

PROVIDER COMPLIANCE SERVICES

Opportunity

Providers have an opportunity to proactively display their commitment to compliance and minimize the risk or impact of regulatory reviews by government agencies. Effective auditing of the compliance program adds to existing compliance efforts and offers assurances that providers are operating in accordance with state and federal regulatory requirements and standards.

Insight

Healthcare providers are subject to extensive regulatory scrutiny. Government enforcement of state and federal regulations has been increasing in recent years, resulting in a greater need for robust compliance processes. Government action has included agency fines and sanctions as well as criminal and civil prosecution. Failure to address the risks properly can result in civil and criminal penalties and significant damage to an organization's reputation.

Management needs to be proactive about addressing these issues. Responses include developing and implementing entity-wide compliance programs. Protiviti has developed a seven-step methodology for managing the compliance function based on the seven-step guidance from the Federal Sentencing Commission and the Health and Human Services Office of the Inspector General, as well as industry practice.

Impact

Services

- Compliance program analysis and implementation
- Physician contract review (financial and compliance assessment)
- Clinical research audits – financial and compliance
- HIPAA privacy review
- HIPAA security audit
- CIA medical review organization services
- Compliance program effectiveness review
- Coding and medical necessity audits
- Medicare appeal assistance

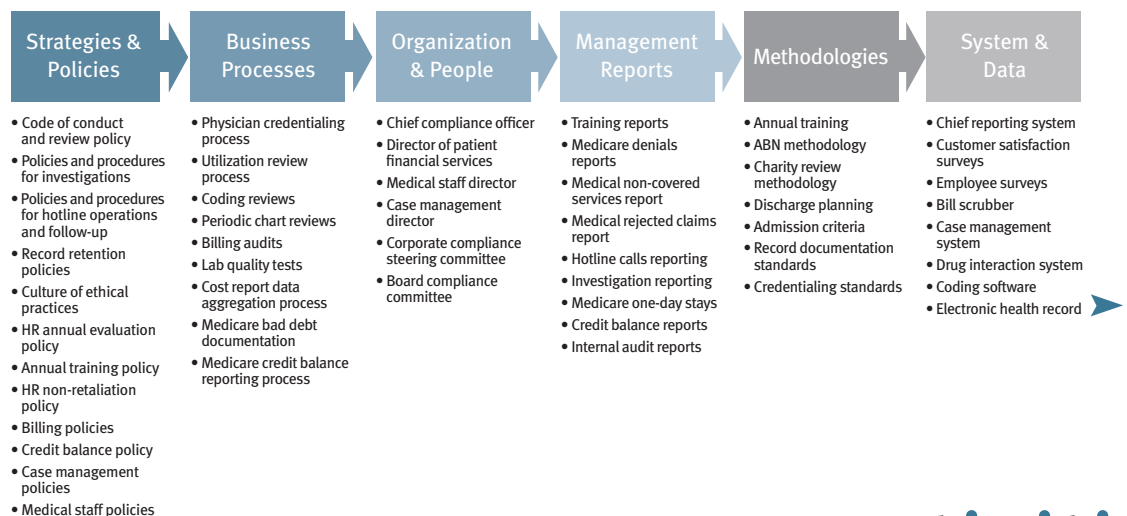
Benefits

- Increased confidence in, and management of, regulatory compliance efforts
- Clear understanding of regulatory risks
- Insight into regulatory compliance
- Proactive display of compliance risk monitoring


Outcomes

- Development of control action plan for provider and affiliates
- Repeatable and measurable audit process
- Identification of compliance control improvements

To assess regulatory risks and operating state, Protiviti uses the Six Elements of Infrastructure for assessing and reporting risks.



Protiviti uses the Capability Maturity Continuum to measure a provider’s maturity and assists in its progress from the initial/ad-hoc stage toward the optimized state.

	Maturity Level	Capability Description	Capability Characteristics
Level of Control  Process Maturity Risk of Failure	Optimized	Continuous Improvement Aligned compliance vision, mission and goals. Best-in-class program design, tools and methodologies that proactively focus on risk. Compliance requirements are fully integrated into departmental functions.	<ul style="list-style-type: none"> Proactive improvement of processes and controls, based on regulatory environment (continuous monitoring) Enterprisewide risk strategies Use of statistical data to analyze and improve costs, performance and risks Formal and flexible cost/benefit analysis Best practices identified and shared across organization
	Managed	Quantitative Utilization of formal risk-based methodologies. Robust and validated processes, controls and MIS reports used for transaction monitoring. Departmental participation is integral to identification and resolution of issues.	<ul style="list-style-type: none"> Established senior management sponsorship of corporate compliance process and individual compliance areas Detailed statistical measurement and use of key performance indicators Early-warning systems, risk analytics, and contingency preparation Experienced personnel with requisite knowledge and expertise
	Defined	Qualitative/Quantitative Defined compliance policies, roles and responsibilities. Continual risk assessment, control design and execution of detailed business activity. Departments/functions receive direction from corporate compliance office.	<ul style="list-style-type: none"> Proactive management and flexibility Standard roles and training Standardized processes companywide Stable and measurable processes Standards and verification mechanisms Consistent reporting and reporting of exceptions and “near-misses”
	Repeatable	Intuitive Dedicated compliance function exists, along with informal control structure. Compliance risk monitoring is ad hoc, usually dependent on one person. Reporting available but not used.	<ul style="list-style-type: none"> Management objectives and planning Some documented policies and procedures, signs of implementation Stability increased Organizational knowledge and training Clear accountability and understanding of roles/commitments
	Initial	Ad Hoc/Chaotic Compliance policies and procedures are non-existent. No dedicated compliance personnel. Risk assessment and transaction monitoring capabilities are lacking.	<ul style="list-style-type: none"> Unpredictable and subject to “firefighting” and crisis management Little or vague documentation/policies Highly dependent on key individuals Unstable, especially during crisis Inconsistent reporting mechanisms Undefined roles and accountability

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Regulatory guidelines used to provide the basis for control requirements

Contacts

If you would like to learn more about our Provider Compliance Solutions or contact one of our practice leaders, please visit www.protiviti.com/healthcare or call 866.721.8340.

About Protiviti Inc.

Protiviti (www.protiviti.com) is a global business consulting and internal audit firm composed of experts specializing in risk, advisory and transaction services. The firm helps solve problems in finance and transactions, operations, technology, litigation, governance, risk, and compliance. Protiviti’s highly trained, results-oriented professionals provide a unique perspective on a wide range of critical business issues for clients in the Americas, Asia-Pacific, Europe and the Middle East.

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