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## **Practicing Profitability - Billing Network Effect for Revenue Cycle Control in Healthcare Clinics and Chiropractic Offices: Collections, Audit Risk, SOAP Notes, Scheduling, Care Plans, and Coding**

*Yuval Lirov*

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purchasing it in order to gauge whether or not it would be worth my time, and all praised Practicing Profitability - Billing Network Effect for Revenue Cycle Control in Healthcare Clinics and Chiropractic Offices: Collections, Audit Risk, SOAP Notes, Scheduling, Care Plans, and Coding:

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By Brian Capra  
Ask yourself: is my billing performance measurable, consistent, and scalable? Am I working to improve them or am I spending all my time chasing individual denials and arguing with insurance companies? Am I working "on" the business or "in" the business?  
Billing, because of its complexity, creates opportunities for providers to commit fraud and for payers--to benefit at the expense of providers. But the playing field is uneven: the insurance companies are armed with a powerful three-pronged system to keep providers' money: solid business strategy, well-documented and professionally managed processes, and leading-edge technology. Without an equally powerful methodology, how can you succeed? An in-house billing operation and a naive outsourced billing office owner are often helpless against the payers. Just like patients who lack education about their own body and their nervous system, practice owners are often ignorant about the reasons for their underpayment or for the lack of practice growth. A systemic office "subluxation" may not be immediately observable to a naked and untrained eye, yet it may cause major setbacks for the practice owner.  
Lirov's Practicing Profitability outlines such a methodology. It's the first book to systematically approach billing from the payer-provider conflict perspective and to apply the "network effect"--the most revolutionary characteristic of Internet technology. It emphasizes the importance of integrated office workflow and it sharpens business focus. This book shows how focus and teamwork can be turned around systemically from being points of vulnerability to the strongest weapon for improving practice profitability.  
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Bran Capra, DC  
Billing Precision: Build your practice. Not overhead.  
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Billing Precision: Build your practice. Not overhead.  
9 of 9 people found the following review helpful. Best billing book I have seen  
By Douglas Cassel  
Doctors don't understand medical billing. Medical billing is important, complex and increasingly adversarial. In these days of decreasing reimbursement, doctors in offices are pitted against large insurance companies with significant resources devoted to denying reimbursement. Federal law makes non-compliance with arcane rules punishable by both fines and criminal sentences. The doctors and staffs of small offices need the knowledge and tools to obtain the insurance reimbursement to which they are entitled.  
"Practicing Profitability" is the single best book on medical billing I have seen. It describes the complexities of medical billing as well as offering cost effective methods to optimize reimbursement while at the same time following all rules of compliance. Complete, concise and well organized, written by a recognized expert in the field, I can recommend it without reservation.

Book by Yuval Lirov

Lirov offers physicians and those involved in the field of medical billing reliable advice for improving their businesses and growing revenue. When the author looks at the landscape of the medical profession, he sees a playing field tipped to benefit the payers and hurt the providers. By increasing billing costs, underpaying claims and conducting a growing number of post-claim audits, insurance companies strive to keep profits high by depressing those of individual providers. To counteract these methods, Lirov contends that healthcare providers need to streamline their business practices. He envisions the relationship between payers and providers as adversarial, and his book is a set of strategies that will allow providers to get back into--and hopefully even win--the game. The author seeks to show providers how to enhance their billing practices with a set of strategies designed to take advantage of the "network effect," a characteristic of systems that allows a large number of disparate providers to capitalize upon their strength in numbers.

Lirov also presents a comprehensive model for improving many elements of the provider-patient experience. He offers helpful advice on building communication with patients, improving clinical documentation (notes physicians take when dealing with patients) and facilitating the scheduling of patient visits. Lirov helpfully notes that his book is not for the billing novice, and he directs beginners to a number of other helpful primers. But for those who already have a strong handle on billing--and have a need to improve their practices to increase revenue--the book is an invaluable resource. Lirov's writing, though sometimes weighed down by jargon, is precise and evocative, and his methods are sound and clearly explained. A superior addition to the field of medical billing. -- Kirkus s, February 13, 2008

From the Publisher You want to heal the sick, but you waste your time fighting insurance companies and barely making ends meet in a conflict-ridden business environment. "Increasing complexity of billing creates opportunities for the payers to benefit at the expense of the providers," says Dr. Sigmund Miller, executive director of the Association of New Jersey Chiropractors (ANJC). "Endless claim denials, payment delays, and post-payment audits are all too familiar symptoms of dilettante billing. Doctors require professional solutions." "Providers paid \$3.1 billion last year in refunds and penalties--twenty times more than ten years ago," adds Jeffrey Randolph, ANJC legal counsel. "The payer's motive is money, the payer's means is a gargantuan statistical database, and every provider is an opportunity." "Practice owners alone are helpless against insurance companies that are armed with powerful technology and focused on keeping providers' money to increase profits for their shareholders," says Dr. Yuval Lirov, who holds patents in artificial intelligence and computer security and is also CEO of Vericle Inc., a distributed practice management and billing technology company in New Jersey. Practicing Profitability is the first book to systematically approach billing from the "payer-provider conflict" perspective and to apply the "network effect." The network effect is the most revolutionary characteristic of Internet technology. In short, it's when the value of a networked service to a customer increases in step with the growing number of customers. It applies to services like Google AdSense, eBay, Wikipedia, Skype, , Flickr, and MySpace--and it can be used by healthcare practice owners and managers to "level the playing field" with insurance companies. "The network effect allows each member practice to gain more value as each new practice joins the Vericle network," says Lirov. "For practice managers, value is defined in terms of increased collections, reduced audit risk, better practice efficiencies, and added sources of revenue. This book demonstrates how practice managers achieve and take advantage of the network effect by combining Straight-Through Processing [STP] and Software as a Service [SaaS] architectures." Practicing Profitability touches on every aspect of modern office management software--including workflow, reporting, outsourcing, scheduling, EMR, SOAP notes, care plans, coding, billing, collections, HIPAA compliance, and audit risk management. It shows simple steps that practice owners must take to increase practice revenue without wasting time, energy, and money on personnel, software, hardware, or any other resources that dilute their focus from patient care and practice development. The book spans thirty-five chapters and about two hundred pages, and it contains informative illustrations and an extensive index. It's aimed at practice owners, coaches, owners of billing companies, practice managers, office management consultants, billing specialists, and recent graduates of medical schools and chiropractic colleges.

About the Author Yuval Lirov, PhD, is the author of "Practicing Profitability: Billing Network Effect for Revenue Cycle Control in Healthcare Clinic and Chiropractic Office" (Affinity Billing) and "Mission Critical Systems Management" (Prentice Hall), inventor of patents in artificial intelligence and computer security, and CEO of Vericle.net Distributed Practice Management and Billing Technologies. Prior to co-founding Vericle, Yuval managed technology at Lehman Brothers, Salomon Smith Barney, and Bell Laboratories. The hallmark of his career has been the introduction of economies of scale and improved service productivity. As a Lehman Brothers senior vice president in charge of technology infrastructure firmwide, he developed Straight Through Processing systems for the Lehman index production. Lirov earned his doctorate in systems science and mathematics under the guidance of Professor E. Y. Rodin at Washington University in St. Louis.