligibility
- Patient arrives for visit

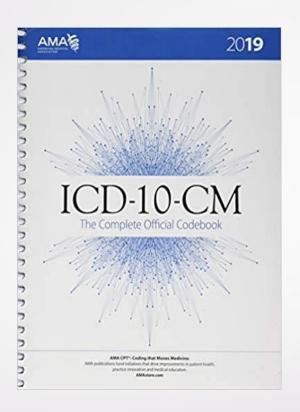
- Recheck Eligibility
- Provide Services
- Document Services
- Code Services
- Submit Claim
- Payment Reconciliation

Patient Visit Complete

 Now you must Document & Code for what you do.....







Medical Necessity

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Evaluation and Management

- Foundation of Fiscal Responsibility
- New Patient vs
 Established Patient
- 3 Key Components

- History
- Examination
- Medical Decision-making
 - Counseling
 - Coordination of Care
 - Nature of Presenting Problem
 - Time

Very Important

- Key Components
 - History
 - Examination
 - Medical Decisionmaking

- Levels
 - 2 Problem focused
 - •3 Expanded Problem focused
 - 4 Detailed
 - Comprehensive

CHIEF COMPLAINT

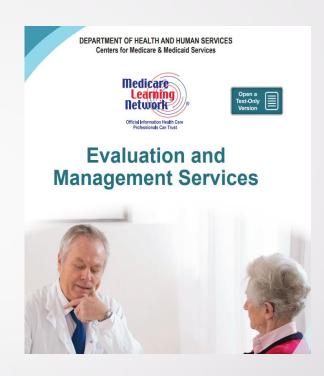
Incomplete
Medical Record
Can be Costly

PHYSICAL EXAM

HISTORY

ROS

Documentation Information



- MedLearn Network
- https://www.cms.gov/Outreach-and-Education/Medicare-Learning-Network-MLN/MLNGenInfo/index.html

Select your Toppings

Medical Decision Making

VS

Time

Medical Decision-Making

4 Levels

- Straightforward
- *Low Complexity
- ModerateComplexity
- High Complexity

- Based upon
 - # of diagnoses
 - *# management options
 - Data to review
 - Risk of complication, morbidity, mortality



Medical Decision-Making

- Number of Diagnoses or Treatment Options
 - Self-limiting or minor (stable, improved or worsening) (1)
 - Established Problem (stable, improved) (1)
 - Established Problem (worsening) (2)
 - New Problem; no additional work-up
 (3)
 - New Problem; additional work-up required (4)

Medical Decision Making

- Amount and Complexity of Data to be Reviewed
 - Review and/or order lab tests (1)
 - Review and/or order radiology tests (1)
 - Review and/or order medicine tests (1)
 - Discussion of test results with performing provider (1)
 - Decision to obtain old records and/or history form someone other that pt (1)
 - Review and summarize old records and/or obtain info other than pt, or discuss case with other HCP (2)
 - Independent review of image, test, tracing or specimen (not just read the report) (2)

2		•Ultrasound	Whatever you		
Low 3	•Two or more self-limited or minor problems or symptoms •One stable chronic illness (well-controlled HTN or NIDDM, BPH) •Acute uncomplicated illness (e.g., cystitis, allergic rhinitis, simple sprain)	 MRI/CT, PFT's Superficial needle biopsies Clinical lab test requiring arterial puncture Skin biopsies 	ا ماد	sk factors	
Moderate 4	 One or more chronic illness w/ mild exacerbation, progression, or side eff3ect of treatment Acute illness systemic symptoms, eg. pyelonephritis, pneumonitis Two or more stable chronic illnesses e complicated injury (vertebral compression fracture, head injury w/ brief COC) Undiagnosed new problem with uncertain prognosis, eg. lump in breast 	 Diagnostic endoscopies with no identified risk factors Cardiovascular imaging studies w/ contrast, no risk factors (arteriogram) Arthrocentesis, LP Physiologic tests under stress test eg, (cardiac stress test) Deep needle or incisional biopsy 	 Prescription drug management Minor surgery w/ identified risk for the surgery w/ additives Therapeutic nuclear medicine Elective major surgery (open, per endoscopic) w/ no identified risk for the surgery Closed treatment of fx or dislocation 	ed risk factors dicine open, percutaneous or ied risk factors	

Cardiac EP tests

factors

Discography

identified risk factors

•Cardiovascular imaging studies w/ contrast, w/

•Diagnostic endoscopies w/ identified risk

•Elective major surgery w/ risk factors

•Administration of parenteral controlled

•Drug therapy requiring intensive monitoring for

•Decision not to resuscitate or to de-escalate care

Emergency major surgery

hecause of poor prognosis

substances

toxicity

•One or more chronic illnesses w/ severe exacerbation, progression, or side effects

progressive severe RA, multiple trauma, acute ML, PE, severe respiratory distress,

•An abrupt change in neurological status, eq. Seizure, TIA, weakness, or sensory

•Acute or chronic illness that may pose a threat to life or bodily function (eg.

psych illness w/ threat to self or others, acute renal failure)

High

5

of tx

loss

Final look at Medical Decision Making

 https://www.cms.gov/Out reach-and-Education/Medicare-Learning-Network-MLN/MLNProducts/Downl oads/eval-mgmt-servguide-ICNoo6764.pdf

	Final Results for Complexity	Level 2	Level 3	Level 4	Level 5
Α	Number of Diagnoses or Treatment Options	< 1 Minimal	2 Limited	3 Multiple	>4 Extensive
В	Amount/complexity Of Data Reviewed	< 1 Minimal or Low	2 Limited	3 Multiple	>4 Extensive
С	Highest Level of Risk	Minimal	Low	Moderate	High
	Type of Medical Decision Making	Straight forward	Low Complexity	Moderate Complexity	High Complexity

Coding By Time

- 99213 = 15 minute
- 99214 = 25 minutes
- 99215 = 40 minutes
- Document as a fraction of the time spent
- •Greater than 50% of the face-to-face time was spent discussing the above. 20/25 minutes was spent.



Important Provider Documentation

Medical Decision-Making

Timeliness of Documentation

Implications of Improper Coding

- According to CERT Insufficient Documentation 63.3% of errors
- Coding not meeting Medical Necessity 18.7%
- Incorrect Coding 12.9%

Established	Patient	New Patient	New Patient		
99212	\$45	99202	\$76		
99213	\$7 4	99203	\$110		
99214	\$109	99204	\$167		
99215	\$148	99205	\$211		

Chart Audit Case Study

Mr. Joseph Martin 57 yo male seen for ongoing medical care.

Dx: HTN/HL/DM II

ICD-10: I10/ E10.69/ Z79.84

- Diabetes under good control FBS 78-90 postprandial 130-158
- HgbA1c: 6.2 t chol 245/LDL 85/HDL 28 / BUN 28/ Creat 1.0
- CBC WNL/ BMP WNL
- Meds: Lisinopril 20 mg QD, Atorvastatin 40 mg qHS, ASA 81 mg QD, Glucophage 1000 mg po BID
- NKDA

- ROS: Denies any fever, chills, SOB, DOE, CP, cough palpitations/muscle pain/heartburn/ abd pain/bowel or urinary issues
- PFSH: Married/ 2 children /works in a factory, M died Lung cancer, F A&W DM type II/HTN/HL
- Surgeries: appy/ RIH
- Colonoscopy age 50 WNL

Established Patient Office Visit Documentation Tool

H	STORY		PF	EPF	D	С
EX	AMINIATION	Not requiring provider presence	PF	EPF	D	С
DI	EDICAL- ECISION AKING		SF	L	M	Н
TI	ME	5	10	15	25	40
LE	EVEL			III	IV	V
		99211	99212	99213	99214	99215

1. History

Refer to data section (table below) in order to quantify. After referring to data, circle the entry farthest to the *RIGHT* in the table, which best describes the HPI, ROS and PFSH. If one column contains three circles, draw a line down that column to the bottom row to identify the type of history. If no column contains three circles, the column containing a circle farthest to the *LEFT*, identifies the type of history.

After completing this table which classifies the history, circle the type of history within the appropriate grid in Section 5.								
		: 3 conditions				Status of		Status of 3
(OR				conditions		chronic conditions	
HPI (history of present illness) elements:						Ī		
Location	Severity	☐ Timing	Modifying fa	ctors		Brief		Extended
Quality	Duration	□ Context	☐ Associated :	signs and symptoms		(1-3)		(4 or more)
ROS (review o	f systems):							
☐ Constitutional ☐ Ears.nose. ☐ GI			☐ Integumentary ☐ Endo					
(wt loss, et	c) mouth, throat		(skin, breas	t) Hem/lymph	None		Extended	""Complete
□ Eyes	☐ Resp	□ Musculo	☐ Psych	☐ All/immuno ☐ All others negative	_	(1 system)	(2-9 systems)	
PFSH (past me	dical, family, social	history) areas:					_	
								Complete*
Family history (a review of medical events in the patent's family, including diseases which may be beneditions or place the patient of sink).					None	<u> </u>	(2 or 3 history areas)	
Socal history (an age appropriate review of past and current activities)								
					PROBLEM	EXP.PROB.	DETAIL ED	COMPRE-
plete PFSH:					FOCUSED	FOCUSED		HENSIVE
								systems with
e) Follow-up consultations.					stat	ement all ou	iers i lave	
nursing facility assessments.								
	HPI: Status of 1 condition (HPI (history of Location Quality ROS (review of Constitution (wt loss, et) Eyes PFSH (past me) Past history (Family history of Socal history	HPI: Status of chronic conditions OR HPI (history of present illness) ele Location Severity Quality Duration ROS (review of systems): Constitutional Ears,nose, (wt loss, etc) mouth, throat Eyes Card/vasc Resp PFSH (past medical, family, social Past history (the patient's past exper Family history (a review of medical erhereditary or place the patient at risk; Social history (an age appropriate rev plete PFSH: 2 history areas: domiciliary care, h Subsequent nursin e) Follow-up cons 3 history areas: domiciliary care, h hospital care; d) H	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions OR	HPI: Status of chronic conditions: 1 condition 2 conditions 3 conditions

Established Patient Office Visit

HISTORY		PF	EPF	D	С
EXAMINIATION	Not requiring provider presence	PF	EPF	О	C
MEDICAL- DECISION MAKING		SF	L	M	Н
TIME	5	10	15	25	40
LEVEL	I	II	III	IV	V
	99211	99212	99213	99214	99215

Physical Examination

- Pt NAD
- B/P 128/70 P 76 Wt 225
- PEARLA, sclera clear,
- Chest clear to A&P,
- Cardiac RRR, S1., S2, no S3, S4, murmurs, rubs

- Abdomen soft NT, no HSM +BS
- Extremities: no edema, +pulses
- Skin warm and dry
- Musculoskeletal: Gait normal, spine straight
- Neuro: Alert and oriented to person, place, time

CONTENT and DOCUMENTATION REQUIREMENTS

Expande Proble Focused Focused Detailed

3

Perform and Document
One to five elements identified by a bullet.
At least six elements identified by a bullet.
At least two elements identified by a bullet from each of six areas/systems OR at least twelve elements identified by a bullet in two or more areas/systems.
Perform all elements identified by a bullet and document at least two elements identified by a bullet from each of nine areas/systems.

SYSTEM / BODY	YAREA ELEMENTS OF EXAMINATION			
Measurement of any three of the following seven vital signs: 1) sitting or standing blood pressure, 2) supine blood pressure, 3) pulse rate and regularity, 4) respiration, 5) temperature, 6) height, 7) weight (may be measured and recorded by ancillary staff) General appearance of patient e.g. development, nutrition, body habitus, deformities, attention to grooming				
Eyes	Inspection of conjunctivae and lids Examination of pupils and irises e.g. reaction to light and accommodation, size and symmetry Ophthalmoscopic examination of optic discs e.g. size, C/D ratio, appearance and posterior segments e.g. vessel changes, exudates, hemorrhages			
Ears, nose, mouth & throat	External inspection of ears and nose e.g. overall appearance, scars, lesions, masses Otoscopic examination of external auditory canals and tympanic membranes Assessment of hearing e.g. whispered voice, finger rub, tuning fork Inspection of nasal mucosa, septum and turbinates Inspection of lips, teeth and gums Examination of oropharynx: oral mucosa, salivary glands, hard and soft palates, tongue, tonsils and posterior pharynx			
Neck	 Examination of neck e.g. masses, overall appearance, symmetry, tracheal position, crepitus Examination of thyroid e.g. enlargement, tenderness, mass 			
Respiratory	*Assessment of respiratory effort e.g. intercostal retractions, use of accessory muscles, diaphragmatic movement Percussion of chest e.g. dullness, flatness, hyperresonance *Palpation of chest e.g. tactile fremitus Ausculation of lungs e.g. breath sounds, adventitious sounds, rubs			
Cardiovascular	*Palpation of heart e.g. location, size, thrills *Auscultation of heart with notation of abnormal sounds and murmurs Examination of: *Carotid arteries e.g. pulse amplitude, bruits, *Abdominal aorta e.g. size, bruits *Femoral arteries e.g. pulse amplitude, bruits Pedal pulses e.g. pulse amplitude Extremities for edema and/or varicosities			
Chest (breasts)	 Inspection of breasts e.g. symmetry, nipple discharge Palpation of breasts and axillae e.g. masses or lumps, tenderness 			
Gastrointestin (abdomen)	Examination of abdomen with notation of presence of masses or tenderness Examination of liver and spleen Examination for presence or absence of hemia Examination of anus, perineum and rectum, including sphincter tone, presence of hemmorrhoids, rectal masses Obtain stool sample for occult blood test when indicated			

elements identified by a bullet from each of nine areas/systems.					
SYSTEM / BOD	DY AREA ELEMENTS OF EXAMINATION				
Genitourinary (male)	 Examination of the scrotal contents e.g. hydrocele, spermatocele, tenderness of cord, testicular mass Examination of the penis Digital rectal examination of prostate gland e.g. size symmetry, nodularity, tenderness 				
Genitourinary (female)	Pelvic examination (with or without specimen collection for smears and cultures) including: *Examination of external genitalia e.g. general appearance, hair disribution, lesions and vagina e.g. general appearance, estrogen effect, discharge, lesions, pelvic support, cystocele, rectocele *Examination of the urethra e.g. masses, tenderness, scarring *Examination of the bladder e.g. fullness, masses, tenderness *Cervix e.g. general appearance, lesions, discharge *Uterus e.g. size, contour, position, mobility, tenderness, consistency, descent or support *Adnexa/parametria e.g. masses, tenderness, organomegaly, nodularity				
Lymphatic	Palpation of lymph nodes in two or more areas: *Neck *Axillae *Groin *Other				
Musculoskelet	 Examination of gait and station Inspection and/or palpations of digits and nails e.g. clubbing, cyanosis, inflammatory conditions, petechiae, ischemia, infections, nodes Examination of joints, bones and muscles of one or more of the following six areas: 1) head and neck, 2) spine, ribs and pelvis, 3) right upper extremity, 4) left upper extremity, 5) right lower extremity, 6) left lower extremity. The examination of a given area includes: Inspection and/or palpation with notation of presence of any misalignment, asymmetry, crepitation, defects, tenderness, masses, effusions Assessment of range of motion with notation of any pain, crepitation or contracture Assessment of stability with notation of any dislocation (luxation), subluxation or laxity Assessment of muscle strength and tone e.g. flaccid, cog wheel, spastic with notation of any atrophy or abnormal movements 				
Skin	Inspection of skin and subcutaneous tissue e.g. rashes, lesions, ulcers Palpation of skin and subcutaneous tissue e.g. induration, subcutaneous nodules, tightening				
Neurologic	 Test cranial nerves with notation of any deficits Examination of deep tendon reflexes with notation of pathological reflexes e.g. Babinski Examination of sensation e.g. by touch, pin, vibration, proprioception 				
Psychiatric	*Description of patient's judgment and insight Brief assessment of mental status including: Orientation to time, place and person *Recent and remote memory *Mood and affect e.g. depression, anxiety, agitation				

Established Patient Office Visit

HISTORY		PF	EPF	D	С
EXAMINIATION	Not requiring provider presence	PF	EPF	D	С
MEDICAL- DECISION MAKING		SF	L	M	Н
TIME	5	10	15	25	40
LEVEL	I	II	III	IV	V
	99211	99212	99213	99214	99215

Assessment & Plan

- HTN
 - Continue medication. Refill Lisinopril
 - Order BMP
- HL
 - Order Lipid Panel
 - Refill Atorvastatin
- DM Type II
 - Order HgbA1C
 - Refill Glucophage (Metformin)
 - Weight reduction strategies

Medical Decision-Making

- Number of Diagnoses or Treatment Options
 - Self-limiting or minor (stable, improved or worsening) (1)
 - Established Problem (stable, improved) (1)
 - Established Problem (worsening) (2)
 - New Problem; no additional work-up (3)
 - New Problem; additional work-up required (4)

3 points 3 problems

- Amount and Complexity of Data to be Reviewed
 - Review and/or order lab tests (1)
 - Review and/or order radiology tests (1)
 - Review and/or order medicine tests (1)
 - Discussion of test results with performing provider (1)
 - Decision to obtain old records and/or history form someone other that pt (1)
 - Review and summarize old records and/or obtain info other than pt, or discuss case with other HCP (2)
 - Independent review of image, test, tracing or specimen (not just read the report) (2)

 1 point labs

Anytime you order medication.....

Level of Risk is Moderate

Medical Decision Making

FINAL RESULTS

A	Number of Dx or Tx options	< or= 1 minimal	2 Li	3 Multiple	>4 Extensive
В	Highest Risk	Minimal	Low	Moderate	High
С	Amount & Complexity of data	< or= 1 Minimal or low	2 Limited	3 Multiple	>4 Extensive
	TYPE OF DECISION	Straightforward	Low	Moderate Complexity	High Complexity
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Established Patient Office Visit 99214

HISTORY		PF	EPF	D	С
EXAMINIATION	Not requiring provider presence	PF	EPF	D	С
MEDICAL- DECISION MAKING		SF		M	Н
TIME	5	10	15	25	40
LEVEL	I	II	III	IV	
	99211	99212	99213	99214	99215

Value in Payment Models Cherry on Top

Rendering vs
Billing
In the Eye of the
Payer



Rendering provider

Preforming the service



Billing Provider

Authorized to be paid

"Incident to..."

- Medicare Patients
- NP Bills with MD Provider #
- Reimbursed at 100% MD Rate

- *TOO GOOD TO BE TRUE!!
- IT IS!!!!!

"Incident to..."

- Specific Criteria to Bill
 - Direct Supervision by MD
 - MD Needs to be Accessible
 - NP MUST be Employed by MD
 - MD MUST Perform the Initial Service
 - MD MUST have Active Participation in Patient Care
 - Patient CANNOT have a New Problem

How to identify incident to?

- Ask how you will bill for my services?
- Ramifications of billing incident to

MedPAC Game Changer

https://www.medpagetoday.com/publichealthpolicy/medicare/77528

- Recommended retiring incident to billing for NPs and PAs
- Allowing to bill under own NPI receiving 85% reimbursement
- Rendering provider will be billing provider
- Savings from \$50-\$250 million annually

Office of the Inspector General/ DHHS

- Billing for minor surgical procedures the next day when they offered on the same day
- Use of an MD signature on home care forms by a NP
- Billing for services not rendered
- Billing all visits at the same level
- Overbilling

MACRA Quality Payment Program (QPP)

- Two paths to payment
- Merit-Based Incentive Payment System (MIPS)
- Advanced Alternative Payment Models (APMS)

https://www.cms.gov/medicare/quality-initiatives-patient-assessment-instruments/value-based-programs/macra-mips-and-apms/macra-mips-and-apms.html

Goals of Quality Payment Program

- Measure
- Report
- Reward
- Excellence in delivering health care

Goals of Quality Payment Program

- Resulting in:
- Reduced cost
- Focusing on preventing illness
- Improving health for patients

Who is eligible to participate in MIPS?

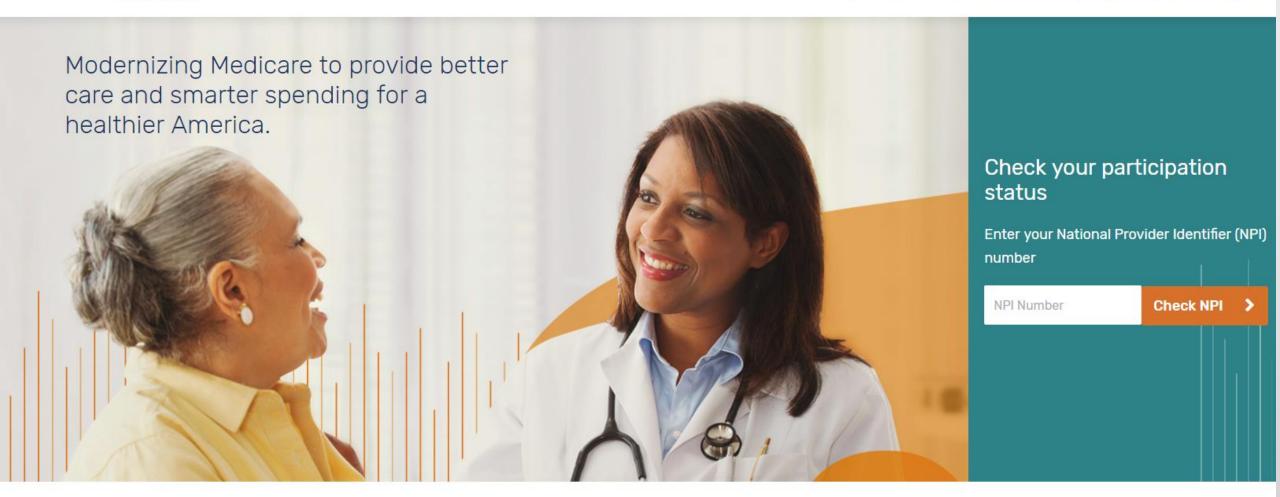
- Physicians
- Physician Assistants
- Nurse Practitioners
- Clinical Nurse Specialists
- Certified Registered Nurse Anesthetists

Merit-based Incentive Payment System APMs ~

Alternative Payment Models About ~

The Quality
Payment Program

Sign In Submit and Manage Data



What's the Quality Payment Program?

The Quality Payment Program improves Medicare by helping you focus on care quality and the one thing that matters most — making patients healthier.

Medicare Shared Savings

- Shared Savings Program
- Medicare
- ACA: Affordable Care Act
- Improve quality of care to Medicare beneficiaries

- Cost reduction
- Eligible providers, hospitals, suppliers
- Must create an ACO

Can NPS Participate in Shared Savings & ACOs?

- Section 3022 of the Patient Protection Affordable Care Act (PPACA) authorizes us to be ACO professionals
- NP practices meet criteria for patient centered care
- Unfortunately... a last minute change in the statute
- Limits the assignment of patients being cared for to primary care physicians.

What does this mean?

- Patients who are assigned to this program cannot be counted as beneficiaries
- If they choose a nurse practitioner for their primary care provider.
- Does not prevent nurse practitioners from joining an ACO
- Does prevent their patients from being assigned to a Medicare ACO
- Prevents any subsequent benefits that result from participation.
- https://www.aanp.org/legislation-regulation/federal-legislation/medicare/68-articles/343-accountable-care-organizations/ Property of Lynn Rapsilber, DNP APRN. Do not cite, reproduce or use for training purposes without explicit permission from the author (c) 2019

NP is a key player

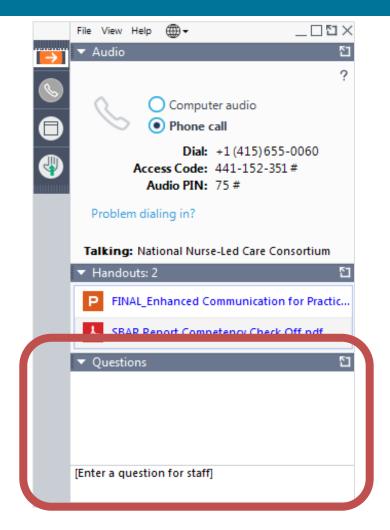
- Let's get credit for the work we are already doing!
- We do matter in the reimbursement world!
- We will be the health care providers of the future!
- Understanding our role in reimbursement = power
- Sustainability is key to our success!
- KNOWLEDGE is POWER!!!

QUESTIONS?

- Lynn Rapsilber DNP APRN ANP-BC FAANP
- Irapsilber@optonline.net

Any Questions??

Please **submit questions** via the question pane in your GoToWebinar control panel or raise your hand to ask a question.







Other QPP or NP SAN Questions?

For more information on the **QPP** or the **Nurse Practitioner Support and Alignment Network (NP SAN)**:

- Email Cheryl Fattibene at cfattibene@nncc.us
- Visit us online at https://www.aanp.org/practice/np-san
- Stay up to date on the latest CE opportunities:
 - http://bit.ly/NPSAN_subscribe





Coming Up

Power Mapping: Identifying Influence and Cultivating Connections to Transform Policy



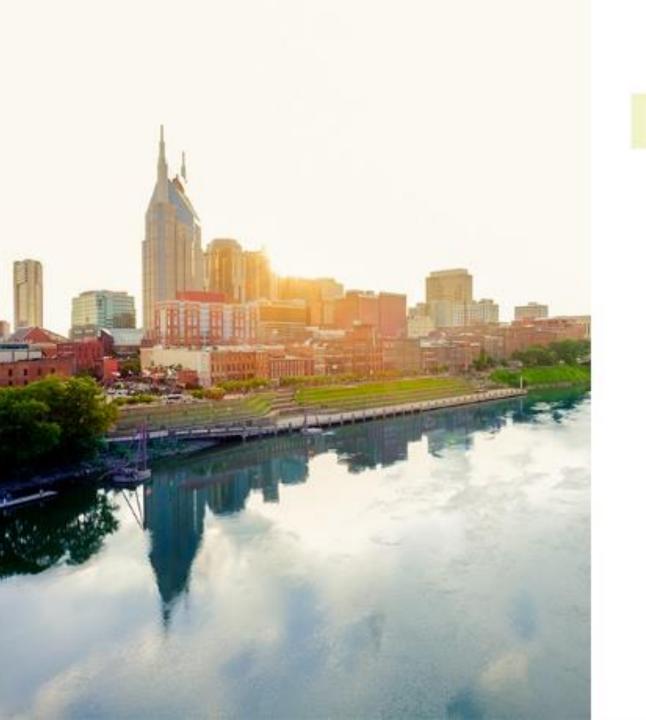
Tay Kopanos, VP of AANP's State Government Affairs department

August 21, 2019, 1 pm EST

Register Here







REGISTRATION OPEN

NURSE-LED CARECONFERENCE 2019

DESIGNING THE FUTURE OF HEALTHCARE

Nashville, Tennessee October 1-3, 2019