



U.S. Department  
of Veterans Affairs

# Psychology Productivity: Updates, Challenges, Moving Forward

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# Directive 1161

- Published June 2013
  - Set to renewal June 2018
- Established the following
  - No National minimum
  - Established wRVU as the measurement standard
  - Established a number of imputed wRVUs
  - Established quarterly monitoring activities
  - Established Specialty and Individualized Target
  - Clarified Mental Health Labor Mapping
  - Established “All providers must follow the precepts of the Centers for Medicare and Medicaid Services (CMS) Correct Coding Initiative”



# 2016 Memo

- Published May 2016
- Established the following
  - Re-affirmed individualized productivity targets for every provider
  - The productivity within the mean +/- 1 standard deviation (StDev) is considered an acceptable range of productivity for each discipline, taking care not to compromise quality and patient access standards.
  - When making comparisons with external organizations the Office of Productivity Efficiency and Staffing (OPES) data should be used.
  - Established the 75%-85% clinical time available for direct pt care



# 2018 Memo

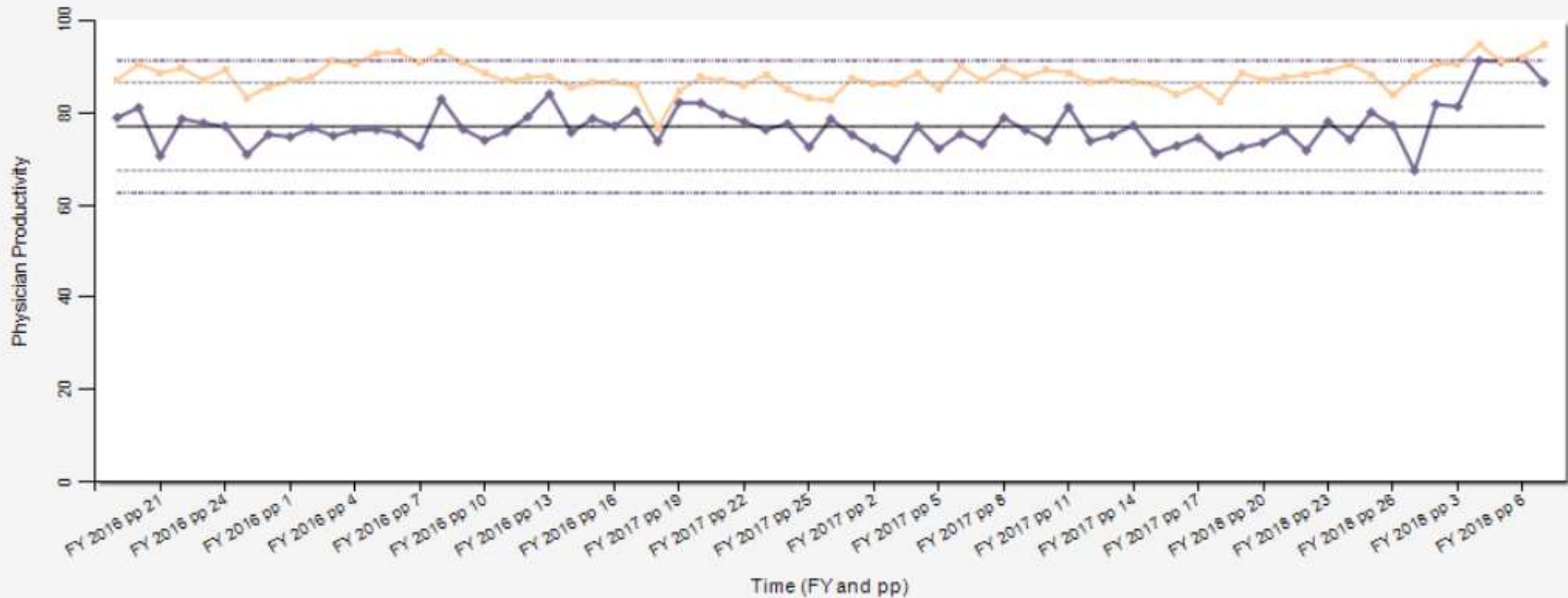
- Coming soon to a location near you....
- Provider Utilization Initiative
  - “within mental health, providers with reduced productivity based upon their individualized target expectations, will be available to provide timely care.
  - Providers who attain less than 80% of their individualized productivity target. Tool



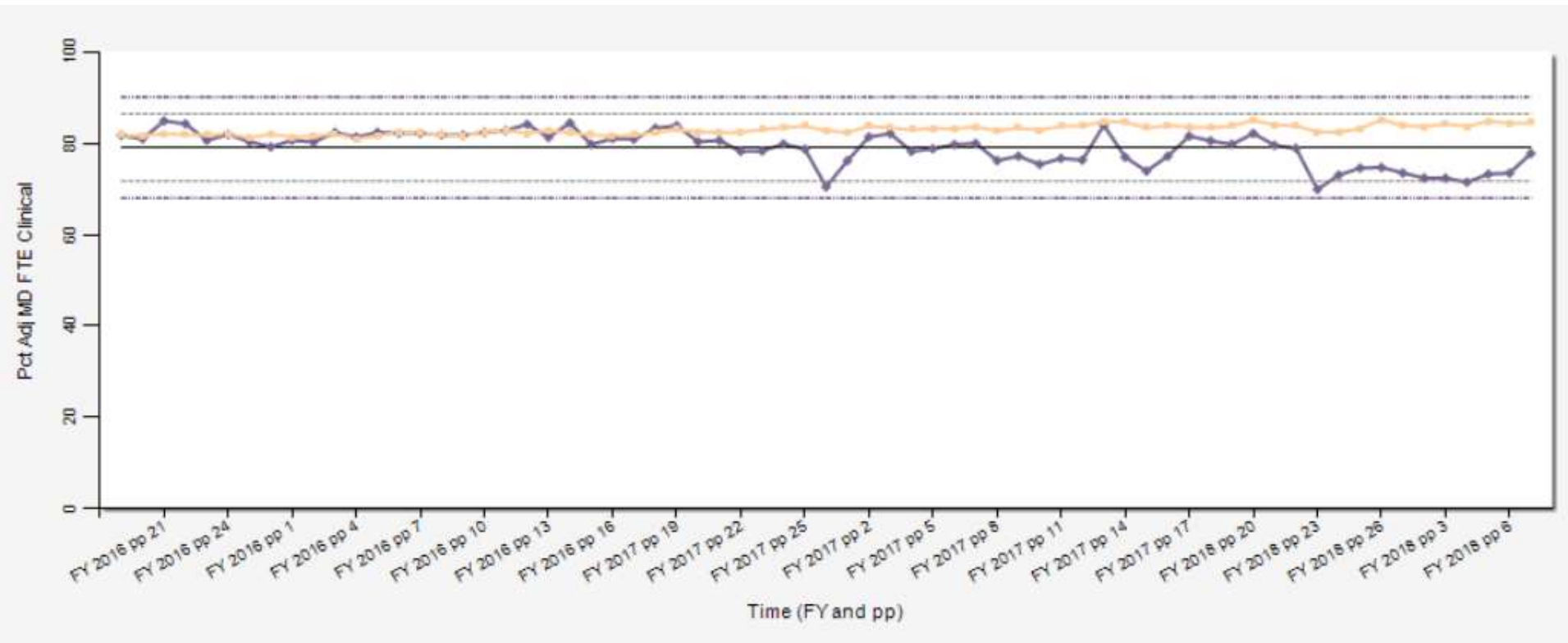
# New Tools – OPES



# OPES SPC Charts and Trigger Tools



# OPES SPC Chart



# OPES Outlier Report

## FY 2018 Facility Productivity Standards Outlier Review

**Note:** The table below compares current FYTD productivity to standards/statistics implemented by the Specialty Care Physician Productivity & Staffing Taskforce. Check "Standards Notes" below for more information.

Color-coding is only applied to a completed fiscal year:

- **InterQuartile Range (IQR)** : Facility Productivity is between the MCG or VHA 25-75th percentile for the given specialty
- **Outside of InterQuartile Range** : Facility Productivity is less than the MCG or VHA 25th percentile or greater than the MCG or VHA 75th percentile for the given specialty
- **Requires Program Review and Mandatory Report to VISN**: Facility Productivity is less than the MCG or VHA [Median - 1.25 Standard Deviation] for the given specialty

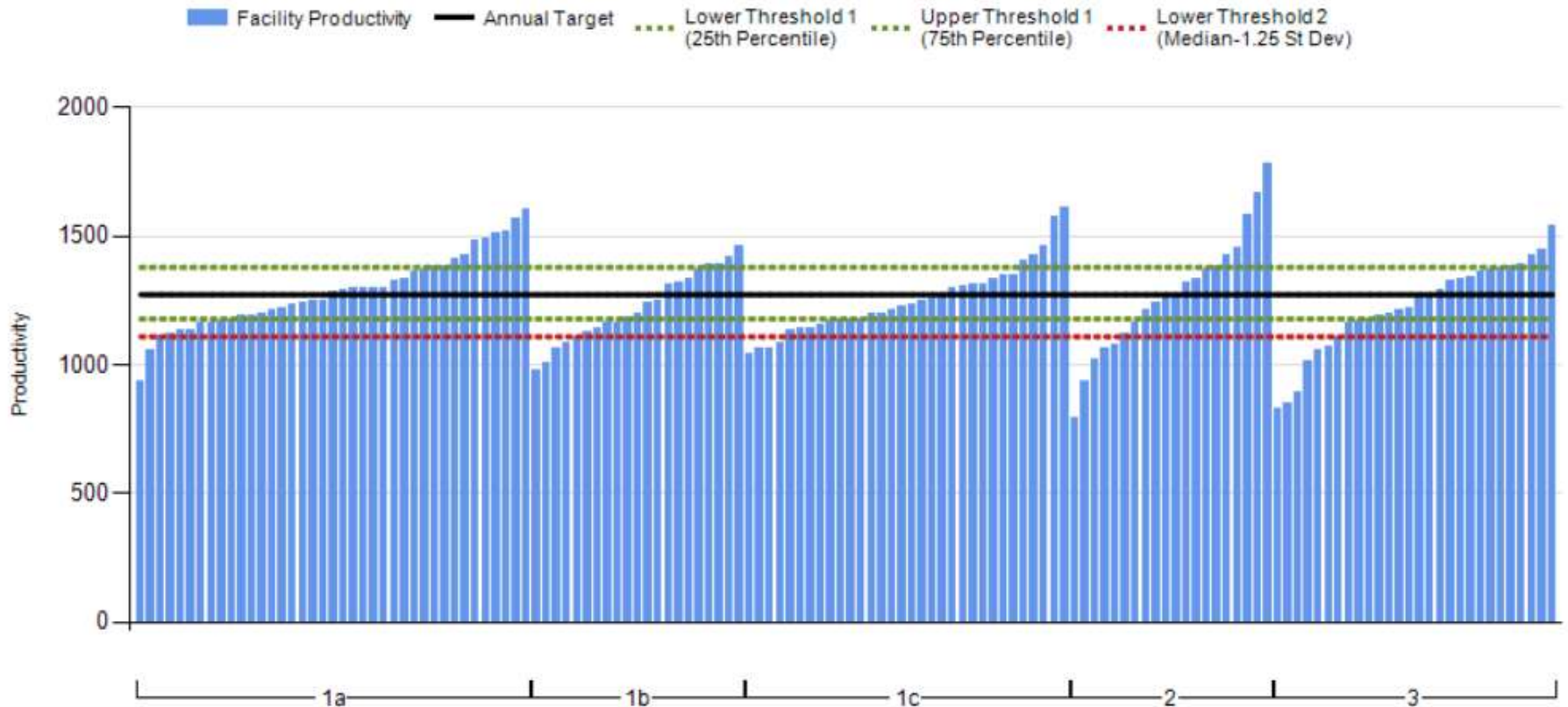
Specialty Program	Specialty	VISN	Facility	MCG	Fiscal Year-To-Date (FYTD)			Annual Descriptive Statistics for Standards				
					FY 2018 Productivity (FYTD)	% of FYTD Target (Median)	FYTD Target (Median)	Target (Median)	25th Percentile	75th Percentile	Standard Deviation	Median - 1.25 St Dev
Physician	<a href="#">Psychology</a>	3V12	(3V12) (537) Chicago IL HCS	1b-High Complexity	1,311	103 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (550) Danville IL HCS	3-Low Complexity	1,367	107 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (556) North Chicago IL HCS	1c-High Complexity	1,178	93 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (578) Hines IL HCS	1a-High Complexity	1,137	89 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (585) Iron Mountain MI HCS	3-Low Complexity	1,337	105 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (607) Madison WI HCS	1b-High Complexity	1,394	109 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (676) Tomah WI HCS	3-Low Complexity	1,071	84 %	1,273	2,364	2,188	2,561	243	2,060
			(3V12) (695) Milwaukee WI HCS	1a-High Complexity	1,287	101 %	1,273	2,364	2,188	2,561	243	2,060



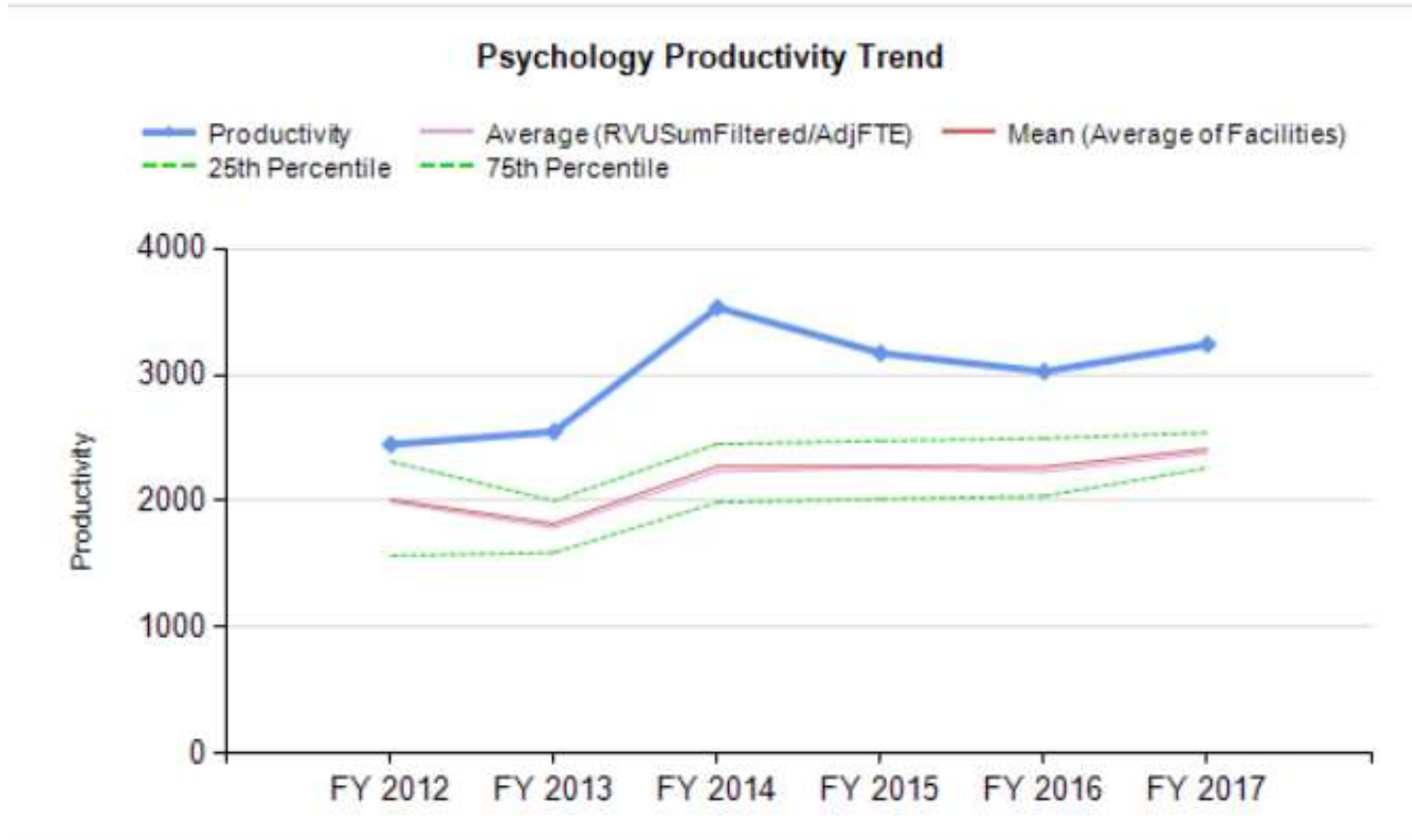


# OPES Outlier Report

Psychology  
FY 2018 FYTD Facility Productivity vs. FYTD VHA or MCG Standards

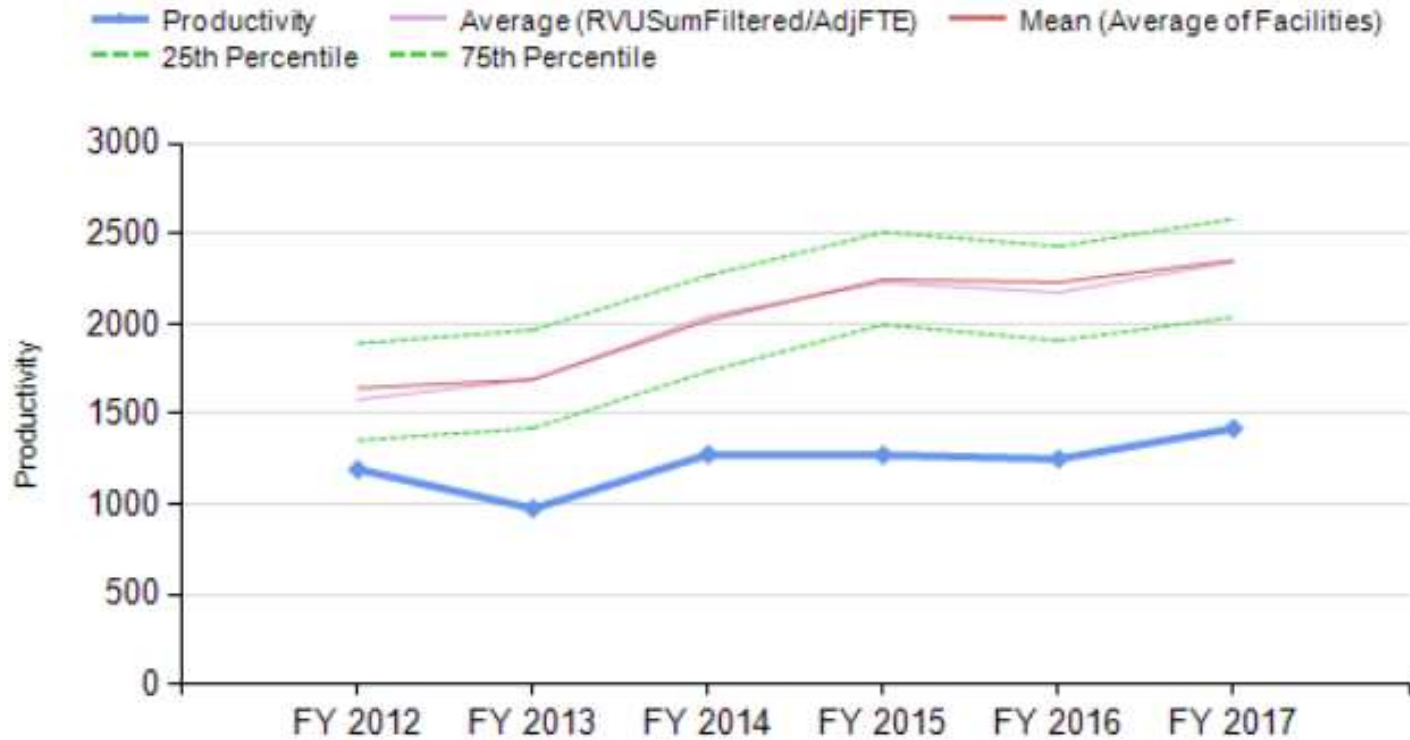


# OPES Outlier Report



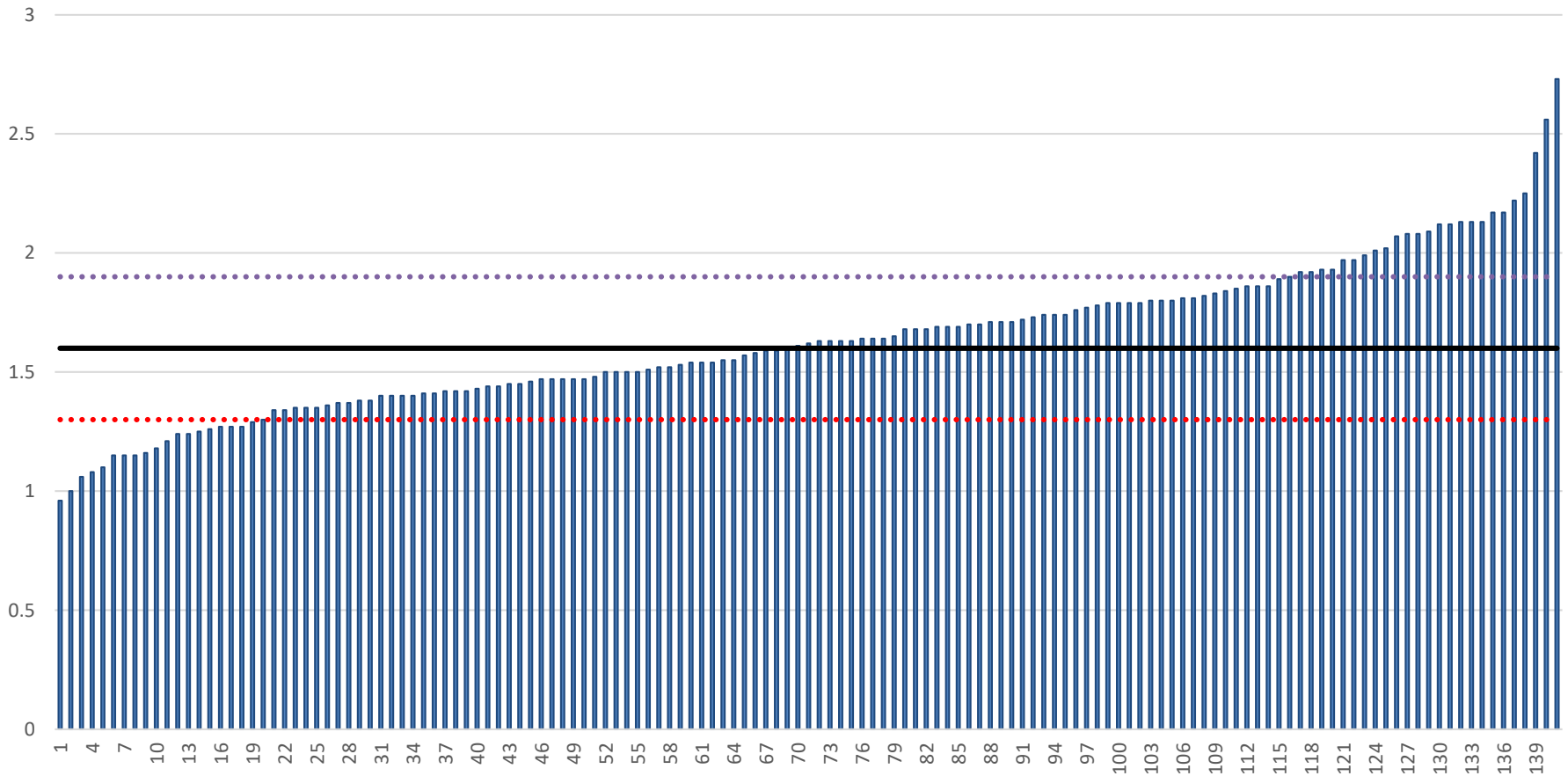
# OPES Outlier Report

## Psychology Productivity Trend



# Physicians Productivity Cube (PPC)

Average wRVU per Encounter



# New Tools – OMHSP



# Understand Supply and wRVU impact

## Horizontal (Category) Axis **Physician - Considering**

### Typical Leave (AL and SL)

Available Days (5*52-10-10-7)	233
Hours per day	7.5
Minutes Clinic	60
Clinical Labor Mapping	100%
Typical CPT Coding	2.00
No Show Rate	15%
Desired Revisit Rate	6

Encounters

Bookable Time			
100%	85%	80%	75%
1485	1263	1188	1114

Uncorrected wRVUs

Bookable Time			
100%	85%	80%	75%
2971	2525	2377	2228

Uniques

Bookable Time			
100%	85%	80%	75%
248	210	198	186

Corrected wRVUs

Bookable Time			
100%	85%	80%	75%
2971	2525	2377	2228

## Medication Prescriber - Considering Typical Leave (AL and SL)

Available Days (5*52-10-10-7)	233
Hours per day	7.5
Minutes Clinic	30
Clinical Labor Mapping	100%
Typical CPT Coding	1.50
No Show Rate	15%
Desired Revisit Rate	4

Encounters

Bookable Time			
100%	85%	80%	75%
2971	2525	2377	2228

Uncorrected wRVU Total

Bookable Time			
100%	85%	80%	75%
4456	3788	3565	3342

Uniques

Bookable Time			
100%	85%	80%	75%
743	631	594	557

Corrected wRVU Total

Bookable Time			
100%	85%	80%	75%
4456	3788	3565	3342



# Understand Supply and wRVU impact

## Psychotherapist - Considering Typical Leave (AL and SL)

Available Days (5*52-10-10-7)	233
Hours per day	7.5
Minutes Clinic	60
Clinical Labor Mapping	100%
Typical CPT Coding	3.00
No Show Rate	15%
Desired Revisit Rate	6

Encounters

Bookable Time			
100%	85%	80%	75%
1485	1263	1188	1114

Uniques

Bookable Time			
100%	85%	80%	75%
248	210	198	186

Uncorrected wRVUs

Bookable Time			
100%	85%	80%	75%
4456	3788	3565	3342

Corrected wRVUs

Bookable Time			
100%	85%	80%	75%
4456	3788	3565	3342

## Medication Prescriber - Considering Typical Leave (AL and SL)

Available Days (5*52-10-10-7)	233
Hours per day	7.5
Minutes Clinic	30
Clinical Labor Mapping	100%
Typical CPT Coding	2.47
No Show Rate	15%
Desired Revisit Rate	4

Encounters

Bookable Time			
100%	85%	80%	75%
2971	2525	2377	2228

Uniques

Bookable Time			
100%	85%	80%	75%
743	631	594	557

Uncorrected wRVU Total

Bookable Time			
100%	85%	80%	75%
7338	6237	5870	5503

Corrected wRVU Total

Bookable Time			
100%	85%	80%	75%
7338	6237	5870	5503



# Understand Supply and wRVU impact

## PCMHI - Considering Typical Leave (AL and SL)

Available Days (5*52-10-10-7-5)	228
Hours per day	7.5
Minutes Clinic	30
Clinical Labor Mapping	100%
Typical CPT Coding	1.50
No Show Rate	5%
Desired Revisit Rate	3
Desired Utilization of Open Access	75%

Encounters

Bookable Time			
100%	85%	80%	75%
2437	2071	1949	1828

Uniques

Bookable Time			
100%	85%	80%	75%
812	690	650	609

Uncorrected wRVUs

Bookable Time			
100%	85%	80%	75%
3655	3107	2924	2741

Corrected wRVUs

Bookable Time			
100%	85%	80%	75%
3655	3107	2924	2741

## PCMHI - Considering Typical Leave (AL and SL)

Available Days (5*52-10-10-7-5)	228
Hours per day	7.5
Minutes Clinic	30
Clinical Labor Mapping	100%
Typical CPT Coding	1.50
No Show Rate	5%
Desired Revisit Rate	3
Desired Utilization of Open Access	50%

Encounters

Bookable Time			
100%	85%	80%	75%
1625	1381	1300	1218

Uniques

Bookable Time			
100%	85%	80%	75%
542	460	433	406

Uncorrected wRVUs

Bookable Time			
100%	85%	80%	75%
2437	2071	1949	1828

Corrected wRVUs

Bookable Time			
100%	85%	80%	75%
2437	2071	1949	1828





# Understand Schedule (Intakes, Groups, Open Access, Supervision)

Weekly Hours (minus Lunch)	% Clinical Labor Mapping
37.5	100%
Work Weeks	46
Individual Revisit Rate	6
Open Access (hrs) / wk (85% utilization)	2
Weekly Groups	1
Group Time (Hours)	1
Average Group Size	10
Group Revisit Rate	8
Weekly PE (1.5 hours per)	0
Weekly Intakes	5
Intake Time (hour)	1.5
Hours Supervision	2
Missed Opportunity Rate	20%
Weekly Intern F2F Hours	4
Weekly Intern Encounters	4

	Bookable Time		
	75%	80%	85%
Available Clinical Hours	37.5	37.5	37.5
<b>Weekly Bookable Hours</b>	<b>26.0</b>	<b>28.0</b>	<b>30.0</b>
Scheduled Weekly Hours	24.0	26.0	28.0
Open Access Hours	2.0	2.0	2.0
Weekly Supervision	2.0	2.0	2.0
<b>Total F2F Hours (yearly)</b>	<b>1196</b>	<b>1288</b>	<b>1380</b>
Weekly Follow up Hours	18.0	20.0	22.0
Weekly Open Access	2.0	2.0	2.0
Weekly PE Hours	0.0	0.0	0.0
Weekly Intake Hours	7.5	7.5	7.5
Weekly Group Hours	1.00	1.00	1.00
Weekly Scheduling Hours	24.0	28.5	30.5
Yearly Scheduling Hours	1104	1311	1403
Yearly Open Access Hours	92	92	92
Yearly intake Hours	230	230	230
Yearly 90 Follow up Hours	0	0	0
Yearly Group Hours	46	46	46
yearly 60 Follow up Encounters	1058	1265	1357
yearly 90 Follow up Encounters	0	0	0
Intake Encounters	345	345	345
Open Access Encounters	78	78	78
Yearly Group Encounters	460	460	460
Yearly Intern Hours/Appts	160	160	160
Yearly Encounters	1802	1549	1641

## Modifications Considering Group Format

	75%			80%			85%		
	wRVUs								
Intakes	690	690	690	690	690	690	690	690	690
90834	2116	2530	2714	2116	2530	2714	2116	2530	2714
90837	0	0	0	0	0	0	0	0	0
Group	271	271	271	271	271	271	271	271	271
Intern(s)	320	320	320	320	320	320	320	320	320

	75%	80%	85%
<b>Total (100%)</b>	3397	3811	3995
<b>Total (80%)</b>	2718	3049	3196
<b>Total (with MO Rate)</b>	2174	2439	2557

	Bookable Time		
	75%	80%	85%
Psychotherapist Uniques	196	211	226
Psychotherapist Encounters	1,442	1,607	1,681

CPT	wRVU	time
90791	3.0	90'
90832	1.5	30'
90834	2.0	50'
90837	3.0	89'
90853	0.59	



# MH Onboard Clinical (MHOC)

Welcome to the Mental Health Onboard Clinical (MHOC) Homepage

## *Tools by Quarter*

- Staffing & Productivity Report - by Provider
- Staffing & Productivity Report - by Facility
- Staffing & Productivity Report - Provider Trends
- Staffing & Productivity Report - Facility Trends
- Mental Health Outpatient Productivity Report - by Provider Type *BETA*

## *Tools by Pay Period*

- Staffing & Productivity Report - by Provider
- Staffing & Productivity Report - by Facility
- Code Checking Report - by Provider

## *Suicide Prevention Tools*

- Suicide Prevention Team Staff *BETA*



# Productivity Challenges



# Productivity Challenges

- Coding, Coding, Coding
  - Multiple Units for single unit codes
    - 90853, 90791
  - Psychotherapy coding
    - 95% 90837 vs 2% 90837
  - PHQ2 is not 96101
- Clinic Grid Validation
  - Neuropsych scheduling
  - Stop Code flexibility
- No Individualized Target
- No Quarterly Review



# Resources

- [Office of Personnel, Efficiency & Staffing](#)
  - [OPES SPC Charts](#)
  - [OPES Trigger Tool](#)
  - [OPES Workforce Report](#)
  - [OPES SPARQ](#)
  - [Person Class Assignments](#)
- [Mental Health Onboard Clinical \(MHOC\) Dashboard](#)



# References

- Directive 1161
- May 2016 Memo – Mental Health Productivity Targets
- Kearney, L. K., Smith, C., Kivlahan, D. R., Gresen, R. C., Moran, E., Schohn, M., Trafton, J., & Zeiss, A. M. (2017). Mental Health Productivity Monitoring in the Veterans Health Administration: Challenges and Lessons Learned. *Psychological Services*.  
<http://dx.doi.org/10.1037/ser0000173>



# Questions?

