

Creating a Virtual Framework for the Revenue Cycle

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

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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

 **\$61.1 million**
RESEARCH FUNDING

 **4,500+**
EMPLOYEES

 **206** BEDS



**WORKING
MOTHER**

SUBSCRIBE

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



0 Comments

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 Bridger's daughter was

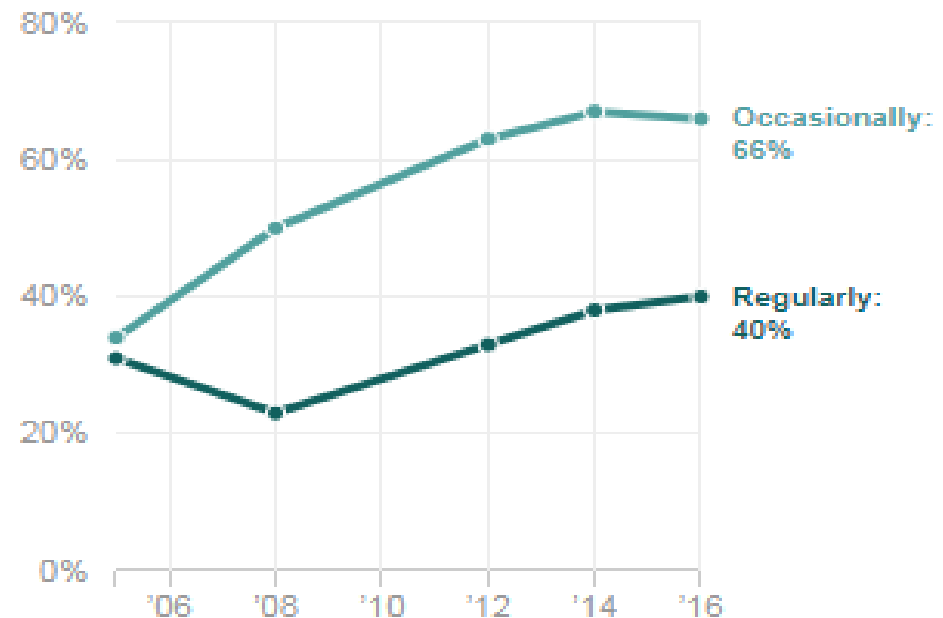


Comprehensive Cancer
center Designated by the
National Cancer Institute

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



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		

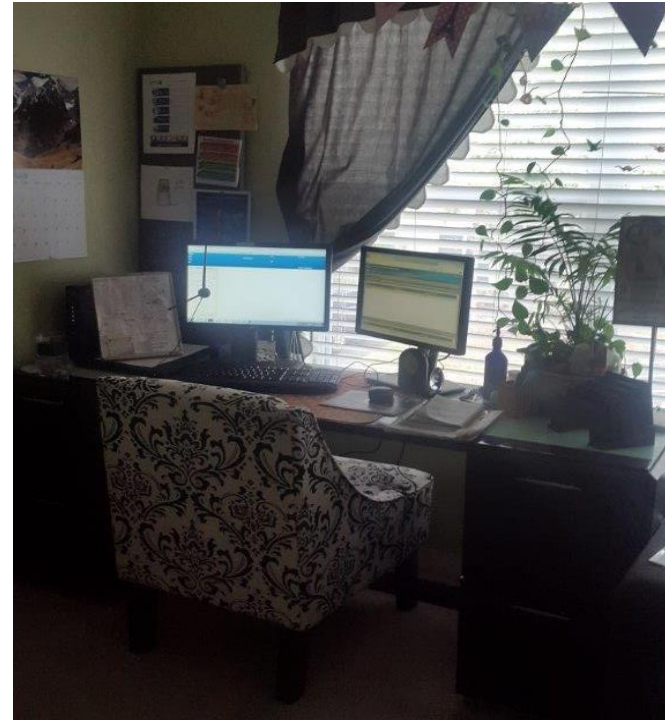
3. I will be available by telephone, Lync and e-mail during working hours as this is a mandatory policy for working remotely. I will review my email at least as frequently as I would were I onsite. I will work my complete schedule each week, unless other arrangements are approved by management in advance.

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

The screenshot displays the Trace software interface. At the top, the 'trace' logo is on the left, and navigation links 'Tell Us!', 'Setup', 'Help', and 'Log out Felicia Hardy' are on the right. Below the logo, a menu bar includes 'Worklists', 'Patients' (highlighted), 'Imports', 'Reports', 'Dashboard', and 'Administration'. On the far right of the menu bar, it shows 'New: 94', 'Failed: 0', and 'Notifications: 3'.

The main content area is divided into two columns. The left column is a search sidebar with the following elements:

- Search** (with a link to 'advanced options')
- 'Look for:' dropdown menu set to 'All Records'.
- 'Application:' dropdown menu set to 'All Applications'.
- 'Limit to:' dropdown menu set to '30 days'.
- A blue 'Search Records' button.
- An orange callout box: 'Search records using advanced criteria.'

The right column displays patient information for 'Garcia, Carol':

- 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.
- An orange callout box: 'View patient data for every record.'
- A blue button: 'Open in worklist'.

Below the patient info is a 'Patient Events' table:

	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

At the bottom of the interface, there is a 'Worklist' button and a horizontal scrollbar.

See list of all communication surrounding the patient.

Integrated Quality Scorecard

Score: 0

[Complete](#) [Save for Later](#) [Mark Not Applicable](#)

Intake Requirements

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

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



1470 New Faxes records [Fax Inbound #2860256-1] as of 2:54:54 PM

Input	Tracking Num	MRN	Patient Name	Patient DOB	Entered By	Record Type	Account Number	Non Patient Call	Document Type	Destination
	2860445					Fax				
	2860410					Fax				
	2860256					Fax				
	2860254					Fax				
	2860222					Fax				
	2860221					Fax				
	2860052					Fax				
	2860036					Fax				
	2860028					Fax				
	2860022					Fax				

1 2 3 4 5 6 7 8 9 10 ...

Indexing * Required: 1

Last Name:

First Name:

Account #:

MRN:

Birth Date:

Insurance ID:

Payer:

Admit Date:

Document Type:

Non Patient Call:

Page Range:

Snooze Hours:

Snooze Date:


Date Completed:

Comments:

Patients Actions Export Print Reserve Snooze

70% 1 of 9 Jump:

NIAFAX 11/8/2016 12:16:34 PM PAGE 1/009 Fax Server


National Imaging Associates, Inc.
 P.O. Box 1275
 Mayfield Heights, OH 44130-1275
 Fax # 1-800-75-0166

FAX COVER

To:	Dr. Jonathan Strosberg	From:	National Imaging Associates, Inc. (NIA)
Fax:	18134498738	Pages:	9
Phone:	813-7454673	Date:	November 8, 2016 12:08 PM
Re:	Additional Information	CC:	N/A

Any files can be uploaded to the Revenue Cycle System

The image shows a screenshot of a medical software interface. On the left, there is a patient information form with the following fields:

- 1 2
- Indexing** [Change]
- Last Name: [Redacted]
- First Name: [Redacted]
- Account #: UNASSIGNED
- MRN: 690822
- Birth Date: 17-Dec-1959
- Insurance ID: [Redacted]
- Payer: [Redacted]
- Admit Date: [Redacted]
- Document Type: Trace Authorization
- Page Range: [Redacted]

In the center, there is a menu with the following options: Patients, Actions, Export, Print, Fax, Snooze, Reserve. Below this menu are several buttons: Add Patient (Ctrl+Shift+A), Save Patient, Save, Add, Save, Mark, Save, Reus, Save, Split, and View Patie.

On the right, there is a window titled "SIEMENS Soarian® - Microsoft Internet Explorer provided by H. Lee Moffitt Cancer Center". The window shows a file explorer view with the following items:

- MedRec #698759
- Eligibility Transactions - 07/16/2015
- Eligibility Transactions - 07/13/2015
- Eligibility Transactions - 07/10/2015
- Eligibility Transactions - 07/07/2015
- Case #7001422 07/21/2015
- Case #7001411 07/21/2015
- Trace Authorization - 07/20/2015
- Case #7000336 07/10/2015
- Case #6959167 07/10/2015
- Case #6994544 07/07/2015
- Case #6958700 06/04/2015
- MCC Claim #SRN12842900 [Redacted]

The bottom of the window displays "No Document Loaded".

Productivity Metric

PAC Clinic Weekly Productivity Report TRENDING																		
Note: share with staff on pay weeks only																		
EMPLOY EE 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	
1	4465468	GYN	Pamela Perry	12/14/2015	65%	87%	66%	71%	90%	95%	78%	99%	107%	79%	84%	61%	1	81%
3	4467082	Heme	Shannon Music	03/06/2017	123%	127%	92%	110%	108%	134%	145%	119%	126%	225%	154%	122%	0	131%
4	3237571	BMT	Marion Knott	10/23/1995	100%	155%	127%		97%	173%	97%	130%	119%	78%	127%	180%	0	124%
5	4465852	Intake	Vanessa Balasquide-Burgos	04/18/2016	122%	100%	105%	98%	108%	116%		82%	90%	99%	100%	92%	0	102%
6	4466874	PAC	Mitzi Drummer Flintroy	01/09/2017	66%	83%	106%	104%	131%	124%	113%	92%	86%	105%	74%	98%	0	99%
7	4466937	CCF	Jennifer Martinez	01/23/2017		154%	117%	249%	506%	358%	723%	182%			325%	125%	0	304%
8	4466636	Heme	Shannon Music	10/31/2016	84%	87%	93%	82%	118%	98%	86%	107%	76%	133%	94%	120%	0	97%
0	4467351	Intake	Vanessa Balasquide-Burgos	05/16/2017	70%	65%	67%	71%	74%	111%	101%	79%	82%	80%	74%	85%	0	80%
1	4465935	Endo	Lisa Ramos	05/31/2016	86%	105%	115%	109%	64%	86%	57%	67%	66%	76%	81%	120%	2	85%
2	4464167	PAC	Mitzi Drummer Flintroy	12/15/2014			110%	105%	127%	109%	102%	85%	118%	112%		111%	0	109%
3	4466815	Intake	Mitzi Drummer Flintroy	01/09/2017	98%	86%	107%	101%	121%	56%	64%	81%	80%	72%	75%	74%	3	87%
4	4463438	Infusion	Jessica Kidd	04/07/2014			114%	83%	102%	106%	108%	129%	91%	89%	119%	84%	0	102%
5		Infusion	Jessica Kidd	04/07/2014	113%	140%											0	127%
6	4465198	PAC-CX	Alberto Alfonso	10/26/2015	161%	107%	121%	89%		107%	127%	131%	112%	69%	105%	103%	0	109%
7	4464230	PAC	Mitzi Drummer Flintroy	01/12/2015		278%	90%	84%	112%	101%	106%	98%	107%	114%	107%	104%	0	119%
8	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
 - No 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”

A top-down view of a desk setup. On the left is a silver laptop with a black keyboard. In the center is a white keyboard with a person's hands typing. To the right is a black keyboard. In the bottom right is a black monitor. A black mouse is visible between the white and black keyboards. A wooden folder or stack of papers is in the bottom center. The word "QUESTIONS?" is overlaid in the center in a light blue font.

QUESTIONS?