## **Table of Contents**

Introduction	1
The truth about signing Managed Care Provider Agreements	
Walk-the-walk and talk-the-talk of Managed Care contracting	
So how should one start preparing for negotiations?	11
What cannot be changed?	
What can be changed/could be changed if the payor is willing?	. 16
Terms And Conditions Common To Provider Agreements	
Accuracy of information	. 18
All products clauses (provisions) – all or nothing	. 20
Amendments	. 21
Regulatory changes	. 22
Rejecting a change without being subject to it	. 23
Acceptance without reply	. 24
Unilateral changes	. 24
A very tricky example of what would seem to be double-talk	32
Another simply awful set of provisions covering Amendments	34
Assignment	. 35
Can you take over another entity's existing contracts and any better	
reimbursements?	36
Audits: limiting direct access to electronic records in order to protect your data and system	. 38
Capacity requirements	
Chart requests – formerly an inconvenience, now becoming a nightmare on steroids	
Claims submission timelines	
The "Notice Prejudice Rule"	
Company (payor) representations	
Compliance with company policies	
Covered services	
Data requirements	
Dispute resolution/arbitration	
Eligibility	
Entire agreement – oral representations	
Equipment (use of yours)	. 61
Governing law/compliance with laws	
Hours of operation	
Indemnification	
New technologies/new services	
Non-Discrimination	
Notices	
Overpayments (and underpayments)	
Payment policies	
Payment in full	. 83

Retroactivity	85
Subrogation	90
Term and termination	
Termination with-cause and without-cause	
Termination with or without-cause ("economic credentialing")	
Termination – continuation of care once an agreement ends	. 100
Termination – notifying Members	
Timely payment (timing of payments)	
Withholds and reserves	
Surprises hidden in plain sight	107
Preparing For Negotiation And Renegotiation – Reviewing The Documents	
Getting started with negotiations/renegotiations	
Finding (obtaining) copies of all of your existing Provider Agreements and associated	
exhibits, attachments, appendices, and amendments	
Prioritizing agreements based on patient volume and revenue	
Reviewing draft copies of trie latest version(s) payors are using	
Looking At The Numbers – The Dollars And Cents (The Dollars and Sense?)	
Negotiating or renegotiating reimbursements	
Analyzing current or proposed physician reimbursements	114
Analyzing current or proposed facility reimbursements if paid by CPT	117
Analyzing current or proposed facility reimbursements if paid by groupers	
Measuring expectations and success in an evolving marketplace	
Differentiation – what makes your practice or facility special?	
What to discuss first language or reimbursements?	
What are reasonable reimbursement requests?	
Thinking a bit outside the box part 1a – carve outs  Thinking a bit outside the box part 1b – a carve out "oops"	
Thinking a bit outside the box part 1b – a carve out loops	
Thinking a bit outside the box part 2 – reimbursement accelerators  Thinking a bit outside the box part 3 – payment for multiple surgeries and implantables	
Capitation For Ophthalmology	
Some additional thoughts on capitation for ophthalmology	
Key information necessary for any chance at successful capitation contracting	
Included and excluded services – how much should (can) you take on?	
First rule of thumb	
Second rule of thumb	
Suggested exclusions	
Always should be excluded	
Excluded based on group/network capability and financial logic	
rvegotiation intust-naves	. 130

What to do with excluded services	
A quick thought on buffering capitated risk	
	100
ERISA	
A few thoughts on ERISA	141
You Gotta' Be Kidding (Strange Tales)	
#1 When a payor demonstrates incomprehensible inflexibility	144
#2 Same ownership? Yes, but so what	145
#3 Same company? Yes, but so what	
#4 Why are you making us the bad guys when patients have financial hardships?	
#5 Do you really think we're that naive? (Apparently, yes.)	147
#6 Doctor, we're offering faster payment if you'll accept even lower reimbursements. (Seriously? Apparently, yes.)	1/0
#7 Oh, how the times they are a changing	
#8 You're terminated. And then you're not	
#9 The worst provision ever?	
#10 Step Therapy, a delayed/refused payment problem that likely may not be solved	
through negotiating the Provider Agreement	152
#11 Has your Provider Agreement been approved by state regulators?	154
Check Lists	
Provider Agreement Analysis and Negotiations	156
Additional Writings	
Reality Check: Why should third-party payor offer you (your group) more than you now receive?	161
Some thoughts on Managed Care contracting for pediatric ophthalmology	167
Some additional thoughts on a practice or facility's responsibility to provide records (To whom? How many? At no cost?)	169
Changing or eliminating a poorly performing Provider Agreement	173
What to do when you can't identify the contracting representative, or the representative isn't responding to your overtures	175