

BONNIE S. PETERS, CCDS, CDIP, CCS-P, CPC, CRC, COC, CPC-I, CDEO

BERKELEY RESEARCH GROUP, LLC
307 International Circle, Suite 400 | Hunt Valley, MD 21030

Direct: 505.918.7551
bpeters@thinkbrg.com

SUMMARY

Bonnie Peters, CCDS, CDIP, CCS-P, CPC, CPC-I, COC, CRC, CDEO has over forty years of experience in the healthcare industry. She provides healthcare advisory services in clinical documentation improvement (CDI), physician professional fee coding, and auditing and physician practice management. She has served a variety of healthcare clients including multihospital systems, complex academic medical centers, large urban hospitals, and small community hospitals. She is a noted speaker and most recently spoke nationally on CDI.

Ms. Peters has implemented numerous CDI initiatives across the United States. She previously functioned as the senior project director for a large, multisystem hospital, where she helped develop an innovative executive dashboard to track and measure the success of the CDI. She designed and delivered sales presentations to potential clients. She developed proposals and project plans to target specific practice improvement initiatives. She also analyzed historical billing data and formulated projections for their return on investment (ROI). She assessed opportunities by reviewing concurrent and retrospective medical records to determine opportunities for improved clinical documentation and determined which type of program would work best. She developed a broad knowledge of conditions that had the potential to impact severity of illness (SOI), risk of mortality (ROM), length of stay (LOS), and diagnosis-related group (DRG) assignments. She assessed needs and developed appropriate education for C-level administration executives, physicians, nursing staff, case management, ancillary departments (wound care, dietary, respiratory therapy, speech therapy, occupational therapy, physical therapy), and inpatient coding staff. She assisted with the development of job descriptions for clinical documentation specialists and physician champions or physician liaisons.

Ms. Peters has trained, mentored, and coached clinical documentation specialists (inpatient/outpatient coding professionals and RNs) on the concepts of IPPS (inpatient prospective payment system) DRG reimbursement, appropriate and compliant documentation, severity of illness, and risk of mortality in the acute care setting. She has developed policies and procedures for clients' CDI programs. She has performed data entry using a variety of software tools to accurately capture the impact of a CDI program, has reviewed the outcomes data, and has presented to project managers and C-level administration executives to ensure sustainability of their programs. Ms. Peters has experience with MS-DRGs and APR-DRGs.

Ms. Peters has broad experience with professional fee coding, billing, and documentation. Her areas of specialization include ophthalmology, internal medicine, family practice, neurology, and surgical specialties. She provided extensive educational sessions on evaluation and management guidelines to both teaching and non-teaching physicians and their billing staffs across the country. She has conducted ICD-9-CM, CPT-4, and HCPCS Level II coding audits of physician practices to verify appropriate code assignment and reimbursement, and to analyze operational procedures and fee schedules.

Ms. Peters developed a CDI training manual for Medicare Advantage hierarchical condition categories (HCCs). She has performed compliance reviews for physicians' practices subject to Medicare's Teaching Physician

Guidelines and has provided corrective one-on-one training for physicians. She has conducted emergency room coding reviews for professional components, including post-review educational sessions. She has developed and assisted in the redesign of superbills/encounter forms to facilitate more efficient data-capture processes. She has conducted evaluation and management coding and documentation assessments for family medicine, internal medicine, pediatrics, dermatology, emergency medicine, surgery, obstetrics/gynecology, gastroenterology, neonatology, ophthalmology, and pain management.

EDUCATION

BS, *Magna Cum Laude*, Business Administration, University of South Carolina

PRESENT EMPLOYMENT

Berkeley Research Group, LLC

Associate Director – Clinical Economics within Health Analytics

Ms. Peters is an Associate Director in the Clinical Economics practice located in the Baltimore office of Berkeley Research Group. With over 40 years' experience in the health care industry, Ms. Peters provides healthcare advisory services in Clinical Documentation Improvement (CDI), physician professional fee coding and auditing and physician practice management. She has served a variety of healthcare clients including multi-hospital systems, complex academic medical centers, large urban hospitals, and small community hospitals. She has provided education to physicians in all specialties on both inpatient and outpatient (professional fee) documentation.

PREVIOUS POSITIONS

Navigant Consulting, Inc. (formerly HP3)

Director – Coding and Documentation

Ms. Peters has implemented numerous CDI initiatives across the United States. She functioned as the senior project director for a large, multi-system hospital where she developed an innovative executive dashboard to track and measure the on-going success of the CDI. Ms. Peters designed and delivered sales presentations to potential clients. She developed proposals and project plans to target specific practice improvement initiatives. She also analyzed the clients' historical billing data and formulated projections for their return on investment (ROI). She assessed the clients' opportunities by reviewing concurrent and retrospective medical records to determine opportunities for improved clinical documentation and determined which type of program would work best. She developed a broad knowledge of those conditions that had potential to impact the severity of illness (SOI), risk of mortality (ROM), length of stay (LOS), and DRG assignment. Ms. Peters assessed the need and developed appropriate education for the C-Level administration executives, physicians, nursing staff, case management, ancillary departments (wound care, dietary, respiratory therapy, speech therapy, occupational therapy, physical therapy), and inpatient coding staff. She assisted with the development of job descriptions for the Clinical Documentation Specialists as well as the Physician Champions or Physician Liaisons.

Ms. Peters trained, mentored and coached Clinical Documentation Specialists (inpatient/outpatient coding professionals and RNs) on the concepts of IPPS (inpatient prospective payment system)

DRG reimbursement, appropriate and compliant documentation, severity of illness, and risk of mortality in the acute care setting. Specifically, she trained the Clinical Documentation specialists on the following:

- Overview of CDI program including the relationship to quality, length of stay, and reimbursement
- Training on all MDCs highlighting those areas with frequent opportunities for documentation improvement
- ICD-9-CM training as it relates to performing in the role of a CDS
- The process of placing effective, compliant, and non-leading queries
- The process of reviewing a medical record as a CDS, identifying appropriate principal diagnosis, secondary diagnoses, principal and secondary procedures, opportunities for documentation improvement, and assignment of both a working and potential DRG
- One-on-one and group training/shadowing on the clinical units performing concurrent chart reviews
- Development of a process work flow to assist CDS with time/task management including prioritization of record review and query placement
- Reconciliation of completed work and final coded records for accuracy of Outcomes Data

She developed policies and procedures for the clients' CDI programs. She performed data entry using a variety of software tools to accurately capture the impact of a CDI program and she reviewed the outcomes data and presented to the project managers and C-Level Administration executives to ensure sustainability of their programs. Ms. Peters has experience with MS-DRGs, APR-DRGs and AP-DRGs.

PricewaterhouseCoopers

Senior Associate - Healthcare

Ms. Peters has broad experience with professional fee coding, billing and documentation. Her areas of specialization include ophthalmology, internal medicine, family practice, neurology and surgical specialties. She provided extensive educational sessions on Evaluation and Management Guidelines to both teaching and non-teaching physicians and their billing staff across the country. She conducted ICD-9-CM, CPT-4, and HCPCS Level II coding audits of physician practices to verify appropriate code assignment and reimbursement, and to analyze operational procedures and fee schedules. She performed compliance reviews for physicians' practices subject to Medicare's Teaching Physician Guidelines and provided corrective one-on-one training for physicians. She conducted Emergency Room coding reviews for the professional components including post-review educational sessions. She developed and assisted in the redesign of superbills/encounter forms to facilitate more efficient data capture processes. She conducted Evaluation and Management coding and documentation assessments for Family Medicine, Internal Medicine, Pediatrics, Dermatology, Emergency Medicine, Surgery, Obstetrics/Gynecology, Gastroenterology, Neonatology, Ophthalmology, and Pain Management.

Healthcare Consultants of America, Inc.

Senior Consultant

Ms. Peters performed practice management consultations related to Medicare reimbursement, coding, and auditing. She developed and conducted seminars on leadership skills for women in healthcare, team building, coding and auditing.

Medical College of Georgia

Practice Site Manager – Ophthalmology

Ms. Peters oversaw all administrative, financial, personnel and clerical functions of the Site. She planned, directed, organized, and controlled all activities. She developed and implemented goals, objectives, operational systems, and policies. She acted as a liaison between the administration department and the physicians, and obtained their consent to coordinate the activities of the site. She successfully trained ambulatory care clerks, ophthalmic medical assistants and clinical staff during a large computer conversion.

Palmetto Ophthalmology Associates, PA

Practice Administrator

Ms. Peters directed the daily activities of the practice which included Human Resources, Procurement, Business Operations, Patient Relations, and Marketing. She was responsible for financial accounting and revenue management. She ensured office equipment functioned properly and was responsible for building maintenance. She established inventory controls and procedures and worked closely with vendors of medical, office and pharmaceutical supplies.

CERTIFICATIONS

Certified Professional Coder (CPC), National Examination (AAPC), 1998

Certified Professional Coder Instructor (CPC-I), National Examination (AAPC), 2000

Certified Coding Specialist – Physician Based (CCS-P), National Examination (AHIMA), 2001

Certified Professional Coder – Hospital (CPC-H), National Examination (AAPC), 2002

Certified Clinical Documentation Specialist (CCDS), National Examination (ACDIS), 2009

Certified Documentation Improvement Practitioner (CDIP), National Examination (AHIMA), 2012

Certified Risk Adjustment Coder (CRC), National Examination (AAPC), 2016

Certified Documentation Expert – Outpatient (CDEO), National Examination (AAPC) 2016

2017 AAPC MACRA Proficient

PROFESSIONAL MEMBERSHIPS & AWARDS

Phi Beta Kappa

Golden Key Honor Society

Gamma Beta Phi

Beta Gamma Sigma

Phi Eta Sigma

Medical Assistant of the Year 1977 – Catawba County Chapter (NC) – American Association of Medical Assistants

Who's Who in the South and Southwest, 1992

HP3 Customer Satisfaction Award, 2003 and 2005

HP3 PPOFF Award, 2004

Navigant Client Service Hall of Fame Award, 2010

PUBLICATIONS

"Physician Buy-In: The Key to Clinical Documentation Improvement," *Just Coding.com*, December 19, 2002

"E &M Codes vs. Eye Codes," *Advance for Health Information Professionals*, March 31, 2003

"Cataract Surgery Co-management: 2003 Work Plan Project," *Compliance Today*, December 2003

"The Physician Voluntary Reporting Program: Medicare's Quality Measures Program Authorized for Incentive Payments in 2007," *Journal of AHIMA*, February 2007

"Shifting Focus from Inpatient to Outpatient: Clinical Documentation Improvement Impact," *Health Leaders Media*, April 3, 2017

PRESENTATIONS

"E&M Coding and Documentation," South Dakota HIMA Annual Conference, May 5, 2000

- “Compliance in a Physician Office Practice,” Tennessee HIMA Annual Conference, June 8, 2000
- “Coding & Compliance,” 5th Annual HIM & Business Office Annual Partnership Meeting, Indian Health Service, April 15, 2003
- “MS-DRGs, Principal Diagnosis, Secondary Diagnoses, and Present on Admission,” North Carolina Hospital Association Annual Conference, August 10, 2007
- “Mastering Congestive Heart Failure and Related Issues,” AHIMA Clinical Coding Regional Workshop: Achieving Coding Excellence – Las Vegas, NV, August 15, 2007
- “Mastering Congestive Heart Failure and Related Issues,” AHIMA National Convention – Philadelphia, PA, October 7, 2007
- “Developing Medical Staff Relationships: Assisting Physicians with PQRI (Physician Quality Reporting Initiative) – The First Step Toward Pay for Performance,” AHIMA National Convention – Philadelphia, PA, October 10, 2007
- “Coding Secondary Diagnoses,” AHIMA Clinical Coding Regional Workshop: Achieving Coding Excellence – Grapevine, TX, November 14, 2007
- “Roadmap to a Successful Clinical Documentation Improvement (CDI),” AHIMA National Convention – Grapevine, TX, October 4, 2009 – Co-presented with Dave McCann, Director Berkeley Research Group, LLC
- “APR-DRGs: 101,” Southwest Virginia Health Information Management Association’s Annual Spring Conference – Wytheville, VA, April 17, 2015
- “Clinical Validation – An Inpatient Coding Perspective,” Southwest Virginia Health Information Management Association’s Annual Spring Conference – Wytheville, VA, April 17, 2015
- “CDI - Out of the Silo, Into the Arena,” Arizona Health Information Management Association, Scottsdale, AZ, June 4, 2015 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC
- “Stepping Up Your CDI Program,” AHIMA National Convention – New Orleans, LA, September 26, 2015 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC
- “The Impact of Clinical Documentation on Your Practice Revenue, Cash-Flow and Compliance Program,” AHIMA National Convention – New Orleans, LA, September 28, 2015 – Co-presented with Phil Hurd, Director, Berkeley Research Group, LLC
- “ICD-10 Documentation Challenges,” Arizona Association of Clinical Documentation Improvement Specialists,” Arizona Association of Clinical Documentation Specialists Chapter Meeting – Scottsdale, AZ, October 21, 2015
- “Outpatient Clinical Documentation Integrity,” Alabama Health Information Management Association’s State Convention – Birmingham, AL, April 14, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Clinical Documentation Transformation,” Alabama Health Information Management Association’s State Convention – Birmingham, AL, April 14, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Outpatient Clinical Documentation Integrity,” SW VA Health Information Management Association’s Annual Spring Conference – Wytheville, VA, June 10, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Quality Reporting in the Public Domain,” SW VA Health Information Management Association’s Annual Spring Conference – Wytheville, VA, June 10, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Hierarchal Condition Categories (HCCs): 101,” Association of Clinical Documentation Specialists Evergreen Chapter – Olympia, WA, July 6, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Quality Reporting in the Public Domain,” Oregon Health Information Management Association Fall Institute - Wilsonville, OR, October 7, 2016 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group

“Outpatient CDI: Exploring New Opportunities,” Alabama Health Information Management Association - WebEx, March 24, 2017 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Outpatient CDI: Exploring New Opportunities,” Oregon Health Information Management Annual Convention – Portland, OR, May 11, 2017 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Introduction to Medicare Advantage: CMS-HCCs, Arizona Association of Clinical Documentation Improvement Specialists Annual Conference – Scottsdale, AZ, June 17, 2017- Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

“Outpatient CDI: Exploring New Opportunities,” Pennsylvania Health Information Management Association, September 29, 2017 – Co-presented with Joni Dion, Associate Director, Berkeley Research Group, LLC

PROFESSIONAL ORGANIZATIONS

American Academy of Professional Coders (AAPC)

Arizona Chapter of Academy of Professional Coders (AZ AAPC)

America Health Information Management Association (AHIMA)

Arizona Health Information Management Association (AZ HIMA)

American Association of Clinical Documentation Specialists (ACDIS)

Arizona Association of Clinical Documentation Specialists (AZ ACDIS)