Creating a Virtual Framework for the Revenue Cycle

How our Cancer Center Started a Telecommuting Program for the Patient Access Team

Nigerian president to 'work from home' after rat infestation

🕒 22 August 2017 | Africa

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REUTERS

Muhammadu Buhari has returned to Nigeria after two prolonged spells of medical leave this year

Objectives

- Discuss the steps involved in building a telecommuter program and the framework needed to support revenue cycle employees working from home.

- Consider strategies to ensure work-from-home programs meet organizational standards for security, compliance, productivity and quality.

- Review a quality assurance strategy to assist leaders in standardizing best practices among revenue cycle teams, both on-site and at home.

- Evaluate outcomes in productivity, financial savings, employee engagement and staff retention resulting from Moffitt's work-from-home program.

MOFFITT
CANCER CENTER

339,565 OUTPATIENT VISITS	
53,630 TOTAL PATIENTS SEEN	
17,383 NEW PATIENTS	
14,640 SCREENING VISITS	
9,571 SURGICAL CASES	
$1.94 billion ECONOMIC IMPACT	**4,500+** EMPLOYEES
$61.1 million RESEARCH FUNDING	**206** BEDS

Best Companies

Moffitt Cancer Center

Based in Tampa, FL, Moffitt Cancer Center has earned a spot on the Working Mother 100 Best Companies list.

November 11, 2016

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2016 Working Mother 100 Best Companies

All those little emergencies that happen in a baby's first year can be handled under this cancer hospital and research center's parental-leave policy, which gives users 12 job-guaranteed weeks off, plus four fully paid weeks to use however (and whenever) they choose. When Heather Bridge's daughter was

MOFFITT
CANCER CENTER

NCI CCC

Comprehensive Cancer enter Designated by the National Cancer Institute

U.S. Work from Home Perspective

- Nearly 4 million people in the US work from home

- Yet… Yahoo (famously), IBM, Bank of America have recalled some of their WFH teams

Share of employers who allow at least some employees to work regular paid hours from home

Occasionally: 66%

Regularly: 40%
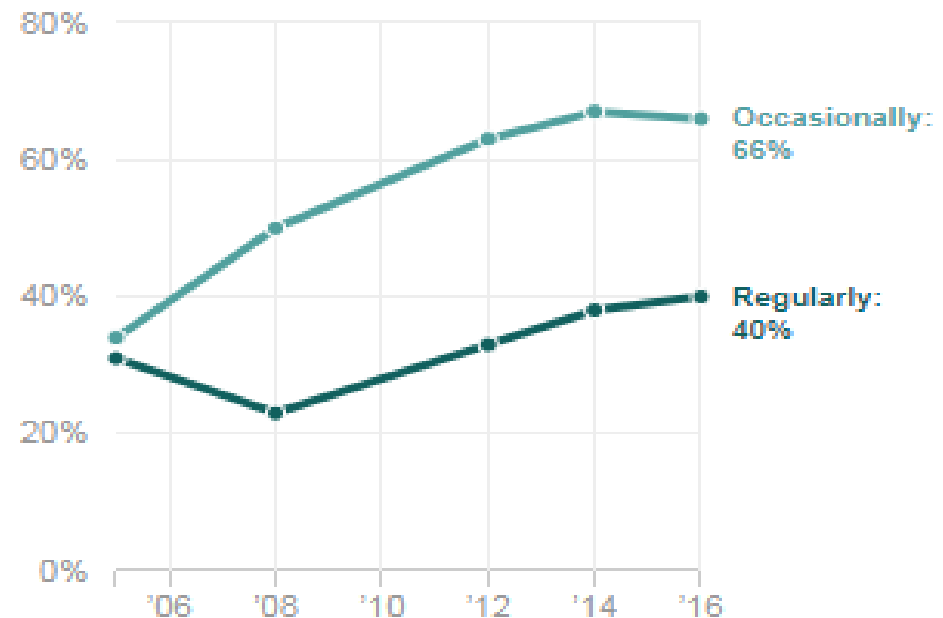
Source: Society of Human Resource Managers: 2016 National Study of Employers survey of for-profit and nonprofit employers with 50 or more employees. Margin of sampling error: +/-3.23 percent

Credit: Alyson Hurt/NPR

Benefit or Necessity? Our Journey

- Distinction in a competitive labor market – 11% of local workforce employed in a call center (benefit)

- Grew out of our space following 3 years of double-digit growth (necessity)

- Structure took about 6 months to develop

- Pilot with 2 team members

- In 24 months, has expanded to 20 (out of 85) – 24% of team

Logistics of Establishing a Work-From-Home (WFH) Program

Clear Expectations

- We use a signed agreement, developed with HR, Legal and Operations
- Eligibility limited to the top tier

Moffitt Cancer Center
Remote Work Agreement

Department: _____
Supervisor: _____
Date: _____

This Remote Work Agreement is to be completed for new participant. However, if your request is being made because of your own medical condition or that of a family member as defined under the Family and Medical Leave Act (FMLA) or if you are requesting an accommodation under the Americans with Disabilities Act (ADA), please immediately notify your Human Resources representative. This form is a tool to help you think through ways to do your job more flexibly and efficiently.

I, (insert name) _____understand and accept the following provisions regarding my remote work arrangement with Moffitt Cancer Center:

Work Arrangement

1. As a remote employee, I will be performing my work from a non-Cancer Center location.

2. The scheduled days and hours I will work off site are specified as:

| Day	Hours	Worksite
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

_____.

3. I will be available by telephone, Lync and e-mail during working hours as this is a mandatory policy for working remotely. I will review my email at least as frequently as I would were I onsite. I will work my complete schedule each week, unless other arrangements are approved by management in advance.

More Detail: Our Agreement

- Affirmation that policies still apply - hours, PTO, lunch/break, etc.
- Response turnaround time / Availability by phone, instant message, email
- Expectations when technical problems prevent ability to work from home
- When agreement may be altered or ceased (quality, productivity, written counseling)
- Equipment provided by Moffitt and the employee
- Standards (minimums) for connectivity, isolation from non-employees, noise
  - Photos are sent to supervisor
  - Internet bill provided at initiation of agreement and random speed checks conducted
- Expectations to protect work products
  - No local printing or photographs; note taking should be digital
- Allows for unannounced visits by management
- Workers comp / liability
- Tax liability
- Dependent care

A Comparable Workspace

- Ensure that WFH spaces and technology is equivalent (or superior) to in office spaces
- Took 6 months to get it 'right'
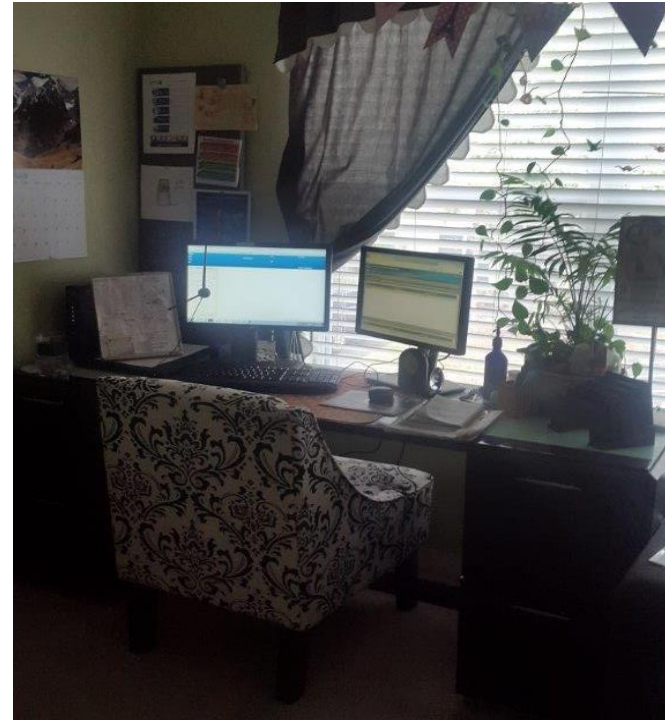
Essential Technology

- Call Recording
- Paperless / Printless processes
- Camera? (we don't use)
- Instant Messaging
- High Speed Intranet (VoIP) – 50 MBPS+

Call Recording and Indexing

trace

Tell Us! | Setup | Help | Log out **Felicia Hardy**

Worklists | **Patients** | Imports | Reports | Dashboard | Administration

New: 94 | Failed: 0 | Notifications: 3

Search advanced options

Look for:
All Records

Application:
All Applications

Limit to:
30 days

Search Records

Search records using advanced criteria.

Patient List >> **Garcia, Carol**

Carol Garcia
62 years old
DOB: 28-Aug-1953

Account #: 9022311
MRN: 801989889
Insurance ID: 559988
Payer: White Stone Insurance
Admit Date: 26-May-2015

View patient data for every record.

Open in worklist

Patient Events

	Track #	Transaction Date ▲	Application	Team	Activity Type
View	55889	24-May-2015 11:57 AM	Fax	Scheduling	Physician Order
View	56923	24-May-2015 12:15 PM	Image	Patient Access	Verification
View	55935	24-May-2015 12:30 PM	Voice	Patient Access	Authorization
View	55894	26-May-2015 9:30 AM	Voice	Pre-Registration	Registration
View	55987	26-May-2015 9:47 AM	Fax	Patient Access	Financial Counseling
View	56149	26-May-2015 10:03 AM	Voice	Financial	Notification
View	56154	27-May-2015 9:45 AM	Image	Case Management	Continued Stay Review
View	56159	29 May-2015 2:15 PM	Fax	Discharge	Discharge Notification
View	56894	15-Jun-2015 11:17 AM	Voice	Business Office	Denial Overturn

Worklist

See list of all communication surrounding the patient.

Integrated Quality Scorecard

Score: 0

Complete **Save for Later** **Mark Not Applicable**

Intake Requirements

	Yes	No	
1. Introduction (State your name, your role/function, and "on recorded line" as appropriate)	○ Yes	○ No	☆
2. Enter required demographics and repeat to confirm	○ Yes	○ No	☆
3. Collect Insurance information and run eligibility check in HDX	○ Yes	○ No	☆
4. Reason for choosing Moffitt	○ Yes	○ No	☆
5. If financial clearance or a lead authorization is required notify patient/caller and enter a comment in the "Maintain Comments" tab	○ Yes	○ No	☆
6. Clinical Clearance field must be completed accurately	○ Yes	○ No	☆
7. Reason for visit field must contain required information	○ Yes	○ No	☆
8. Triage Appropriately	○ Yes	○ No	☆
9. Thorough, accurate and understandable scheduling instructions	○ Yes	○ No	☆
10. Index call	○ Yes	○ No	☆

Comments

Soft Skills

1. Soft Skills   ○ Empathy ○ Tone ○ Active Listening ○ Manage Up ○ Wrap Up Call ○ Thank the caller ○ Use Patient Name   ☆

Soft Skill Comments   ☆

More Detail: Quality Monitoring

- "Hard" items, for example:
  - Accurate demographics
  - Insurance verification
  - Patient offered choice of locations, dates, times
- "Soft" items include:
  - Empathy
  - Tone
  - Active Listening
  - Uses patient name
  - Appreciative
  - Manages up

Hard items are graded and given a score (0-100)

Soft items are not graded but used for coaching (positive and disciplinary)

Printless Document Management

FAX

Any files can be uploaded to the Revenue Cycle System

Productivity Metric

EMPLOYEE ID	TEAM NAME	SUPERVISOR NAME	DATE HIRED	06/04/17-06/10/17	06/11/17-06/17/17	06/18/17-06/24/17	06/25/17-07/01/17	07/02/17-07/08/17	07/09/17-07/15/17	07/16/17-07/22/17	07/23/17-07/29/17	07/30/17-08/05/17	08/06/17-08/12/17	08/13/17-08/19/17	08/20/17-08/26/17	CNT of < 65%	AVG PROD
4465468	GYN	Pamela Perry	12/14/2015	65%	87%	66%	71%	90%	95%	78%	99%	107%	79%	84%	61%	1	81%
4467082	Heme	Shannon Music	03/06/2017	123%	127%	92%	110%	108%	134%	145%	119%	126%	225%	154%	122%	0	131%
3237571	BMT	Marion Knott	10/23/1995	100%	155%	127%		97%	173%	97%	130%	119%	78%	127%	180%	0	124%
4465852	Intake	Vanessa Balasquide-Burgos	04/18/2016	122%	100%	105%	98%	108%	116%		82%	90%	99%	100%	92%	0	102%
4466874	PAC	Mitzi Drummer Flintroy	01/09/2017	66%	83%	106%	104%	131%	124%	113%	92%	86%	105%	74%	98%	0	99%
4466937	CCF	Jennifer Martinez	01/23/2017		154%	117%	249%	506%	358%	723%	182%			325%	125%	0	304%
4466636	Heme	Shannon Music	10/31/2016	84%	87%	93%	82%	118%	98%	86%	107%	76%	133%	94%	120%	0	97%
4467351	Intake	Vanessa Balasquide-Burgos	05/16/2017	70%	65%	67%	71%	74%	111%	101%	79%	82%	80%	74%	85%	0	80%
4465935	Endo	Lisa Ramos	05/31/2016	86%	105%	115%	109%	64%	86%	57%	67%	66%	76%	81%	120%	2	85%
4464167	PAC	Mitzi Drummer Flintroy	12/15/2014			110%	105%	127%	109%	102%	85%	118%	112%		111%	0	109%
4466815	Intake	Mitzi Drummer Flintroy	01/09/2017	98%	86%	107%	101%	121%	56%	64%	81%	80%	72%	75%	74%	3	87%
4463438	Infusion	Jessica Kidd	04/07/2014			114%	83%	102%	106%	108%	129%	91%	89%	119%	84%	0	102%
	Infusion	Jessica Kidd	04/07/2014	113%	140%											0	127%
4465198	PAC-CX	Alberto Alfonso	10/26/2015	161%	107%	121%	89%		107%	127%	131%	112%	69%	105%	103%	0	109%
4464230	PAC	Mitzi Drummer Flintroy	01/12/2015		278%	90%	84%	112%	101%	106%	98%	107%	114%	107%	104%	0	119%
4464776	Intake	Vanessa Balasquide-Burgos	06/15/2015	101%	156%	90%	76%	75%	75%	67%	67%	52%	58%	38%	71%	3	78%

Must be >80% and have not had more than 2 weeks below 65% in a rolling quarter

More Detail: Productivity Calculation

- Numerator accounts for varying complexity of different tasks (weighted in 'minutes'), for example:
  - Inbound calls (5 min)
  - Outbound calls (3 min)
  - Documentation without scheduling ("left message") (1 min)
  - Scheduling – appointment type, payor, etc. (6-30 minutes)
  - Cancelations (2 min)
- Denominator takes worked hours, less approved 'non-direct time' and multiplies by 85%

Closing Thoughts

Results

- Individual productivity results have been mixed – but having data allowed us to address problems early
  - Successful WFH employees have ~10% higher productivity
- Employee retention has been excellent
  - <u>No</u> voluntary turnover of successful WFH employees!
- Space needs have decreased, despite 14% growth

Unexpected Benefits

- Gotten more creative about training
- Forced us to double-down on communications – must be deliberate
- Reduced absenteeism
- Now have "On call" type resources with no added cost

Caveats….

- Eligibility for work from home is tricky…. Not for everyone (but our lawyers disagree!)
  - Eligibility is strictly based on experience, productivity, quality
  - However…. We have found the most predictive 'qualities' are self-discipline, independence, and competitive drive
  - Good option for the Introverted? The office busy-body?

- Have called back in five for productivity or quality; two others voluntarily returned to the office (of 27 participants)

Summary

What are the needs and requirements to make a work-at-home program successful?

- Robust Technology that allows paperless environment

- Ability to Monitor Productivity & Quality and hold team accountable

- Support from Operations, HR & I.T.

- Communication and Collaboration – not taking them "for granted"

QUESTIONS?