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A panel discussion on revenue cycle innovative solutions to fundamentally change financial outcomes

May 8, 2018

Learning objectives

Solve problems that plague the industry and cause lost net revenue by:

- Driving improved automation through the entire revenue cycle ecosystem
- Removing human variability and errors
- Providing the controls and monitoring capabilities to first materially improve and then sustain their local environments

Introduction

Presenters:

Michael Duke
Principal, Healthcare Consulting,
Baker Tilly

Robert Doxey
Senior Regional Director
Recondo Technology

Michael Mullins
Senior Director, Enterprise Sales –
Healthcare, Ontario Systems

Doug Sundlof
EVP of Sales,
AcuStream

Michael Le Lion
Global Partner Director,
Datawatch

Nelson Norsworthy
Sales Consultant,
Tableau

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Topics for panelists

The following topics will be presented to our panelists for their unique insights:

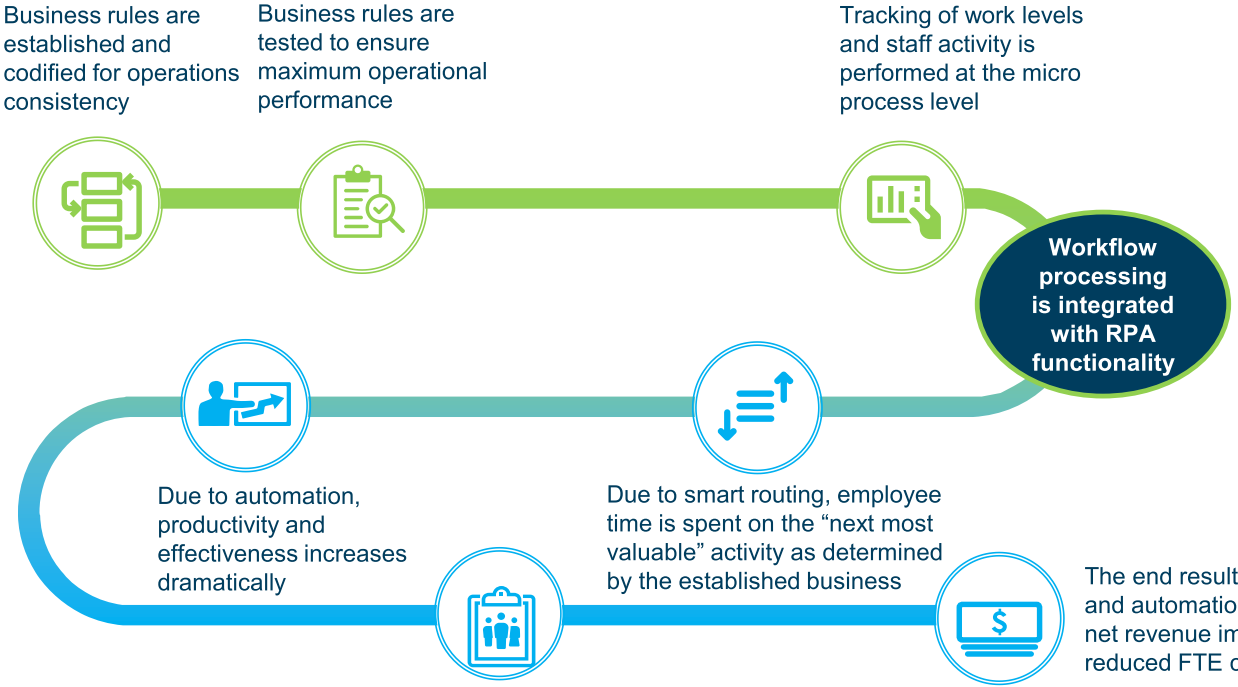
EBW	**Exception Based Workflow (EBW)** is quickly becoming one of the leading tools to deliver on fundamentally improving employee throughput and effectiveness.
RPA	**Robotic Process Automation (RPA)** can easily replace manual tasks and drastically reduce full-time employee activities and costs.
Revenue maximization	**Revenue maximization** as a service is an underutilized solution to systemic revenue leakage issues.
Data preparation	The ability to easily transform complex data sources into useful information is a process that can drive effective revenue cycle process management.
Process analytics	We are at our best when we work together. We build on our collective strengths to achieve more than we can as individuals.

Innovative solution overview

Exception Based Workflow (EBW) explained

Accounts can be loaded at any point in the process

Codification of how work gets done allows for significant automation gains and improved financial outcomes



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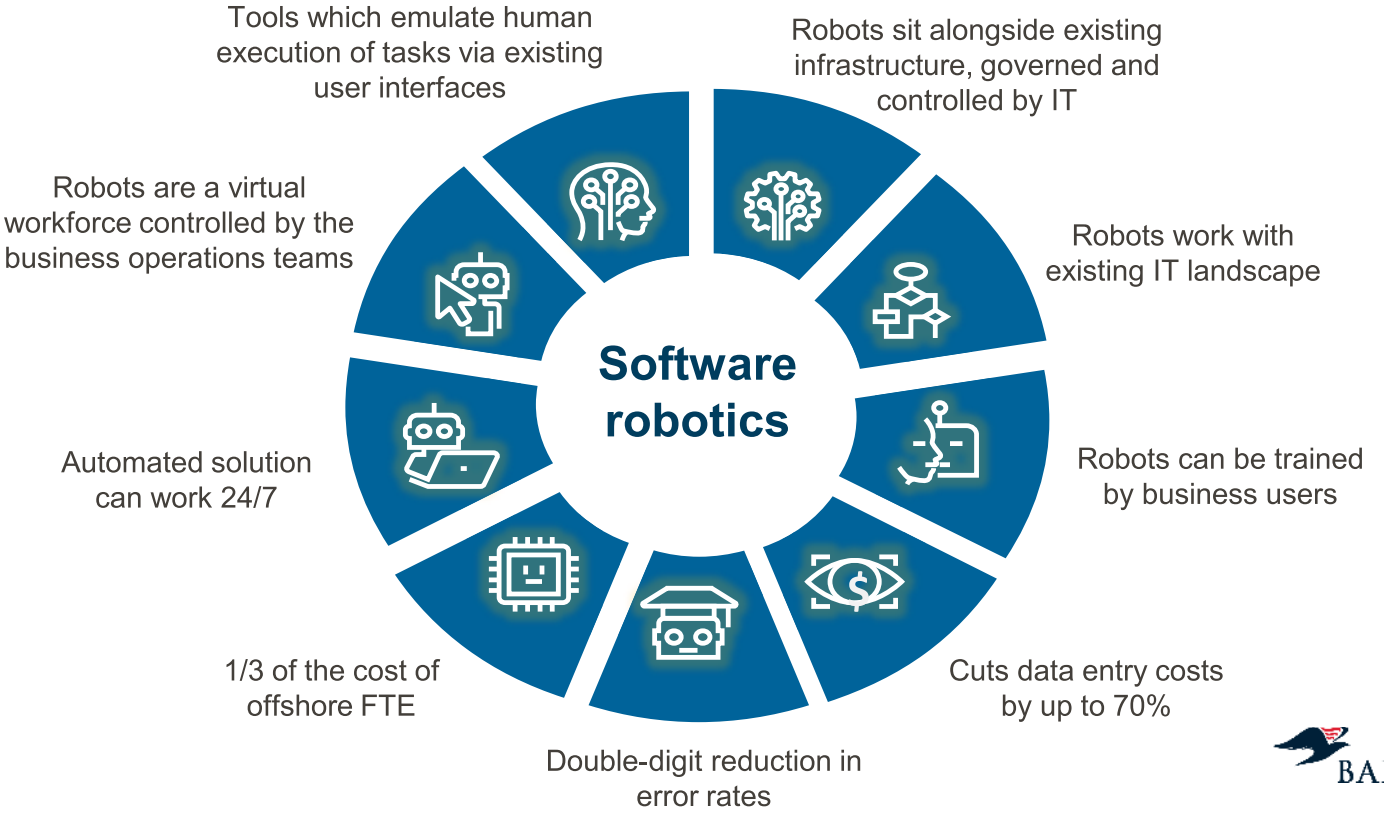
Robotic Process Automation (RPA) explained



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Revenue maximization: Data collection

- Solution sets are available to automate the charge capture and DRG maximization process that have a material impact on annual net revenue:
  - Sophisticated rules engines in the cloud that process all charge activity for both inpatient/outpatient and physician charges to triangulate charge capture opportunities – these are compared to documentation within the electronic chart to ensure billing compliance
  - Similar rules engines can be employed to analyze DRG assignments and then compared to documentation in the electronic chart to recommend DRG modifications that are fully supported by the available documentation
  - These results can then automatically populate any exception based workflow platform to ensure actions are taking to drive performance

Revenue cycle analytics: Data preparation

Revenue cycle analytics' approaches

- Promise a lot; but often fail when it comes time to deliver
- Are improving, but most organizations lack true flexibility and creativity when it comes to data preparation

Data collection

Data modeling

By using tools and techniques that allow for business users to determine what they need and how they want to use specific data sources, better solutions can be developed.

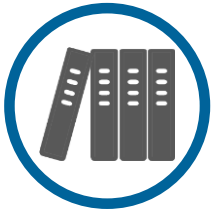
Revenue cycle analytics: Visualization

And while analytics have improved, most organizations still fall short in developing true process level analytics.

Process analytic solutions allow users to identify negative trends well before they become problematic and have active alerts in the event that management is not available to actively check performance.

A key characteristic of process analytics is the visualization of data in order to make rapid decisions.

Data visualization



Advanced analysis

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Revenue cycle management panel

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Meet the Revenue Cycle Innovation Center (RCIC) partners

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Ontario Systems

Please explain, in your opinion, the major differences between Exception Based Workflow and typical major systems work queues?

- Detailed workflows designed to automate processes
- Managing agent productivity for a clear picture of performance
- Key embedded data elements to focus on resolution actions
- Ability to aggregate data across all data platforms

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Ontario Systems

What are the benefits of moving to a more EBW operating model?

- Benefits to an exception-based workflow
  - Productivity maximization by presenting the right account to the right person at the right time
- Standardize work activity by removing subjective individual update processes
- Only sending accounts that need to be worked to agents maximizing productivity

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Ontario Systems

What are the biggest impediments to successfully deploying EBW in a provider environment?

> The biggest impediments
  - Clear visibility to an account rep's activity
  - Aggregating data across data systems for one view to the patient and agent
  - Seamlessly integrating key partners to automate processes

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Patient Financial Clearance

Real-time eligibility

Accurate estimation

Financial assistance

Real-time authorization

Benefit resolution

Payment capture

Recondo Technology

How can RPA be used to improve patient intake activities?

Eligibility Determination:

- Get a comprehensive and current picture of patient coverage before or after services in seconds
  - Decrease eligibility-related denials
  - Increase employee satisfaction with intelligent alerting of denial risk

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Recondo Technology

Automated Service Authorization Obtainment

- Do more with the resources you have by automating authorization from initiation to submittal
  - Reduce authorization-related denials and denial write-offs
  - Reduce A/R days and cost to collect
  - Optimize resources and increase net revenue

92% of physicians say prior authorizations delay patient access to care, and 78% report prior authorizations can result in patients stopping a recommended course of treatment.

1. Belliveau, Jacqueline. (2018). 92% of Docs Say Prior Authorizations Negatively Impact Outcomes. RevenueCycleIntelligence.com.

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Recondo Technology

Patient Responsibility Determination

- Replace unreliable manual estimates with automated, accurate calculations of a patient's financial responsibility
  - Increase point-of-service collections
  - Increase employee and patient satisfaction

St. Francis Hospital increased point-of-service collections by 37% over 2-year period.

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Recondo Technology

How can RPA be used to improve follow-up activities?

Detailed Claim Status Information

- Automate 90% of claim status follow-up and route the remaining 10% requiring manual intervention to specialist staff
  - Eliminate staffing overhead
  - Increase employee satisfaction, efficiency and productivity

Avera Health generates $2.1M in cash flow improvements in 6 months.

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Acustream

- *How does the concept of revenue maximization related to charge capture and DRG rationalization work?*
- *How can these two options translate into value-as-a-service model and help as a backstop to revenue leakage?*
- *How can revenue maximization be effectively integrated into an Exception Based Workflow (EBW) environment?*

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Inconvenient truth of healthcare transformation

- Expansion of services to complete the continuum of care
- Increased points of access
- Fragmentation of the revenue cycle
- More variability/less process standardization
- Proportionally more revenue leakage
- Margin compression

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Why revenue assurance?

Death by a thousand paper cuts
- > $MM in revenue leakage annually
- > Margin compression
- > Screams for automation

The elephant in your revenue cycle
- > Low/no visibility (measure→manage)
- > Thwarts process improvements
- > Spot checking auditing/productivity
- > Lacks scalability and actionability

Take off the blindfolds
- > Silo'd hospitals and physicians
- > Denials
- > Unfulfilled promise of SBO

HFMA estimates that 3-5% of all reimbursable charges are never posted

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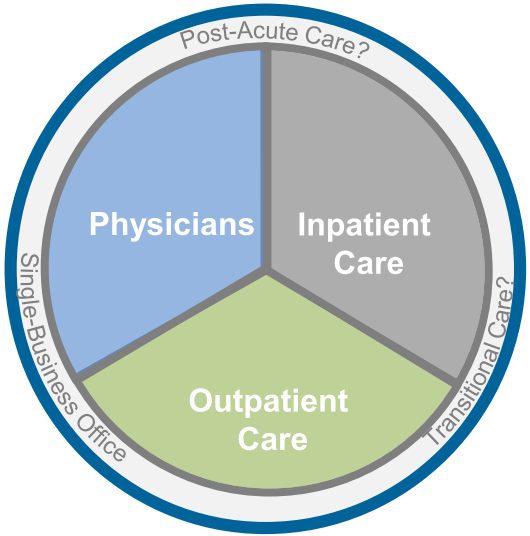
Revenue assurance

Revenue assurance is a revenue mid-cycle charge integrity function that identifies missed, misplaced and miscoded charges that have leaked out of the RCM work stream. Singular focus is to recognize how, when and where leakage occurs and return charges to the top of the RCM funnel.



Technology

Predictive analytics and rules-based algorithms applied against coding, billing and payment information to detect probable missed charges.

Service

A value-add service to filter out false positive findings and offer expert coding advice to refine the predicted missed charges.

Analytics

Revenue leakage specific Business Intelligence to help identify, quantify and trace the root causes of missed charges.

Collaboration

Value-as-a-Service delivery and revenue model drives shared accountability for optimizing revenues.

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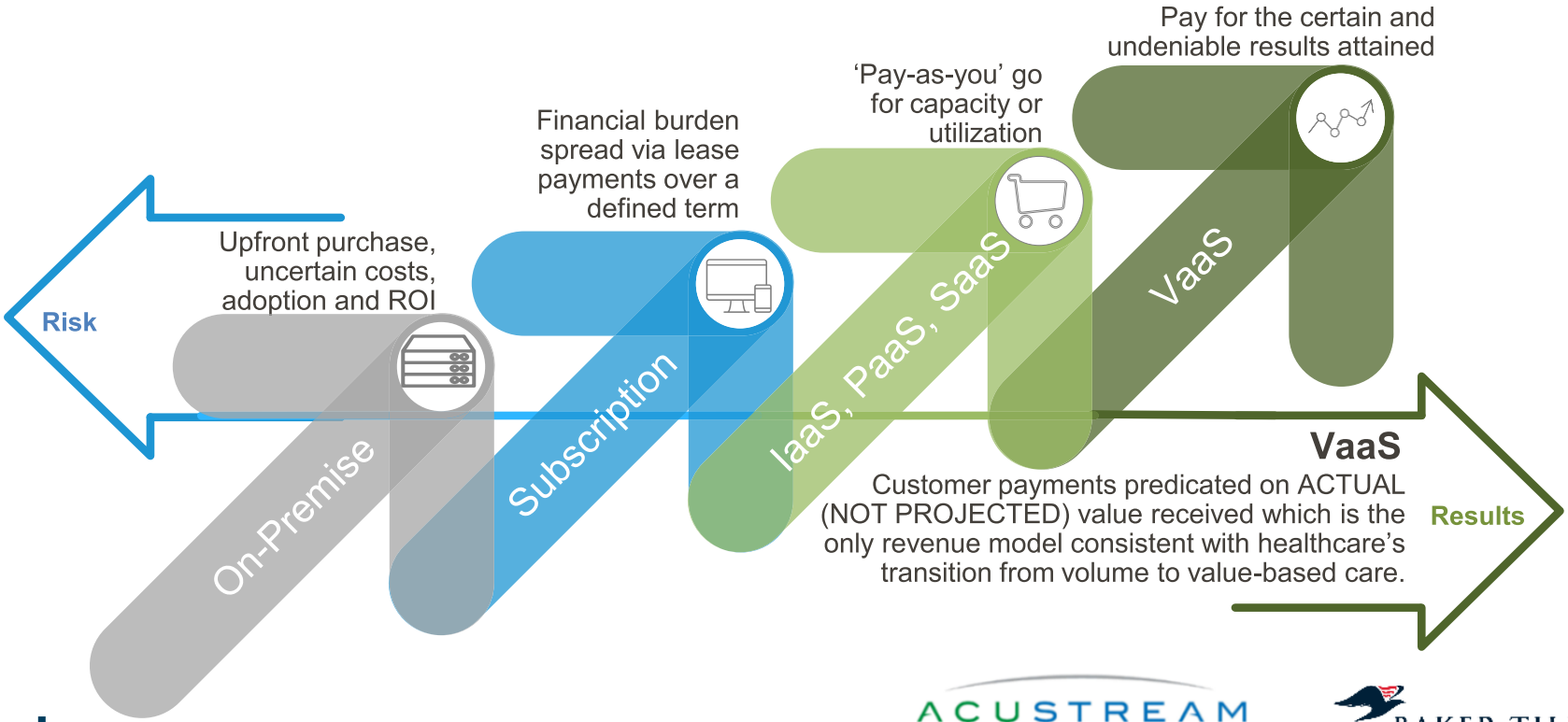
Value-as-a-Service: The new frontier



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Revenue integrity: Exception Based Workflow

- Decentralized coding/distributed work queues
- Timely filing alerts
- Bottlenecks in post-payment workflow

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Datawatch

With the proliferation of data availability; how can new data prep tools increase management insights?

- New technologies in the data prep space must be:
  - Data agnostic
  - Easy to use
  - Auditable
- Maintaining data lineage is very important with so much data being available and passed around an organization

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Datawatch

Explain how business users can be more effectively involved in data preparation activities?

- Access data in unstructured, semi and structured formats easily and quickly
- Empower users to acquire, blend, transform and export data into their favourite BI or visualization tools

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Datawatch

How can data prep impact an Exception Based Workflow (EBW) environment?

- The Datawatch Monarch tool complements an EBW as a standard feature.
- Datawatch Automation = next level
  - EBW for scale, volume and RPA
  - Both Monarch and Automator products are part of the RCM solution built by Baker Tilly
- Identify data outliers and errors
- Open API's

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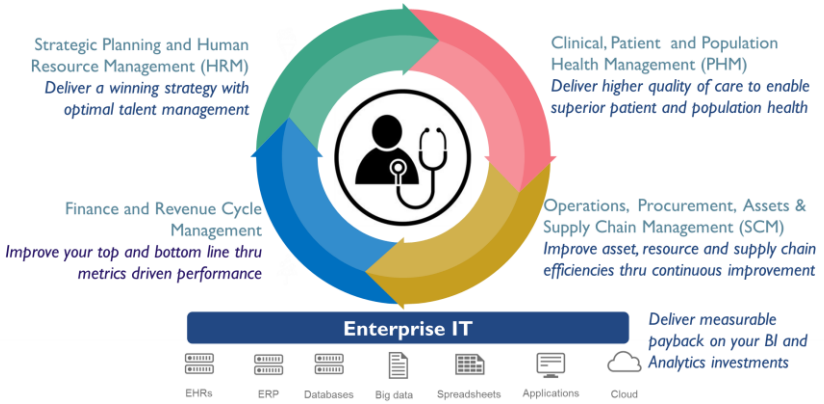
Tableau

With the proliferation of data availability, how can data visualization tools increase management insights?

- Bring together disparate data sources
- Conveys complex concepts in easy to understand format
- Exploration of root cause

Data Visualization helps you see and understand your Healthcare data with visual analytics for superior patient and population health outcomes.



Tableau

Explain how business users can make more timely and action oriented decisions using data visualization tools.

- Time allocation
- Responsive feedback
- Highlight key insights

Tableau

How can data from an EBW environment enhance data visualization for management insight?

- Identify which collection agencies, departments, vendors, etc. are “failing”
- Quickly locate and alert problem areas
- Quantify revenue impact

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Baker Tilly wrap-up discussion: The approach

Successful transformation initiatives are driven by a collection of methods and tools used to document, improve and monitor business processes

1. Processes are **modeled** to document the current state
2. Processes are simulated in order to identify gaps
3. Processes are streamlined through reengineering to fill gaps and eliminate bottlenecks
4. Automation is introduced into the processes wherever possible
5. The processes are monitored to ensure improved outcomes are achieved

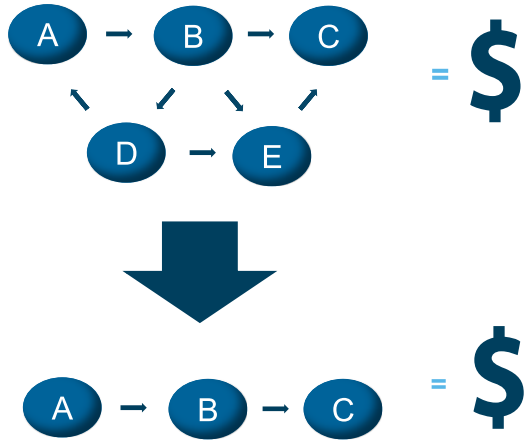
Baker Tilly wrap-up discussion: The result

Successful transformation initiatives are driven by a collection of methods and tools used to document, improve and monitor business processes.

An undefined, inconsistent and overcomplicated process

becomes

A simplified, consistent and streamlined process



Unnecessary steps and task variability are reduced while efficiencies are gained and financial outcomes are improved.

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