

Ludi \ CIBOLA General Hospital, Inc.

How Cibola General Hospital Gained Complete Visibility Into Its Physician Pay with Ludi

The Challenge

At Cibola General Hospital, a lean staff means most team members are responsible for more than one job. “Like many working in critical access hospitals, we all wear multiple hats,” said Terrel Pearson, the hospital’s compliance and privacy officer.

One of Terrel’s largest responsibilities is auditing physician pay to confirm each physician and clinician is compensated according to the terms of their contract, but for a long time, the hospital’s approach made that nearly impossible.

Physician compensation processes were a one-person job, with the hospital’s former CFO calculating productivity bonuses by hand each quarter using five to 10 spreadsheets and other manual workarounds. The productivity figures weren’t backed by data from the hospital’s EHR, so Terrel had no insight into how those numbers were determined. He worried that if an auditor asked about a specific physician payment, he wouldn’t be able to quickly explain how it was calculated.

In addition, Cibola’s leadership team wanted to improve how quickly physicians were paid. From start to finish, it took about three weeks for a check to go out. “There was always a delay,” Terrel said. “And physicians were always frustrated by it.”

About Cibola General Hospital

- Grants, New Mexico.
- County-owned, nonprofit critical access hospital.
- 25-bed
- Approximately 300 full-time equivalent employees.
- About 69 physicians and clinicians.
- Services include obstetrics and birthing, primary care and family medicine, radiology, pharmacy, cardiopulmonary care, behavioral health, dietary services, and physical therapy.

The Solution

To make that happen, Cibola’s leadership decided to automate as much of the hospital’s physician compensation process as possible and chose Ludi.

Terrel saw the adoption of Ludi’s technology as a chance to bring more structure and compliance oversight to Cibola’s physician pay. His focus included amending any contracts that didn’t meet fair market value (FMV) standards and implementing consistent processes across the physician community, without exceptions. He also set up a physician training program, centered around the physicians’ schedules, to explain the benefits of the new software and teach them how to use it.

Ludi’s implementation team, led by VP of Implementation Amy Bernadt, worked alongside him. “Compared to other software implementations, I’d give Ludi five stars,” Terrel said. “When it came to answering our questions, the support and clarity were really good.”

The Results

Asked how quickly he noticed a difference after going live with Ludi, Terrel didn't hesitate. "From a compliance standpoint, day one," he said.

1. Full Visibility Into Every Productivity Payment
Cibola now calculates all of its productivity payments through Ludi using data from its Oracle Health EHR and the terms of each physician's contract. "It's a night and day difference," Terrel said. "I had zero visibility before implementing Ludi, and now I have 100% visibility."

2. A Compliance Process Built From the Ground Up
Before Ludi, Cibola didn't have a formal procedure for reviewing productivity payments. Now, Cibola's vice president of regulatory, risk, and professional practice development reviews each productivity statement before a weekly report goes straight to payroll, and Terrel can pull up any physician's payment history with a quick search. "We're definitely a much more compliant company than we've been since I've been the compliance officer," he said.

3. Physicians Have More Visibility Into Their Compensation
Physicians can now log time from their phones and view their own compensation data. Terrel says this transparency helps them weigh trade-offs when it's time to renegotiate their contracts. "If they want a bigger bonus and want to lower their salary, or whatever it is they want to do, the data is there to help guide their choices," he said.

4. Hours Back Every Pay Cycle
Terrel estimates Ludi has saved Cibola about two hours each pay cycle and about 10 hours at the end of each quarter calculating productivity payments. The platform also replaced the five to 10 spreadsheets and workarounds the organization's CFO used to rely on.



"If another hospital asked me about Ludi, I'd tell them to go for it, especially if they don't have the processes and visibility the OIG expects."

Terrel Pearson
Compliance & Privacy Officer
Cibola General Hospital



- **Compliance visibility into physician payments increased from 0% to 100%.**
- **About 10 hours saved each quarterly productivity pay cycle.**
- **Five to 10 spreadsheets and workarounds eliminated.**

Clear, Defensible Physician Pay

If you're working to bring more visibility and compliance to your physician compensation processes, Ludi can help. Ludi automates productivity calculations and ties every payment back to contract terms. **ludiinc.com**.