



# HBP

data · information · **KNOWLEDGE**

## INTRODUCTION TO HBP SERVICES, INC.

**Robert H. Tessier**  
*Senior Reimbursement Consultant*

**HBP Services, Inc.**

11 Research Drive, Suite 2  
Woodbridge, CT 06525  
203 397-8000  
rtessier@hbpworld.com  
[www.hbpworld.com](http://www.hbpworld.com)

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## Introduction to HBP (Hospital Based Physician) Services

### **HBP Services, Inc.**

HBP Services consults:

Hospitals

Pathologists

Commercial and Physician Office Laboratories

### **HBP Financial Services Group, Ltd.**

FSG provides:

Practice management services

Financial services

# Consulting Services

- Digital Pathology Implementation *(NEW in 2022)*
- Third-Party Negotiations
- Part A Support and Performance Incentives
- Practice Evaluation and Mergers & Acquisitions
- Revenue Maximization – Selective Contracting
- Billing System Selection
- Professional Component Clinical Pathology (PCCP)
- Strategic Planning
- Compliance Plan Design
- Facilitation of Practice and Department Retreats

# Management Services

## Practice Management

- Coordination of Advisors
- Legal Documents
- Practice Plans
- Compensation and Fringe Benefits
- Business and Malpractice Insurance
- Banking & Financing

## Operational Management

- Comprehensive Work Plan
- Billing System Audits
- “Deep Dive” Monthly Reporting Package
- Charge Control and Compliance
- Referring Physician Trends
- Third-Party Arrangements, Calendar and Credit Master

# Financial Services

1. Comprehensive Financial Reports, including Cost Center Detail
2. Accrual Analysis
3. Employee and Confidential Payroll
4. Year-End Tax Planning, in coordination with Practice Accountant
5. Bookkeeping
6. Banking Relationships and Financing
7. Retirement Plan Administration
8. Lock Box Services

**Hospital-based Pathology and Radiology groups** (private and Hospital employed)

**Academic Pathology** departments

**Hospitals** (integrated systems and community institutions)

Non-profit

For-profit

**Laboratories**

Large commercial laboratories, including Quest and Sonic

Independent laboratories

Physician Office Labs (POLs for GI and Derm groups)

Joint venture laboratories

## 1. Hospital support (Part A)

Payments based on documented activity (time studies)

Value-added performance incentives

## 2. Patient services (Part B)

Third-party payer contracts (300+)

Maximizing reimbursement through creative strategies

    Selective contracting

Management of revenue cycle systems

Billing system audits

Compliance plan

Fee transparency



## **3. Professional Component of Clinical Pathology (PCCP)**

Strategy for par and non-par arrangements

## **4. Purchased services (TC)**

Purchased by a Pathology group from a Hospital

Purchased by a Hospital from a Pathology group

## **5. *Fair Market Value* studies**

## **6. Determination of “commercially reasonable” arrangements**

## **7. Strategic Planning**

Facilitator for practice and department retreats

Long- and short-range business plans

## 8. Hospital-Based Pathology Models

Private practice (PC, LLC, or Partnership – for profit and non-profit)

Affiliated practice (owned by Hospital, affiliate, lab/medical group)

Academic practice (controlled by the Chair)

## 9. Practice Plan Development

Practice partnership and distribution formula

Chief - Senior Associates - Steps to Parity

Practice vs. individual expenses (above and below the line)

“ABC” Practice Plan

Base compensation using academic rank or seniority

Part A = Administration (contributions/value-based improvements)

Part B = Direct Patient Care (measured by work RVUs or equivalent)

Part C = Citizenship (rainmaking/reputation/community)

## 10. Structuring Benefits

### Costed benefits

#### Health

High deductible

Health savings accounts

Dental / Vision

Disability / Life

Retirement plan

CME

### Time benefits

Vacation / Sick / PTO

CME time

## 11.Practice Mergers

- Practice plan, legal, and governance
- Third-party contract integration
- Billing system economies of scale
- Retirement plan comparability
- Accounting and cost centers
- Malpractice program
- Business insurance policies
- Human resources
- Fringe and time benefits

## Robert H. Tessier – Senior Reimbursement Consultant

### **Education**

Bachelor's degree in Political Science, Providence College

Master's in Public Health (MPH), with a concentration in Health Planning, University of North Carolina in Chapel Hill

### **Experience**

After joining Professional Management Services in Massachusetts, Bob was named Executive Vice President and Director of Consulting. He focused on hospital and third-party negotiations, as well as the development of complex practice plans.

As Reimbursement Consultant to several state societies, he secured favorable financial arrangements. From 1972 to 1982, his clients were Radiology groups, including large academic practices.

## Experience (continued)

In 1982, Bob founded HBP Services. His firm was retained by Cornell / New York Hospital to establish the first private Pathology practice in New York City. An engagement at Yale Pathology included third-party negotiations on behalf of the Connecticut Society of Pathologists.

In 2019, he became a founding organizer and President of the [\*Panel of National Pathology Leaders\*](#), a think tank advancing best practices in Pathology and Laboratory Medicine.

HBP actively manages successful Pathology groups in several states. While their consulting focus is hospital support for Part A services, they negotiate payments both for Pathologists and hospital systems. The firm has also participated in more than 300 third-party contracts.

# Speaking Engagements

College of American Pathologists (CAP)

Association of Pathology Chairs (APC)

The Dark Report

Executive War College

Webinars and articles

University of Minnesota

American Pathology Foundation (APF)

California Society of Pathologists

University of Miami

G2 Intelligence

# Previous Management Clients

## **Cornell University, Department of Pathology**

Dr. John Ellis, Chair, New York Hospital

## **Hospital for Special Surgery, Pathology & Radiology**

## **Mount Sinai, Department of Pathology**

Dr. Alan Schiller, Chair

## **New York University, Department of Pathology**

Dr. Vittorio Defendi, Chair

Dr. Brian West, Vice Chair for AP

He became the Vice Chair at Yale before retirement



# Previous Academic Clients

**Columbia Presbyterian**

**Memorial Sloan Kettering**

**SUNY – Buffalo**

**SUNY – Stonybrook**

**University of Alabama – Birmingham**

**University of Chicago**

**University of California – Los Angeles (UCLA)**

**Washington University – St. Louis**

**Wayne State University – Detroit**

**Yale University – New Haven**

# Hospital Clients

**Banner Health in Arizona** (*Practice - 3 contract cycles*)

**UCLA** (*2 consultations*)

**Spectrum Health** in Michigan

**Detroit Medical Center**

**ProHealth** in Wisconsin

**Lawrence + Memorial Hospital** in Connecticut

**Bridgeport Hospital** in Connecticut

# Commercial Laboratories

**CBL Path** – Rye Brook – purchased by Sonic

**Sonic Healthcare** – Hawaii

**Quest Diagnostics** – Las Vegas, NV

**Sonora Quest Laboratories** – Phoenix, AZ

Banner Health

Quest

## **Pathology and Laboratory Services** – *joint venture with 150,000 PAPS*

- Stamford Pathology Group
- Norwalk Pathology Associates
- Eastern CT Pathology Consultants
- Griffin Pathology Consultants
- Middlesex Cytopathology Consultants
- Stamford Health Resources
- Norwalk Hospital
- Manchester Memorial Hospital
- Waterbury Hospital
- Griffin Hospital
- Middlesex Hospital

**Laboratory DX** – *joint venture of Stamford Pathology Consultants and Norwalk Pathology Associates providing Cytogenetics*