
Certified Denial Recovery Specialist

ROLE DELINEATION STUDY

Final Report

March, 2010

Comprehensive Educational Services

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Introduction

Health Business Solutions (HBS), contracted with Comprehensive Educational Services to conduct a Role Delineation Study (RDS) for the job classification of Certified Denial Recovery Specialist. CES follows national standards when conducting RDS' to ensure that any resulting credentialing instruments are directly linked to the knowledge required to perform competently on the job. This report documents the first stage of the RDS process: the identification of the Scope of Service for a Certified Denial Recovery Specialist.

The development of a credentialing program designed to measure an individual's competence in a particular area is a long and complex process. The RDS is the first step of the credential development process and is the most commonly applied and accepted validation strategy used in designing credentialing programs. The purpose of the RDS is to formally identify the domains of knowledge and specific tasks needed to be a competent Certified Denial Recovery Specialist.

Compliance with Standards

Two widely accepted standards for the development of credentialing programs and certifying agencies are the *Standards for Accreditation of Certifying Agencies* (National Commission for Certifying Agencies, 2002) and the *Standards for Educational and Psychological Tests* (American Educational Research Association, American Psychological Association, and National Council on Measurement in Education, 1999).

For the purpose of this report, the Standards for Accreditation of Certifying Agencies will be referred to as the NCCA Standards and the Standards for Educational and Psychological Tests will be referred to as the Joint Standards.

The NCCA Standards specifically state that a RDS "must be conducted to clearly delineate performance domains and tasks, associated knowledge and/or skills, and sets of content/item specifications to be used as the basis for developing each type of assessment instruments." In addition, "a report must be published linking the job/practice analysis to specifications for the assessment instruments." The Joint Standards similarly state "the test specifications should be documented, along with their rationale, and the process by which they were developed." The Joint Standards also state that in credentialing tests, role delineation studies "usually provide the basis for defining the test specifications."

Comprehensive Educational Services used the above standards to help guide the process used for the RDS and in the development of all reports that will serve as documentation for content validity for any resulting Certified Denial Recovery Specialist credentialing program.

The Role Delineation Study Process

As mentioned earlier, the RDS is the first step in developing a valid and reliable credentialing program. The RDS is a formal process conducted with selected subject matter experts (SMEs) and consists of two phases. Phase 1 consists of a workshop with SMEs in which the tasks, skills, and knowledge for competent performance are determined. Phase 2 revolves around the validation of the tasks identified by the SMEs in Phase 1. The validation effort includes a survey distributed to a larger group of SMEs and job incumbents. Survey respondents are asked to review the list of tasks and rate each task in terms of its importance to competent job performance and the frequency that each task is performed.

The following steps were conducted as part of Phase 1 of the RDS:

- A. CES convened a panel of Subject Matter Experts (SMEs), representing incumbent denial recovery specialists, their supervisors, and Patient Financial Services managers and administrators, to determine the profession's scope of practice. Comprehensive Educational Services led these SMEs through the role delineation process. During the workshop, the SME panel defined the major performance domains and the associated tasks necessary for competent performance. Knowledge, skills and abilities (KSAs) associated with each task were then identified.
- B. CES conducted an editorial and psychometric review of the listing of domains, tasks, and knowledge, and prepared a validation survey, which was distributed to a sample of professionals specializing in hospital/medical billing and those individuals who are knowledgeable of the profession and job role, to validate the work of the SMEs.

This report documents the process and results of the **Certified Denial Recovery Specialist Role Delineation Study**.

The Role Delineation Study Workshop

The RDS workshop was held February 26-27, 2008, in Tallahassee, Florida. Amy Peloquin, the Director of Development with CES, conducted the workshop. The following section describes the workshop, including the list of participants, the agenda, and the methods used during the workshop.

A. List of Participants

Table 1 identifies the panel members who served as SMEs in the workshop. Panel members were recruited by HBS. Panel members are listed in alphabetical order by surname.

Table 1: Subject Matter Experts Participating in Role Delineation Study Workshop

Panel Member
Burdette Bass
Joan Braveman
Chervina Clark
Bill Cromartie
Donna Davis
Stephanie Edwards
Trisha Fewox
Anita Gay
Sabrina Lockwood
Nicole Luciano
Terry MacGraw
Cynthia Mobley
Debra Pritchard
Tameka Smith
Stephanie Thomas

B. Agenda

The following agenda was used during the workshop:

February 26, 2008

Welcome and Introductions
Overview of the Role Delineation Study Process
Define the Target Audience
Review Existing, Related Competencies
Instruction on Identifying Performance Domains, Task Statements, and Knowledge/Skill Statements
Establish Performance Domains
Write/Review Task Statements
Review Progress/Prepare for Day 2
Adjourn

February 27, 2008

Welcome/Introduction to Day 2
Validate Domains and Tasks
Write Knowledge/Skill Statements
Write/Review Knowledge/Skill Statements
Wrap-up and Discussion of Next Steps
Adjourn

C. Defining the Performance Domains

After multiple brainstorming and discussion sessions, the panel members determined the major responsibilities or duties that define the Denial Recovery Specialist's job role. After generating an exhaustive list of possible major responsibilities, the panelists identified the following three domains of practice, which are:

Domain 1: Research and Analysis

Domain 2: Problem Resolution

Domain 3: Administrative and Professional Responsibility

D. Determining the Task Statements

Once the domains were finalized, the facilitator led the panel members through another series of facilitated brainstorming sessions in which the tasks necessary for competent performance were identified for each domain. Once all the tasks were delineated, the panel members reviewed the listing to ensure that the tasks:

1. Provided full coverage of the job responsibilities,
2. Were independent of each other, and
3. Were appropriately categorized within each domain.

E. Determining the Knowledge, Skill and Abilities (KSAs)

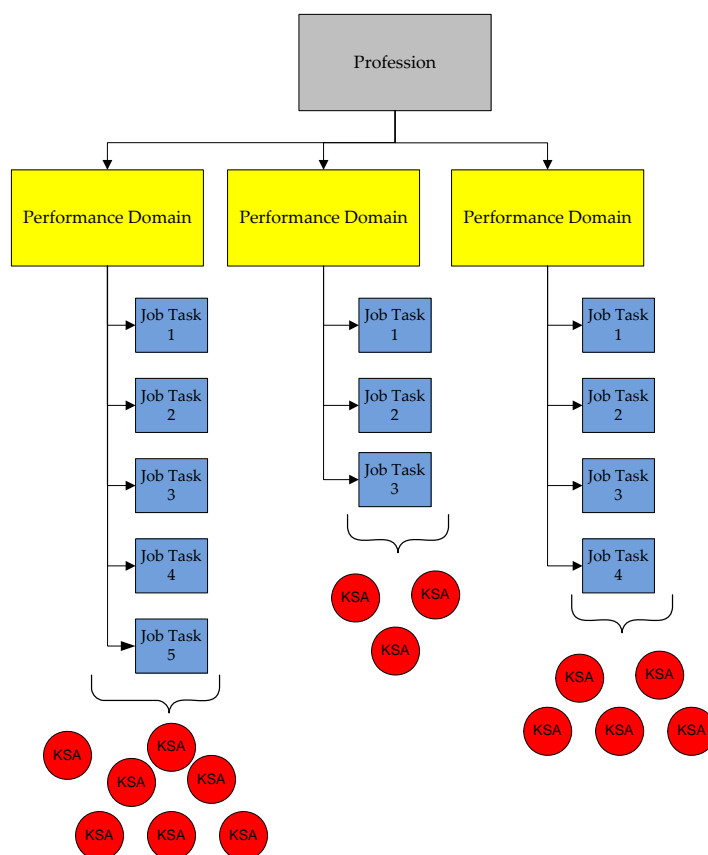
The final step in the RDS workshop was to determine the knowledge and/or skill base that the individual must possess in order to perform specified job tasks. KSAs are grouped within a domain: this means that a specified KSA that is necessary to perform task one, three, and seven will not be restated three times. Rather, the KSA is expected to be applied when carrying out all relevant tasks.

The facilitator led a large group review of the tasks within a domain, and then recorded the KSAs identified by panel members. Unanimous agreement was gained before completing one domain and moving on to another.

F. The Relationship between Domains, Job Tasks, and KSAs

Figure 1 illustrates the relationship between performance domains, job tasks, and KSAs. A performance domain is a major duty that defines a job role. Each performance domain is further analyzed to identify the specific job tasks that the professional is responsible for performing. Finally, the competencies necessary to perform the job tasks to a specified level of competency are established in the form of knowledge, skill, and ability statements. Combined, these three

components objectively describe what the Certified Denial Recovery Specialist must know and be able to do in order to perform their job in a competent manner.



In a role delineation study, the knowledge, skill and ability statements are written at the lowest cognitive level required to competently perform the job task. Also, it can be assumed that when a higher order cognitive level is indicated, the Certified Denial Recovery Specialist also possesses the lower level cognitive abilities that provide the foundation necessary to perform at the level indicated.

The next section identifies, by performance domain, the job tasks and associated knowledge, skill, and ability statements necessary for competent performance as a Certified Denial Recovery Specialist.

Performance Domains, Job Tasks, and KSAs

Domain 1: Research and Analysis

Job Tasks that should be performed by the Certified Denial Recovery Specialist in the Research and Analysis domain are:

- 1.1 Review Explanation of Benefits (EOB)/Remittance Advice to identify denial code.
- 1.2 Research client account activity to verify accuracy of submitted denial code.
- 1.3 Contact payer to verify denial code, if necessary.
- 1.4 Update denial code, if necessary.
- 1.5 Determine appropriate action to resolve the denial.

Knowledge, Skills and Abilities that the Certified Denial Recovery Specialist should possess in order to perform the tasks identified in the Research and Analysis domain are:

- 1.a. Know how to locate assigned denials.
- 1.b. Know how to open the claim's EOB or RA.
- 1.c. Know how to read an EOB or RA.
- 1.d. Ability to decipher the denial code to determine the reason for the denial.
- 1.e. Know how to access account history in client IT system.
- 1.f. Know when to contact the payer to verify the denial reason or seek additional information.
- 1.g. Know when to update the denial reason in the client IT system.
- 1.h. Know how to update the denial reason in the client IT system.
- 1.i. Know the relationship between the denial code and standard recovery action(s) for common denial types.

Domain 2: Problem Resolution

Job Tasks that should be performed by the Certified Denial Recovery Specialist in the Problem Resolution domain are:

- 2.1 Determine whom to contact to gather necessary information to correct the claim.
- 2.2 Contact insurance companies, patients, physicians, and other ancillary hospital departments to request necessary information to correct the claim.
- 2.3 Compile all necessary information to correct the claim.
- 2.4 Take appropriate action to correct the claim, including: drop a new claim; write a letter of appeal; request an adjustment; and/or transfer balance to patient liability.
- 2.5 Set appropriate follow-up dates to track payment or subsequent denial of the claim.

Knowledge, Skills and Abilities that the Certified Denial Recovery Specialist should possess in order to perform the tasks identified in the Problem Resolution domain are:

- 2.a. Know the most appropriate information source for a given denial code.
- 2.b. Know the procedure for contacting patients.
- 2.c. Know the procedure for contacting payers.
- 2.d. Know the procedure for contacting ancillary hospital departments.
- 2.e. Ability to drop a new claim.
- 2.f. Ability to request an adjustment.
- 2.g. Ability to write a letter of appeal.
- 2.h. Ability to transfer the balance to patient liability.
- 2.i. Know the follow-up time frame for each type of denial.
- 2.j. Ability to set/re-set the follow-up time frame in the client IT system.

Domain 3: Administrative and Professional Responsibility

Job Tasks that should be performed by the Certified Denial Recovery Specialist in the Administrative and Professional Responsibility domain are:

- 3.1 Document all activity in the client/employer Information Technology (IT) systems.
- 3.2 Compose and proof correspondence, including e-mail, letters, and other written documents.
- 3.3 Provide customer service, including timely response to telephone calls, e-mail, and other verbal and written correspondence.
- 3.4 Seek technical assistance from supervisors regarding problems or issues related to collections, accounts, or other issues as appropriate.

Knowledge, Skills and Abilities that the Certified Denial Recovery Specialist should possess in order to perform the tasks identified in the Administrative and Professional Responsibility domain are:

- 3.a. Know the types of information/activity to be documented into the client/employer IT system.
- 3.b. Know the standard protocol for documenting actions/information in the client/employer IT system.
- 3.c. Ability to compose and proof correspondence.
- 3.d. Ability to respond to verbal and written correspondence.

The Role Delineation Study Validation Survey

While the panel members of the RDS Workshop are considered subject matter experts, they represent only a small group of practitioners and their expert status may result in a perception of the profession that is different from many practitioners. It is for this reason that an RDS validation survey is developed and sent to a larger sample of practitioners. The survey was open to panel members prior to opening it to the target audience in order to gather data from the two groups. The responses from the survey respondents are then compared to the panelists' responses as a way to validate the panel's analysis of the profession.

A. Developing the Survey

Using the final performance domains and task statements identified through the RDS workshop, CES prepared a web-based survey that enabled respondents to evaluate and provide feedback on the SME identified domains and task statements.

The survey provided respondents with an explanation of its purposes, as well as clear instructions for its completion. Along with each domain and task listing, definitions of the rating scales were provided on each page. Based on the list of 14 tasks for the 3 domains, the survey asked the respondent to rate the importance and the frequency of each task. A 5-point Likert-type scale was used, where a higher value indicated more importance and higher frequency. In addition, the survey asked demographic information of the respondents, such as gender, age, and level of education. A copy of the Validation Survey Instrument can be found in Appendix A.

The demographic data was used to verify that the survey data was representative of the practice settings, experience level, and education level of the population of incumbent Denial Recovery Specialists. All survey data was captured in a common database, which was then analyzed by CES's psychometrician, Dr. Akihito Kamata.

B. The Survey Sample

To contact incumbent Denial Recovery Specialists, CES developed a survey participation request letter, which was then disseminated to all panel members for distribution to incumbent professionals.

The request for participation letter provided a statement of purpose, a brief overview of the survey, the internet link to the survey itself, and the timeframe for completion. If the respondent did not have ready access to the internet, respondents were encouraged to contact CES for a hard copy of the survey if necessary. In total, 56 people responded to the survey. The demographic characteristics of the sample are summarized in Tables C-1 through C-8. In some cases, not all respondents answered every question, so the total number for respondents for each demographic question may not equal the total number of surveys analyzed. In addition, for some questions, respondents had the opportunity to select more than one option, so the total value would be larger than the total number of surveys returned.

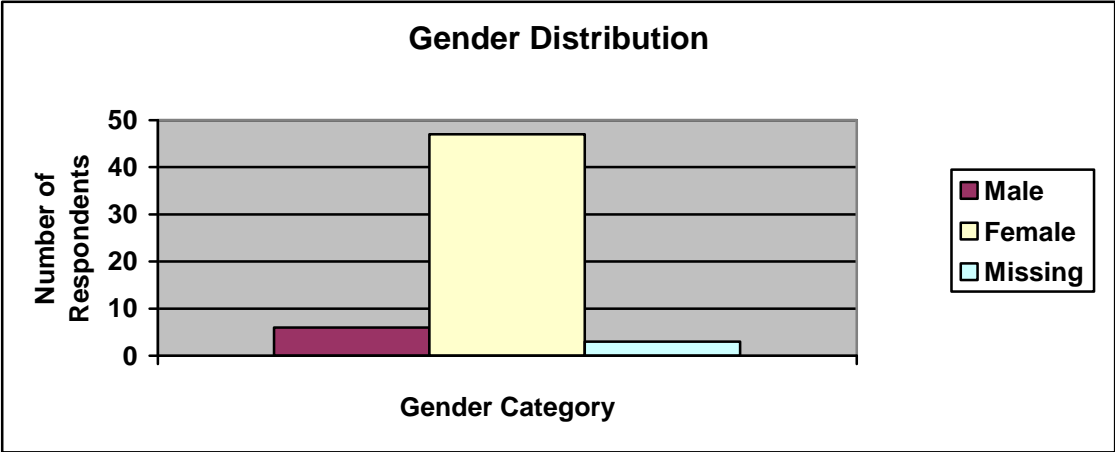
C. Analysis of Demographic Data

Eight (8) demographic questions were asked in the survey. This section provides a summary of the demographic results and confirms that the survey sample represents practitioners from a variety of practicing settings with varying levels of education, experience, and background. All percentages were calculated on actual responses to each question, but missing responses have also been documented. Note that some of the percents will not add to 100% due to rounding.

Gender:

Of those responding to the survey, 11.3% (n=6) of the respondents were male and 88.7% (n=47) of the respondents were female. Three respondents did not indicate gender. Table C-1 summarizes the gender variable.

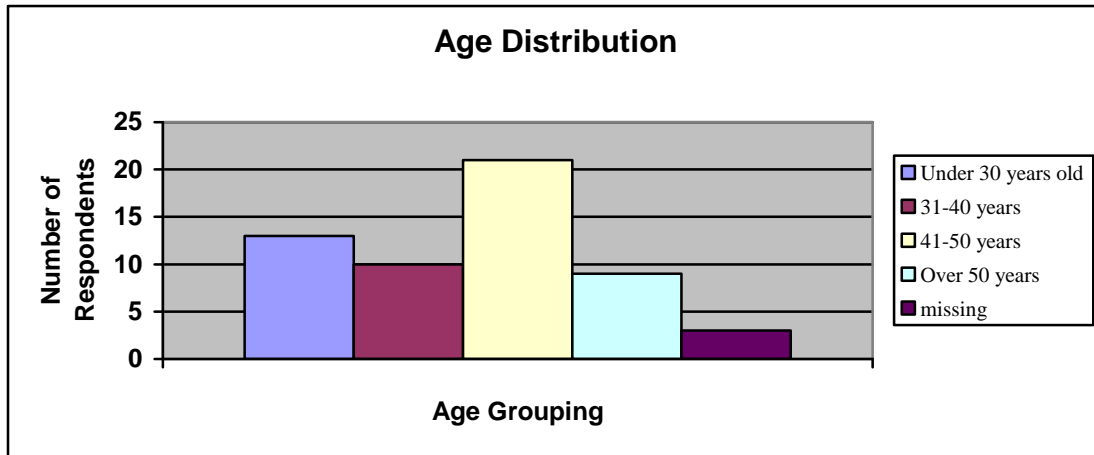
Table C-1: Summary of the Gender Demographic Responses



Age:

All levels of age were represented in the survey. The majority of the respondents (39.6%) were between the ages of 41 and 50 years. Almost 19% of the respondents (18.9%) were between the ages of 31 and 40. Slightly more than 24% of the respondents (24.5%) were under the age of 30 years. The remaining respondents were over the age of 50 years. The age variable is summarized in Table C-2.

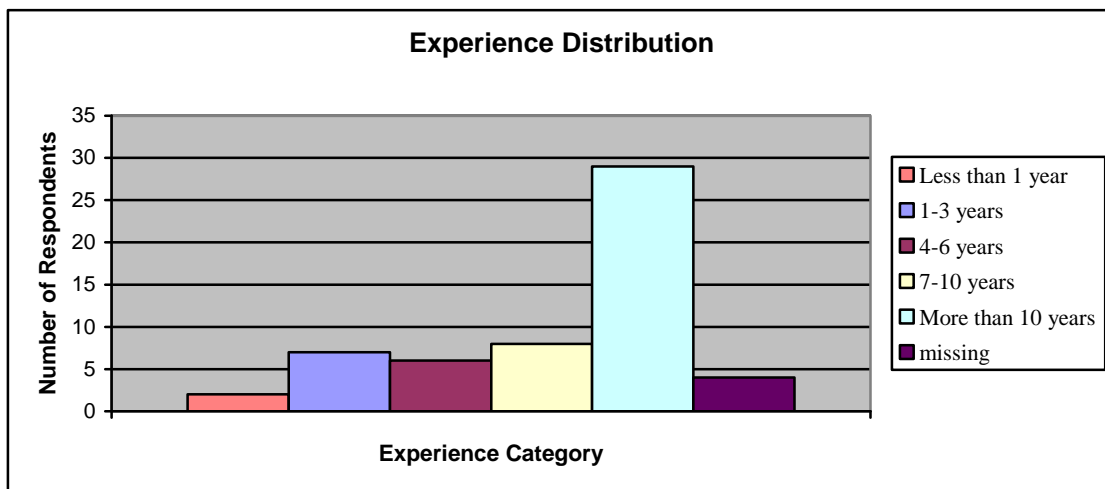
Table C-2: Summary of the Age Demographic Responses



Years of Experience

The majority of respondents (55.8%) indicated that they had more than 10 years of practice as Denial Recovery Specialists. 15.4% of the respondents indicated they had between 7 and 10 years of experience, closely followed by 13.5% of the respondents who indicated they had between 1 and 3 years of experience. Slightly more than 11% of the respondents indicated they had between 4 and 6 years of experience. 3.8% of respondents indicated they had less than one year of experience. The distribution of number of years of practice is illustrated in Table C-3.

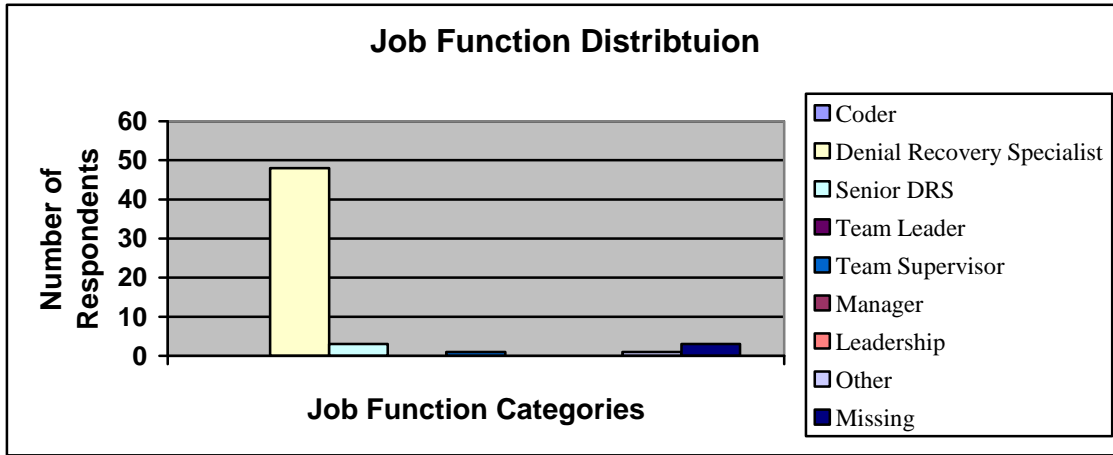
Table C-3: Summary of Years of Experience Demographic Responses



Job Function:

Individuals responding to the survey work in various job functions, as indicated in Table C-4 below. More than half (90.6%) of the respondents indicated that they currently serve in a Denial Recovery Specialist role. 5.7% of the respondents indicated they currently serve in a Senior Denial Recovery Specialist role.

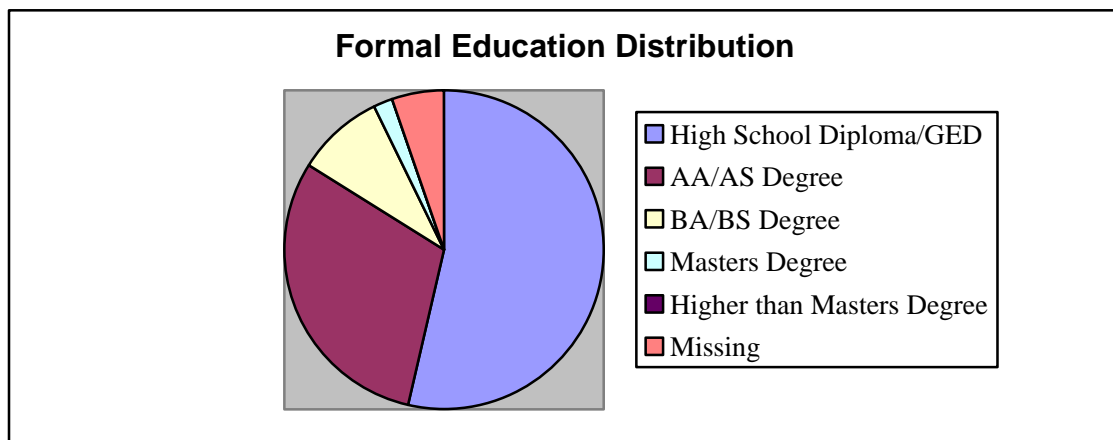
Table C-4: Summary of the Job Function Demographic Responses



Formal Education

Respondents were asked to identify their highest level of formal education. 56.6% of respondents hold a high school diploma/general equivalency degree. 32.1% of respondents hold an Associates degree. The distribution is illustrated in table C-5.

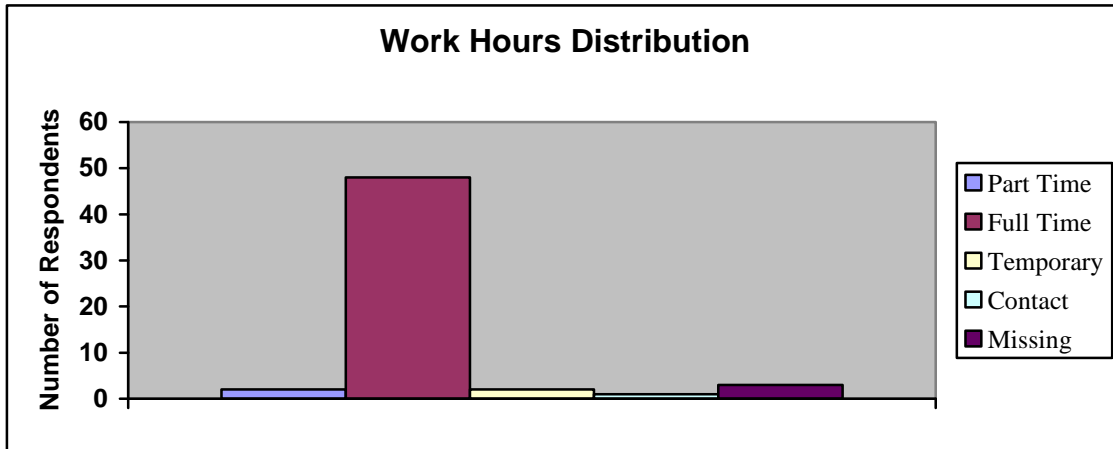
Table C-5: Summary of the Highest Level of Education Demographic Responses



Work Hours

The majority of respondents (90.6%) indicated that they worked full time. Only 2 respondents worked part time. Table C-6 shows the distribution of work hours.

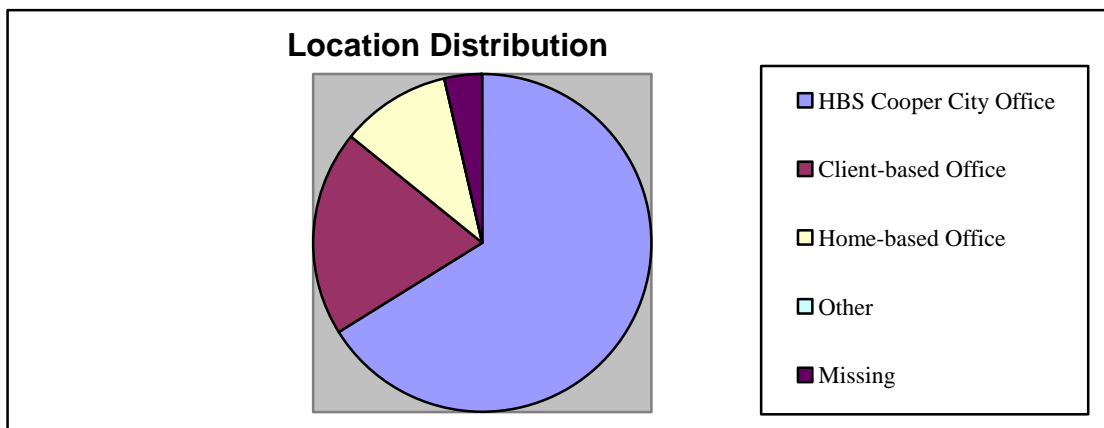
Table C-6: Summary of the Work Hours Distribution



Location

Respondents were asked to indicate their current work setting. As shown in Table C-7, a range of settings was represented.

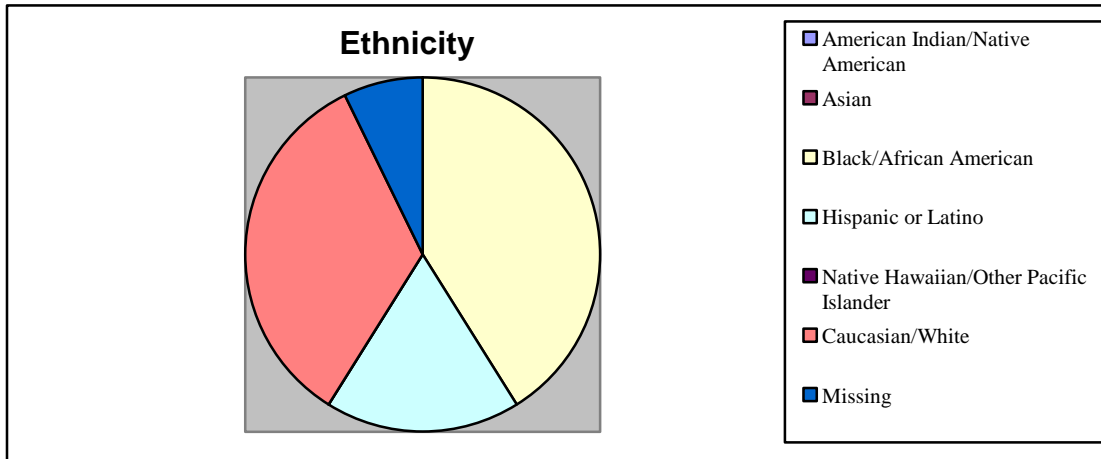
Table C-7: Summary of Location Distribution



Ethnicity

The final survey demographic question asked information regarding the ethnicity of the respondents. As shown in Table C-8, a range of ethnicities was represented.

Table C-8: Summary of the Ethnicity Responses



Determining the Domain Percentages

The responses from the survey were analyzed and compared to the responses of the panel members. In particular, the domains are compared to ensure that the coverage on the examination at the domain level is not significantly different between panel members and the survey respondents. If the responses for the domain ratings are similar between the two groups, then one can assume that the work produced by the panel members is a valid assessment of the profession.

The survey respondents and the panel members were asked to evaluate the three domains in terms of importance and frequency, using the same five-point scale. Survey respondents and panel members were also asked to estimate the percentage of time a Denial Recovery Specialist spends performing duties in these domains.

A. Importance Ratings

Respondents were asked to use the five-point scale (see table A-1, below) to respond to the following question, “How important is the domain, relative to the other domains, to the job performance of a Denial Recovery Specialist?”

Table A-1: Importance Rating Scale

Rating	Description
1	Not Important
2	Somewhat Important
3	Important
4	Very Important
5	Extremely Important

As shown in Table A-2, all three of the domains were evaluated as being important by both panel members and survey respondents, as the lowest rating was 4.18.

Table A-2: Comparison of Importance Ratings – Survey Respondents vs. Panelists

Performance Domains	Panelists’ Importance Ratings	Survey Importance Ratings
Research and Analysis	4.50	4.7
Problem Resolution	4.57	4.74
Administrative and Professional Responsibilities	4.53	4.65

Both the panelists and the survey respondents felt that Problem Resolution was the most important domain. The panelists felt the least important domain was Research and Analysis, while the survey respondents rated Administrative and Professional Responsibility as the least important domain. However, the difference is less than half a percentage point and both the survey respondents and the panelists consistently rated each of the three domains as Very Important.

B. Frequency Ratings

Respondents were asked to use the five-point scale (see table B-1, below) to respond to the following question, “How much time, on average, does a Denial Recovery Specialist spend performing duties in these domains, relative to the other domains?”

Table B-1: Frequency Rating Scale

Rating	Description
1	Never
2	Rarely
3	Infrequently
4	Frequently
5	Repetitively

As shown in Table B-2, all three domains were evaluated as being performed an average or fair amount of time, with the lowest rating at 4.16.

Table B-2: Comparison of Frequency Ratings – Survey Respondents vs. Panelists

Performance Domains	Panelists' Frequency Ratings	Survey Frequency Ratings
Research and Analysis	4.41	4.69
Problem Resolution	4.41	4.7
Administrative and Professional Responsibilities	4.51	4.46

The survey respondents and the panelists agreed that tasks in each domain are performed frequently, however, there were some differences between the survey respondents' frequency ratings and those of the panelists for the other domains. The survey respondents felt that the most frequently performed tasks are in Problem Resolution, closely followed by Research and Analysis. The least frequently performed tasks are in the Administrative and Professional Responsibility domain. However, the panelists felt that the most frequent duties are in the Administrative and Professional Responsibility domain, and the remainder are evenly split between Problem Resolution and Research and Analysis. Yet, the difference in the mean ratings are not significant and both groups indicate that denial recovery specialists spend approximately one-third of their time performing tasks in each of the three domains.

C. Summary of Findings Regarding Domains

As shown in the tables in the preceding pages, the perception of the profession by the survey respondents is consistent with the perception of the panelists. Both groups found all three domains “important” to “extremely important.” While there were some differences in the frequency and estimated percentages, the differences were not by significant values. In fact, the minor differences between the panelists and survey respondents in terms of the frequency and estimated percentage of time spent in the domains may be attributed to the small number of panel members per the workshop design. The small number of panel members needed to conduct the RDS Workshop (Phase 1) is one reason why a validation survey (Phase 2) is sent to a larger audience.

In accordance with standard practice, the test blueprint is computed based on the survey responses rather than the panelists’ ratings. However, in the final acceptance of the test blueprint, the data from the workshop panelists may also be considered.

The Test Blueprint

The final phase of the Role Delineation Study was to develop the test blueprint. The test blueprint provides the exact number of items from each domain and task that should appear on the examination. Exam items should be developed to assess the knowledge and skills in each domain and task according to the determined percentages.

Appendix B contains a summary test blueprint, which identifies the number of items that should be on the exam for each domain and task. Appendix C contains a detailed test blueprint, which adds to the Summary Test Blueprint by including the knowledge and skill statements associated with each performance domain. The detailed test blueprint is typically helpful to item writers as examination items are developed and to curriculum developers designing competency-based instruction. In addition, the detailed blueprint provides the candidates with considerably more information regarding the scope of knowledge the examination will be measuring.

A. Testing Format

A variety of testing formats exist for appropriately assessing a candidate’s knowledge. Typically, multiple-choice examinations are used to measure knowledge, while performance-based examinations are used to assess skills and actual job performance. Each testing format has its advantages and its disadvantages. Ultimately, it is the decision of the certifying agency as to which examination format they prefer to use.

Comprehensive Educational Services recommends that the Denial Recovery Specialists certification examination be in multiple-choice format. This format can be scored objectively, allows for the most thorough content coverage, and is the least expensive to administer. In addition, CES evaluated the tasks and associated knowledge statements outlined in the role delineation and concluded that the use of a written, multiple-choice examination format is appropriate to assess candidate performance for the Denial Recovery Specialist.

CES recommends that the examination instrument includes 50 items. The examination blueprint has been calculated for 50 items.

B. Overview of Statistical Analysis

All statistical work was conducted by CES's psychometrician, Dr. Akihito Kamata. When developing the test blueprint for the Denial Recovery Specialist examination, the first consideration was given to the mean percentage assigned to each domain. The mean value was used to:

1. identify any task statements that should be eliminated from the test blueprint, and
2. determine the percentage of the examination that should be allocated for the domain.

First, the mean rating was calculated for "Importance" and "Frequency" by task. Tasks with a mean rating of less than 2.5 are flagged as "not important" or "not frequently performed." As expected, none of the tasks identified by the panelists in the Role Delineation Study Workshop would be eliminated as these panelists have delineated these tasks as critical for competent performance of a Denial Recovery Specialist. The survey data analysis indicated that all tasks are important and are frequently performed, as the lowest survey mean rating was 4.35. Therefore, all tasks identified by the panelists were used in the development of the test blueprint.

To calculate the percentage allocated per domain, the weight of each task was determined in the following way.

- First, the average ratings for "Importance" and "Frequency" were calculated for each task.
- Next, the mean of the two ratings was calculated, establishing the Mean Combined Rating.
- Then, the mean combined rating for each of the 14 tasks was summed to establish the Total Rating Score, which is 65.33 in this case.
- Finally, the weight for each task (exam proportion) was computed by dividing the Mean Combined Rating by the Total Rating Score.

The proportion of each task to the entire task inventory within each domain was then calculated. This proportion was directly used to determine the number of items that should be allocated to each task. The differences in exam proportions between tasks were rather small; the lowest was 6.66% (Task 3.4), and the highest was 7.47% (Task 1.5). Since the difference was only 0.81%, the difference in the number of allocated tasks should be only one. By allocating three (3) items per task, the total number of items will be 42. In order to achieve the total number of items of 50, 8 tasks should be chosen to allocate 4 items. The procedure by which this was determined is as follows:

For each domain, the number of tasks to be assigned 4 items, rather than 3 items, was determined by $(3 \times \# \text{ of tasks in the domain}) - (\# \text{ of items for the domain})$. For example, there were 5 tasks in Domain 1, while 18 items should be assigned to the domain. Since $18 - (3 \times 5) = 3$, 3 tasks should be assigned 4 items. Among the tasks in Domain 1, tasks 1.1, 1.3 and 1.5 had the highest exam proportions. Therefore 4 items were assigned for these tasks. The same procedure was applied for the other 2 domains. As a result, tasks 1.1, 1.3, 1.5, 2.2, 2.3, 2.4, 3.1, 3.2, and 3.4 were chosen to assign 4 items rather than 3 items. All other items were assigned 3 items.

C. Reliability of Task Ratings

Since the mean task ratings for importance and frequency are directly used to determine the number of exam items, it is important that the data be reliable. The reliability of the task ratings can be described as the consistency of the score/ratings that are obtained on the observed scales.

One of the most common methods used to determine the reliability of a measurement instrument is the Cronbach Coefficient Alpha (Cronbach, 1951). This statistic measures the internal consistency of responses made within a survey. A widely used rule is that the reliability coefficient should be at least .70 (Nunnally, 1978). However, it is noted that this is just a rule and there have been many studies published in the social science literature with coefficient alpha reliabilities under .70.

The coefficient reliability of each scale (importance and frequency) was calculated across all tasks. The results (see Table C-1) support the use of the survey respondents' ratings to determine exam proportions of each task.

Table C-1: Reliability Estimates of the Task Ratings

Variable	Reliability Estimate
Importance	.945
Frequency	.929

With reliability estimate values greater than .80, we can assume that the respondents responded to the survey in a consistent manner with thoughtful consideration to each rating provided and that the questions relating to those tasks were appropriately interpreted by respondents.

D. Summary Statistics for the Domains and Tasks

To determine the proportion of the examination to be allocated to each domain, the mean percentage values per the survey respondents was computed. Table D-1 provides a listing of the calculated percentage (adjusted/rounded to yield 100%). The importance and frequency mean ratings for the tasks, and the calculated exam proportions, are provided in table D-2.

Table D-1: Percent of Exam Items per Domain

Domain	Percent of Exam Item
Research and Analysis	35.9%
Problem Resolution	36.1%
Administrative and Professional Responsibilities	28.0%

Table D-2a: Summary of Ratings with Calculated Exam Proportions by Domain

Domain	Importance Rating	Frequency Rating	Exam Proportion
Research and Analysis	4.7	4.69	35.9%
Problem Resolution	4.74	4.7	36.1%
Administrative and Professional Responsibilities	4.65	4.46	28.0%

Table D-2b: Summary of Ratings with Calculated Exam Proportions by Domain and Task

Domain/Task	Importance Rating	Frequency Rating	Exam Proportion
Domain 1: Research and Analysis			
Task 1.1	4.82	4.78	7.34%
Task 1.2	4.51	4.76	7.09%
Task 1.3	4.70	4.74	7.23%
Task 1.4	4.56	4.31	6.80%
Task 1.5	4.91	4.85	7.47%
Domain 2: Problem Resolution			
Task 2.1	4.69	4.63	7.13%
Task 2.2	4.69	4.70	7.19%
Task 2.3	4.72	4.87	7.34%
Task 2.4	4.85	4.63	7.26%
Task 2.5	4.73	4.68	7.20%
Domain 3: Administrative & Professional Responsibilities			
Task 3.1	4.82	4.80	7.36%
Task 3.2	4.45	4.58	6.92%
Task 3.3	4.65	4.51	7.01%
Task 3.4	4.69	4.02	6.66%

Conclusion

The Denial Recovery Specialist Role Delineation Study was conducted in keeping with the professional credential development standards established by the NCCA and the Joint Standards. Upon completion of the Role Delineation Study Final Report, the test blueprint is final and should not be changed until an updated Role Delineation Study is completed. In particular, the domains, tasks, and assigned percentages cannot be modified. The associated knowledge and skill statements can be modified, if necessary. However, this modification can in no way change the percentage values for the domains and tasks.

The lifespan of the Role Delineation Study and test blueprint is five years. After five years, it is recommended that another Role Delineation Study is conducted to update the domains and tasks and to assess any changes to the importance and frequency ratings. If significant changes occur, such as a significant shift in the professional body of knowledge due to advances in evidence based practice, there may be a need to consider updating the Role Delineation Study sooner than the year 2015.

Appendix A: Validation Survey Instrument

Note: The Survey was conducted on-line. This document duplicates the survey content and format. For access to the on-line version of the survey, please contact CES offices.

Introduction

Comprehensive Educational Services (CES) is conducting a role delineation study (RDS) for the job classification of Denial Recovery Specialists. The purpose of an RDS is to identify the core performance domains of practice and the specific job tasks which are performed by compulsive gambling counselors.

CES follows national standards when conducting RDS' to ensure that resulting certification standards and examination instruments reflect the knowledge and skills necessary to perform competently on the job. Part of this process involves asking current practitioners to validate the core performance domains and job tasks of denial recovery specialists.

You have been asked to respond to this survey because of your background and experience related to hospital/medical billing. Please select the "next" button for an overview of the survey structure and directions for completing the survey.

Survey Overview

This survey is divided into four sections.

- Section 1 asks you to rate "how important" each core job task is to the overall job performance of a denial recovery specialist.
- Section 2 asks you to rate "how frequently" the specialist performs job tasks within each domain.
- Section 3 allows you to provide us with feedback regarding the performance domains and job tasks. In this section you are able to recommend performance domains and/or job tasks that you believe are missing from the survey. To view a full copy of the performance domains and job tasks, please visit CES website at <http://www.flcertificationboard.org/>.
- Section 4 asks you to provide your demographic information. This information is confidential and is not linked to your survey. The purpose of collecting demographic information is to ensure that we have survey data from a representative sample of practitioners.

Survey Direction

1. You may exit and re-enter this survey at any time as long as you use the same computer. If you cannot complete the survey in one sitting, you may want to print a hard copy of the survey, complete the survey, and enter your ratings at one time.
2. Please carefully review the definitions of each rating scale before starting. The definitions are provided at the start of each section. To print a hard copy of the definitions, please visit CES website.
3. The survey data will not be submitted until you complete the entire survey and select the "Done" button.
4. Thank you for your participation!

Section 1: Importance

This section is divided into three performance domains. Under each domain is a list of job tasks performed by the counselor within that domain. For each job task, please indicate how important each job task is to the performance of a Denial Recovery Specialist. Select the number of the description that best describes how frequently the job task is performed.

1=Not Important. Performance of the task is not essential to job performance.

2=Somewhat Important. Performance of the task is minimally essential to job performance.

3=Important. Performance of the task is moderately essential to job performance.

4=Very Important. Performance of the task is clearly essential to job performance.

5=Extremely Important. Performance of the task is absolutely essential to job performance.

Domain 1: Research and Analysis

1.1 Review Explanation of Benefits/Remittance Advice to identify denial code.

1 2 3 4 5

1.2 Research client account activity to verify accuracy of submitted denial code.

1 2 3 4 5

1.3 Contact payer to verify denial code, if necessary.

1 2 3 4 5

1.4 Update denial code, if necessary.

1 2 3 4 5

1.5 Determine appropriate action to resolve the denial.

1 2 3 4 5

Domain 2: Problem Resolution

2.1 Determine whom to contact to gather necessary information to correct the claim.

1 2 3 4 5

2.2 Contact insurance companies, patients, physicians, and other ancillary hospital departments to request necessary information to correct the claim.

1 2 3 4 5

2.3 Compile all necessary information to correct the claim.

1 2 3 4 5

2.4 Take appropriate action to correct the claim, including: drop a new claim; write a letter of appeal; request an adjustment; and transfer balance to patient liability.

1 2 3 4 5

2.5 Set appropriate follow-up dates to track payment or subsequential denial of the claim.

1 2 3 4 5

Domain 3: Administrative and Professional Responsibilities

3.1 Document all activity in employer and client Information Technology (IT) systems.

1 2 3 4 5

3.2 Compose and proof correspondence, including e-mail, letters, and other written documents.

1 2 3 4 5

3.3 Provide customer service, including timely response to telephone calls, e-mail, and other verbal and written correspondence.

1 2 3 4 5

3.4 Seek technical assistance from supervisors regarding problems or issues related to collections, accounts, or other issues as appropriate.

1 2 3 4 5

Section 2: Frequency

This section is also divided into the same three performance domains and sets of job tasks that you evaluated for importance. In this section, please indicate how often, on average, a Denial Recovery Specialist devotes to performing each job task within each domain.

1=Never

2=Rarely

3=Infrequently

4=Frequently

5=Repetitively

Domain 1: Research and Analysis

1.1 Review Explanation of Benefits/Remittance Advice to identify denial code.

1 2 3 4 5

1.2 Research client account activity to verify accuracy of submitted denial code.

1 2 3 4 5

1.3 Contact payer to verify denial code, if necessary.

1 2 3 4 5

1.4 Update denial code, if necessary.

1 2 3 4 5

1.5 Determine appropriate action to resolve the denial.

1 2 3 4 5

Domain 2: Problem Resolution

2.1 Determine whom to contact to gather necessary information to correct the claim.

1 2 3 4 5

2.2 Contact insurance companies, patients, physicians, and other ancillary hospital departments to request necessary information to correct the claim.

1 2 3 4 5

2.3 Compile all necessary information to correct the claim.

1 2 3 4 5

2.4 Take appropriate action to correct the claim, including: drop a new claim; write a letter of appeal; request an adjustment; and transfer balance to patient liability.

1 2 3 4 5

2.5 Set appropriate follow-up dates to track payment or subsequential denial of the claim.

1 2 3 4 5

Domain 3: Administrative and Professional Responsibilities

3.1 Document all activity in employer and client Information Technology (IT) systems.

1 2 3 4 5

3.2 Compose and proof correspondence, including e-mail, letters, and other written documents.

1 2 3 4 5

3.3 Provide customer service, including timely response to telephone calls, e-mail, and other verbal and written correspondence.

1 2 3 4 5

3.4 Seek technical assistance from supervisors regarding problems or issues related to collections, accounts, or other issues as appropriate.

1 2 3 4 5

Section 4: Respondent Feedback

This section is designed to allow you to provide us with feedback regarding the overall set of performance domains and job tasks.

1. How well did this survey cover the performance domains expected of a Denial Recovery Specialist?
2. Are there any performance domains that you believe were omitted from the original list?
3. If yes, please describe.
4. How well did this survey cover the job tasks, within each performance domain, expected of a Denial Recovery Specialist?
5. Are there any job tasks that you believe were omitted from the original list?
6. If yes, please describe.
7. Additional Comments:

Section 5: Demographic Information

Please answer each of the following demographic questions. This data will be used to ensure that an appropriate sample of professionals' demographic backgrounds is represented in the survey data collection and validation study.

All demographic information is kept strictly confidential and no individual or agency will be identifiable in any report using the information collected through this survey.

1. Gender:
 Male Female
2. Age:
 Under 30 years old 31-40 years old 41-50 years old Over 50 years old
3. How many years of related professional experience do you have?
 Less than 1 Year 1-3 Years 4-6 Years 7-10 Years More than 10 years
4. Which of the following best describes your current job function? Select only one.
 Coder Denial Recovery Specialist Senior Denial Recovery Specialist
 Team Leader Team Supervisor Manager Leadership
 Other
5. Which of the following best describes your work hours?
 Part-Time Full-Time Temporary Contract
6. Where do you currently work?
 HBS Cooper City Office Client-based Office Home-based office Other
7. What is your highest level of education completed? Select only one.
 High School Diploma/GED AA/AS Degree BA/BS Degree
 Masters Degree Higher than Masters Degree
8. Which of the following best describes your ethnicity/race? Select one.
 American Indian/Native American Asian
 Black/African American Hispanic or Latino
 Native Hawaiian/Other Pacific Islander Caucasian/White

Appendix B: Summary Test Blueprint

Denial Recovery Specialist Summary Test Blueprint (Based on 50 multiple-choice items)

Domain / Task		Items per Task	Items per Domain
Domain 1: Research and Analysis			18
1.1	Review Explanation of Benefits/Remittance Advice to identify denial code.	4	
1.2	Research client account activity to verify accuracy of submitted denial code.	3	
1.3	Contact payer to verify denial code, if necessary.	4	
1.4	Update denial code, if necessary.	3	
1.5	Determine appropriate action to resolve the denial.	4	
Domain 2: Problem Resolution			18
2.1	Determine whom to contact to gather necessary information to correct the claim.	3	
2.2	Contact insurance companies, patients, physicians, and other ancillary hospital departments to request necessary information to correct the claim.	3	
2.3	Compile all necessary information to correct the claim.	4	
2.4	Take appropriate action to correct the claim, including: drop a new claim; write a letter of appeal; request an adjustment; and transfer balance to patient liability.	4	
2.5	Set appropriate follow-up dates to track payment or subsequential denial of the claim.	4	
Domain 3: Administrative and Professional Responsibilities			14
3.1	Document all activity in the employer and client Information Technology systems.	4	
3.2	Compose and proof correspondence, including e-mail, letters, and other written documents.	3	
3.3	Provide customer service, including timely response to telephone calls, e-mail, and other verbal and written correspondence.	4	
3.4	Seek technical assistance from supervisors regarding problems or issues related to collections, accounts, or other issues as appropriate.	3	

Appendix C: Detailed Test Blueprint

Denial Recovery Specialist Summary Test Blueprint (Based on 100 multiple-choice items)

Domain / Task		Items per Task	Items per Domain
Domain 1: Research and Analysis			18
1.1	Review Explanation of Benefits/Remittance Advice to identify denial code.	4	
1.2	Research client account activity to verify accuracy of submitted denial code.	3	
1.3	Contact payer to verify denial code, if necessary.	4	
1.4	Update denial code, if necessary.	3	
1.5	Determine appropriate action to resolve the denial.	4	
<p>Knowledge, Skills and Abilities that the Denial Recovery Specialist should possess in order to perform the tasks identified in the <i>Research and Analysis</i> domain:</p> <p>Knowledge of:</p> <ul style="list-style-type: none"> The relationship between the denial code and standard recovery action(s) for common denial types <p>Skills and Abilities to:</p> <ul style="list-style-type: none"> Locate assigned denials Open the claim's EOB or RA Read an EOB or RA Decipher the denial code to determine the reason for the denial Access account history in client IT system Update the denial reason in the client IT system 			

Domain 2: Problem Resolution			18
2.1	Determine whom to contact to gather necessary information to correct the claim.	3	
2.2	Contact insurance companies, patients, physicians, and other ancillary hospital departments to request necessary information to correct the claim.	3	
2.3	Compile all necessary information to correct the claim.	4	
2.4	Take appropriate action to correct the claim, including: drop a new claim; write a letter of appeal; request an adjustment; and transfer balance to patient liability.	4	
2.5	Set appropriate follow-up dates to track payment or subsequential denial of the claim.	4	
<p>Knowledge, Skills and Abilities that the Denial Recovery Specialist should possess in order to perform the tasks identified in the <i>Problem Resolution</i> domain:</p> <p>Knowledge of:</p> <ul style="list-style-type: none"> • Procedures for contacting patients • Procedures for contacting payers • Procedures for contacting ancillary hospital departments • Appropriate follow-up time frames for each type of denial <p>Skills and Abilities to:</p> <ul style="list-style-type: none"> • Drop a new claim • Request an adjustment • Write a letter of appeal • Transfer the balance to patient liability • Set/re-set the follow-up time frame in the client IT system 			
Domain 3: Administrative and Professional Responsibilities			14
3.1	Document all activity in the employer and client Information Technology systems.	4	
3.2	Compose and proof correspondence, including e-mail, letters, and other written documents.	3	
3.3	Provide customer service, including timely response to telephone calls, e-mail, and other verbal and written correspondence.	4	
3.4	Seek technical assistance from supervisors regarding problems or issues related to collections, accounts, or other issues as appropriate.	3	
<p>Knowledge, Skills and Abilities that the Denial Recovery Specialist should possess in order to perform the tasks identified in the <i>Administrative and Professional Responsibilities</i> domain:</p> <p>Knowledge of:</p> <ul style="list-style-type: none"> • Standard protocol for documenting actions/information in the client and employer IT systems • Types of information/activity to be documented in the client and employer IT systems <p>Skills and Abilities to:</p> <ul style="list-style-type: none"> • Compose and proof correspondence • Respond to verbal and written correspondence 			