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### Ohio Health DME & Lessons in Leadership

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# Ohio Health DME & Lessons in Leadership

## Triratna Manandhar

### Introduction

Completed practicum at the Ohio Health Department of Medical Equipment (DME). Ohio Health DME manages supply and distribution of home medical equipment in north and central metropolitan areas of Columbus. The DME offices are at three locations – Lewis Center, Marion, and Mansfield, but my training location was primarily based at Lewis Center office.

Practicum Site : Ohio Health DME (Home Health)  
Address: 7708 Green Meadows Dr, Lewis Center, OH

Faculty Advisor: Dr. Paul Longenecker

Site Supervisor : Ms. Heather McDavid  
Supervisor Title: Director of Operations at Ohio Health

Supervisor's Credentials:

- MSAFA, Forensic Accounting, New England College
- MBA, Healthcare, University of Findley
- BSBA, Health/Health Care Administration/Management, University of Dayton

Special Areas of Expertise: Healthcare, Healthcare Management, Physician Relations

Time Period : July 2020 – April 2021  
Hours : 255

### Goals going in

- Developing an understanding of finance in Homecare and DME.
- Gain knowledge on the processes involved in Homecare administration and financial tools used in Homecare systems.
- Develop skills of Health Information Technology and implementation of the e-commerce applications in the site and the organization.
- Learn about the communication techniques and the technical language being used in practice in the organization.
- Understand and learn from the supervisor and stakeholders about the challenges in Homecare and the prospect to overcome.

### Goals Achievement

#### Administrator Training

Showed up at the site, once in 2 weeks for the whole day. Shadowed Heather the entire day. Observed processes and got trained regarding different home health medical equipment.

#### Four Departments in Home Care

1. Intake – Answering calls, customer calls for equipment
2. Complex Problem Solvers (CME)
3. Respiratory Therapists (RTs) – work with equipment such as CPAP vents, Non-Invasive Ventilator (NIV), BIPAP
4. Service Technicians (STs) – deliver bent metal, beds, pickup O2, and service, fix, clean equipment
5. Orthotics & Prosthetics Program (new faction, in progress)



- Office and Warehouse at  
(Reference:google.com)

#### Reclaiming Lost Revenue

Prepared 120 days unbilled revenue report for all three locations (Lewis Center, Marion, & Mansfield)

Unbilled Revenue Report By Provider/Last Name Monday, January 18, 2021  
For all Dates of Service Page 1 of 347

Account DOS	Patient Name Claim #	Billing Item Description	Timely Filing	Rev Type	Payer Type	Total	Current	30 Days	60 Days	90 Days	120 Days	Reason
Provider: HOMEREACH LEWIS CENTER												
02/28/20	[REDACTED]	A7030 - CPAP MASK FULL FAC 2/27/21			MCR HMO	87.91	0.00	0.00	0.00	0.00	87.91	CMN not returned
Patient Total						87.91	0.00	0.00	0.00	0.00	87.91	
11/30/20	[REDACTED]	E0601 - CPAP MACHINE	11/30/21	Rental	MCD HMO	189.00	189.00					CMN not returned
12/30/20	[REDACTED]	E0601 - CPAP MACHINE	12/30/21	Rental	MCD HMO	189.00						CMN not returned
Patient Total						378.00	189.00	189.00	0.00	0.00	0.00	

(Reference : Ohio Health DME)

For the remote work more than (80 hours), I had to list on a spreadsheet, every Unbilled revenue for Certification of Medical Necessity (CMN) that's 120 days which was generated from HDMS. Had to go through more than 500 pages of patient data and create the excel spreadsheet with information about those patients whose revenues were unbilled for more than 120 days. This includes the equipment type that they had purchased and the physician's name along with the patient information such as Account Number, Name, and Address. Additionally, worked on automating the process of creating the spreadsheet by writing a script in Python programming language.

#### Field Trip and Warehouse Runs

Partnered with a Service Technician to go on a field trip and delivered and installed home medical equipment such as oxygen tanks, oxygen concentrators, bed, bent metal, and accessories at patient homes. Spent time with other senior managers and understood the process involved and different type of respiratory equipment such as CPAP and BIPAP masks. Visited Marion site.

#### Information Technology

Learnt about the information technology system for maintaining and retaining patient / customer records  
Healthcare Database Management System (HDMS)  
Mobile Driver – delivery tracking and check-in tool for drivers

#### Leadership Lessons

Attended conferences with possible business partners  
Attended daily huddles, Gemba walks and leadership conferences.  
Met Connie Gallaher, President of OhioHealth at Home Health  
Attended interview session for new hires

### Key Takeaways

Heather is a people person, and she enjoys watching other people grow and succeed. Key takeaways from her can be best summarized in following two sentences with her own words:

- ✓ You just have to lead the people, don't have to be a content expert.
- ✓ Hire people smarter than you and lead them.

Networking with notable personalities

- Holly Williams (alumni of Otterbein MSAH) – Director of Orthotics & Prosthetics (new program)
- Travis – Director of Operations
- Chad King – Warehouse Supervisor

### Connie's 11 Leadership

No. 1 Reason people stay, or leave is the manager. The book "It's the Manager" (by Gallup) has a lot of good tools. Another recommended book is "What You Accept Is What You Teach, Not What You Expect."

- ✓ Lesson #11: Email and Social media is not your friend.
- ✓ Lesson #10: I am a human before the title.
- ✓ Lesson #9: There is time to change.
- ✓ Lesson #8: There are two sides to every story.
- ✓ Lesson #7: Tides will change.

No organization or person stays on top forever. Money is 4<sup>th</sup> or 5<sup>th</sup> on the list, people stay because of leader.

- ✓ Lesson #6: Pay it forward
- ✓ Lesson #5: Be willing to look at yourself every-day.

Seek feedback; greatest gift you can give to yourself. Look in the mirror.

- ✓ Lesson #4: Fill in the blanks is never productive.
- ✓ Lesson #3: Never wait for somebody to take the first step.

- ✓ Lesson #2: The (four) principles of change:

People see change as a takeaway. I got to change by myself. The more you have to change, the harder you have to try. Think about pandemic. Example of a new rubber band.

- ✓ Lesson #1: Never forget your origins.

No one is born perfect. Learn how to be a storyteller. The power in business is - able to tell the stories. Make a deposit, because there is going to be withdrawals. Respect is non-negotiable and is based on trust.