Revenue Cycle Panel Discussion: Impacts and Insights from Investing in Patient Financial Care

Panelists

Michael Mullen
Director of Revenue Cycle
Northwestern Medicine®

Brenda A. Schillinger
Vice Chair of Revenue Cycle
MAYO CLINIC

Moderator

John Adractas
Chief Growth Officer
Simplee®
Transforming the Patient Financial Experience

© 2017 Simplee

Learning Objectives

- **Identify** drivers of and measure billing satisfaction across transparency and payment flexibility.
- **Analyze metrics** for success in engaging patients as consumers, including self-service payment.
- **Design techniques** to increase employee collection productivity.
- **Assess readiness and create best practices** for insourcing patient revenue cycle.

© 2017 Simplee

About Michael Mullen

Northwestern Medicine®

Michael Mullen

Director of Revenue Cycle

Michael Mullen is a 20+ year healthcare veteran and seasoned Revenue Cycle leader in the US Midwest. Currently at Northwestern Medicine, Michael manages Revenue Cycle for their Western Region. Previously, he led Revenue Cycle Operations at Palos Health in Chicago.

Michael holds a BS degree in Finance from Illinois State University and an MBA in Healthcare Administration from the Lake Forest Graduate School of Management.

© 2017 Simplee

About Northwestern Medicine

Northwestern Medicine®

$5B net patient revenue[1] **868** beds (7 hospitals) **3,500** employed physicians

Communities across Illinois and Indiana

© 2017 Simplee

Sources:
[1] https://www.nm.org/

About Brenda Schillinger

MAYO CLINIC

Brenda Schillinger

Vice Chair - Revenue Cycle

Brenda Schillinger is a Black Belt in Six Sigma, Silver Certified by the Quality Academy, and is seen as a LEAN Management Systems subject matter expert. She is dedicated to process improvements that ensure "the needs of the patient come first" through sustainable means. Brenda has over 20 years of healthcare experience and has worked for world class organizations including Epic, NorthShore, and SPi.

Brenda holds a BS in Nursing and Psychology from Marquette University, a MS in Social Work and Family Therapy from UW-Madison, and an MBA from Viterbo University.

© 2017 Simplee

About Mayo Clinic

MAYO CLINIC

$18B patient revenue[2]

4,500 employed physicians

1.3M patient encounters

across **50 states + 150 countries**

Ranked #1
in the Nation

LEARN MORE ›

Sources:
[2] http://www.mayoclinic.org/

© 2017 Simplee

Motivations: What's financial care? Why now?

© 2017 Simplee

BECKER'S Hospital Review

Greater need for patient financial care (PFC)

Patients struggling

60% Patients confused by medical bills [3]

2 in 3 Americans have less than $1,000 in savings [4]

36% Patients pursue less/no care due to price [5]

Providers struggling

#1 High deductible plans are "top revenue challenge" [6]

30% annual growth rate for Balance After Insurance (BAI) [7]

*"**Increase in bad debt and even in charity care** for people with **high-deductible health plans**"*

Caroline Steinberg (VP Trends Analysis)

American Hospital Association

Sources:

[3] Beckers Hospital Review: 61% of patients confused by medical bills, survey finds (Jul 2016, link)
[4] USA Today "Nearly 7 in 10 Americans have less than $1,000 in savings" (9 Oct 2016, link)
[5] The Commonwealth Fund: Issue Brief (Jan 2015, link) and McKinsey Retail Healthcare Consumer Survey 2009
[6] HealthLeaders: "High-Deductible Health Plans: The Top Revenue Challenge in 2015" (5 Jan 2015, link)
[7] McKinsey & Co: The next wave of change for US health care payments (May 2010)

© 2017 Simplee

Discussion on why now

Patient Expectations

Mission alignment

RevCycle Performance

Competitive Pressures

It's the law...

ACA 501R AHCA?

ADA Transparency

© 2017 Simplee

Vision and Progress

© 2017 Simplee

Statements *integrated* into digital strategy

Northwestern Medicine®

BEFORE

May not address common barriers

Often results in assisted payments

CADENCE HEALTH
25 North Winfield Road
Winfield, IL 60190

ADDRESS SERVICE REQUESTED

IF PAYING BY CREDIT CARD, VISIT CADENCEHEALTH.ORG, USE MYCHART, OR FILL IN THE INFORMATION BELOW
VISA MASTERCARD AMEX DISCOVER

CARD NUMBER		EXP. DATE
CARDHOLDER NAME	PATIENT NAME	
STATEMENT DATE	PAY THIS AMOUNT $111.06	GUARANTOR NUMBER
	AMOUNT PAID $	

Detach and return with payment. Please make checks payable to Cadence Health and write your guarantor number on the check
Please retain this statement for your records. See reverse side for bill explanation.

Guarantor Number:	Statement Date:	Due Date: 01/18/16
Guarantor Name:	Patient Name:	
Guarantor Insurance:		

Customer Service: 1-630-933-3300 Hearing Impaired: 1-630-933-4833 Espanol: 1-630-933-3300 Office Hours: 8:00 AM - 5:00 PM Mon-Fri

You can review your current billing information and pay online using your MyChart sign in.
Going paperless? Sign up for paperless statements via your MyChart sign in.

Account Summary

Summary	Charges	Insurance Pmts/Adjs	Patient Pmts/Adjs	Remaining Balance	Insurance Balance	Patient Balance
Payment Plan	$386.00	-$151.81	-$123.13	$111.06	$0.00	$111.06
Totals	**$386.00**	**-$151.81**	**-$123.13**	**$111.06**	**$0.00**	**$111.06**

Account Detail

Date	Description	Charges	Insurance Pmts/Adjs	Patient Pmts/Adjs	Insurance Balance	Patient Balance
Payment Plan Account Detail						
		386.00	-151.81	-123.13	0.00	$111.06
				Total Outstanding Balance:		$111.06
				Current Amount Due:		$111.06

Total Outstanding Patient Balance: $111.06
Pay This Amount: $111.06

Important Message:
The amount shown on this statement is your responsibility. Please remit payment in full. Financial Counselors are available for questions or to arrange a payment plan. Please call 1-630-933-3300 to speak to a representative.

Page 1

AFTER

Promote engagement
with online, mobile, pay plans

Align with consumer norms
(eg, due date vs. due upon receipt)

Northwestern Medicine®

Guarantor ID 3689076
Patient Jane Doe
Statement Date 02/25/2015

Statement of Services

Page 1

Balance Summary

Payment Received Since Last Statement	$140.00
Open Accounts	
Total Charges	$20,650.00
Adjustments & Insurance Payments	-$18,400.00
Prompt Pay Discount (if paid by MM/DD/YYYY)	-$80.00
Patient Payments	-$140.00
Open Account Amount Due:	$2,030.00
Payment Plan Accounts	
Patient Payments	$300.00
Outstanding Patient Balance	$3,145.00
Payment Plan Amount Due:	$100.00
Minimum Amount Due:	$2,130.00

Important Information

Insert dunning message here, possibly prompt pay as well?

All other messages re: financial assistance, payment plans, customer service, etc. to be displayed in right side column

MyNM's MyChart
Sign up or login to mychart.cdh.org to view statements and pay your bill. Visit mychart.cdh.org to learn more.

Pay Online
Pay your bill online - easy and securely.
24 hours per day, 7 days a week.

nm.org/paymybill

Scan code for quick access

Billing Help
Call 630-933-3300 Monday through Friday, 8 a.m. to 5 p.m.

Financial Assistance
Please tell us if you cannot pay your bill in full and let us help you. Monthly payment plans and other financial assistance programs are available for those patients who meet certain financial criteria.

Please see reverse side for account detail.

Please detach the bottom portion and return with your payment in the enclosed envelope. Make checks payable to Northwestern Medicine. Allow 5 days if mailing your payment.

Northwestern Medicine®
25 North Winfield Road, Winfield, IL 60190

Pay this bill online at nm.org/paymybill
or call us at 630-933-3300.

3689076000255000 3

Guarantor ID	3689076
Due Date	03/27/15
Minimum Amount Due	$2,130.00
Amount I Am Paying	$

If paying by credit card VISA MasterCard DISCOVER AMEX
Card Number
Cardholder Name Exp Date
Signature

Stmt Inv # 8111417385

John Doe
123 Anywhere Ave
Chicago, IL 60657

Northwestern Medicine
PO Box 4090
Carol Stream, IL 60197-4090

© 2017 Simplee

Friendly details beyond statement build trust

Northwestern Medicine

HELP / LOGOUT

John's Visit to [redacted]

Account ID [redacted]

Total Charge	$1,071.00
⊖ Laboratory	$1,071.00
Laboratory - General Classification	$403.00
Laboratory - Chemistry	$514.00
Laboratory - Hematology	$154.00
Insurance portion	–$950.80
Plan coverage amount	$950.80
Your Portion	$120.20
Balance you owe	$120.20

Payment Due Now

$120.20

Make a Payment

I want to...

View payment history

Billing Questions

Northwestern Medicine
(855) 286-2861
Mon - Fri, 8am-5pm CST
Contact us

Powered by Simplee PAY

*"This was one of the **easiest online payment process** I've been through"*

Northwestern Medicine patient

*"**Very nice and quick!** Easy to follow instruction and well-designed interface."*

Northwestern Medicine patient

*"Webpage **nicely laid out**."*

Northwestern Medicine patient

© 2017 Simplee

More ***empowerment***, offline to online

Northwestern Medicine®

PHONE (IVR)

0 → 8.4% of digital self service

BENEFITS

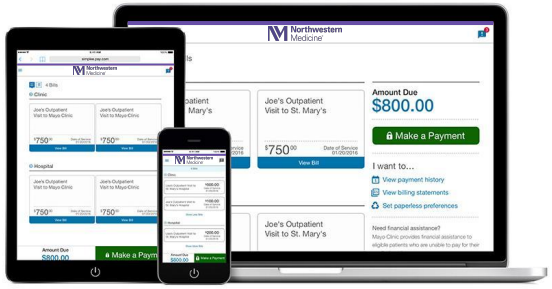
24/7
No need for rep for basics

IMPACT

2% of total payments

MOBILE WEB

1 in 3 patients using Responsive design



ACCESSIBILITY

18.7% of US population has some form of disability[8]

UPDATED DESIGN

Assistance device compatible elements (eg, hover, error msg)

Assistance friendly typefacing (eg, font, contrast ratio)

© 2017 Simplee

Sources:
[8] Interactive Accessibility: "Accessibility Statistics" (July 2012, link)

Improved portal experience, guarantor + patient

MAYO CLINIC

Guarantor View

Combined view for hospital + clinic + across family members

MAYO CLINIC

4 Bills

Bills you are responsible for

John's Visit to — View — $214.76 — Date of Service

Jane's Visit to — View — $0.01 — Date of Service

Jane's Visit to — View — $159.91 — Date of Service

Amy's Visit to — View — $126.27 — Date of Service

Payment Due Now

$500.95

Make a Payment

I want to...

View payment summary

Billing Statements

Set paperless preferences

Need financial assistance?
Mayo Clinic provides financial assistance to eligible patients who are unable to pay for their medical services.
Learn more

Billing Questions
Please contact us by online portal secure message, telephone (8:00am - 5:00pm) or letter.
Arizona: 1-800-603-0558
Florida: 1-800-660-4190
Rochester, MN: 1-800-660-4582

Mayo Clinic address for billing questions
LC-LL-B180 PFS
200 First Street SW
Rochester, MN 55905-0001

Patient View

View procedure only details

MAYO CLINIC

John's Visit to

DATE OF SERVICE:

Billing Account Number: — Print

Mayo Clinic-Visit Number:

Total Charge	$1,827.98
Professional Fees	$1,029.82
Fundus Photography	$198.15
Oct W Interpret, Report, Unil Or Bil; Retina	$193.83
Comprehensive Hist & Phys Exam - Ophthalmology	$405.00
Ophthalmology Detailed Retinal Drawing Exam	$232.84
Medical/Surgical Supplies & Devices	$198.15
Autoflorescence Scanning Laser Imaging	$198.15
Diagnostic Radiology	$600.01
Ophth Ultra Exam B Scan	$600.01

Important Message

Payment Due Now

$0.00

I want to...

Billing Statements

Set paperless preferences

Need financial assistance?
Mayo Clinic provides financial assistance to eligible patients who are unable to pay for their medical services.
Learn more

Billing Questions
Please contact us by online portal secure message, telephone (8:00am - 5:00pm) or letter.
Arizona: 1-800-603-0558
Florida: 1-800-660-4190
Rochester, MN: 1-800-660-4582

Mayo Clinic address for billing questions
LC-LL-B180 PFS
200 First Street SW
Rochester, MN 55905-0001

Minnesota Patients:
You have the option to address any concerns with the Minnesota Attorney General's Office at 651-296-3353 or 1-800-657-3787.

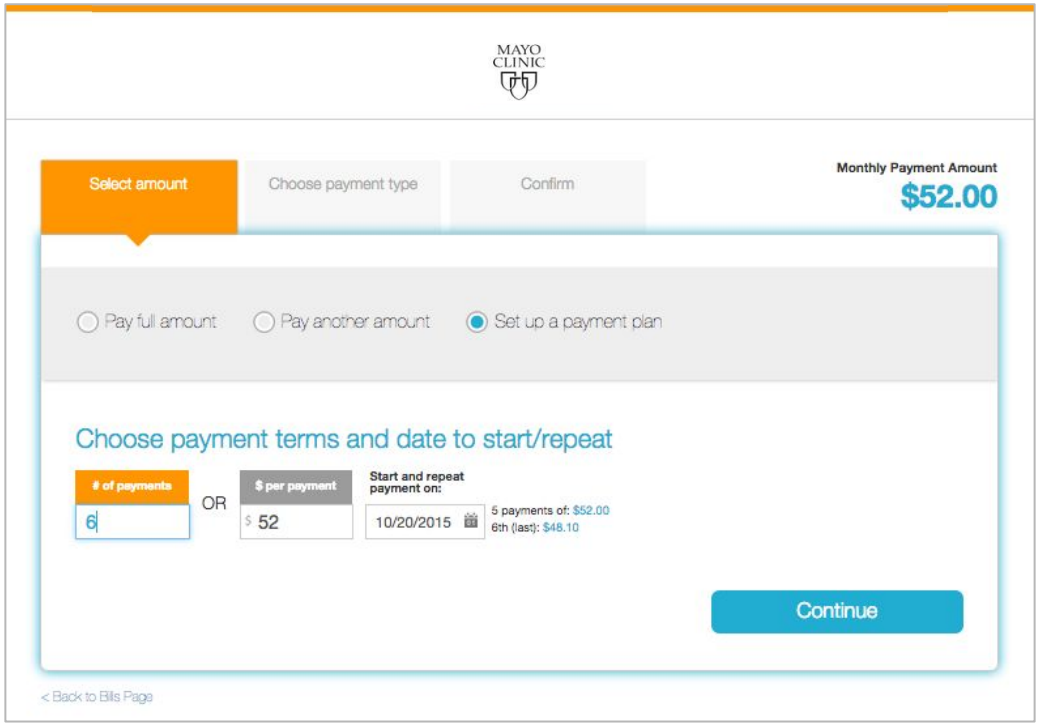
Powered by Simplee PAY

© 2017 Simplee

Easier access to assistance too!

MAYO CLINIC

Payment Plans Managed by Patients



"I LOVE the Mayo Clinic. Its how Health Care should be. Everything is just easy and efficient - even setting up a payment plan."

Patient
Mayo Clinic

"I love being able to setup the auto payment plan online."

Patient
Mayo Clinic

© 2017 Simplee

Impact

© 2017 Simplee

What KPIs? Measures for patient success?

Financial Return

Patient Satisfaction

Strategic Alignment

Patient Success

KPIs

Staff Productivity

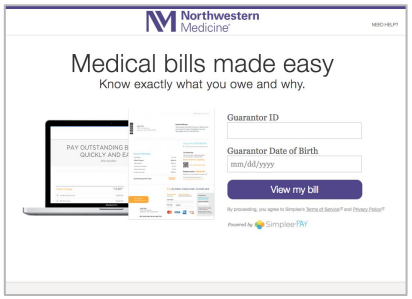
© 2017 Simplee

"Digital first" driving self service across the board

Northwestern Medicine®

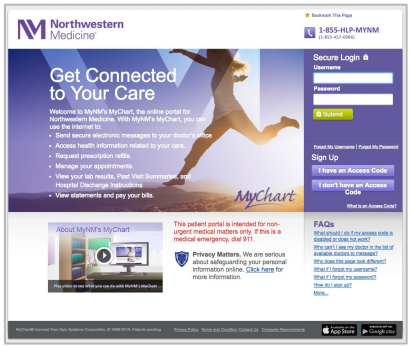
↑20% in guest flow

Q1'16 - Q1'17



↑46% in portal flow

Q1'16 - Q1'17



"This was very easy to access and I appreciated I didn't have to login to pay"

Northwestern Medicine patient

© 2017 Simplee

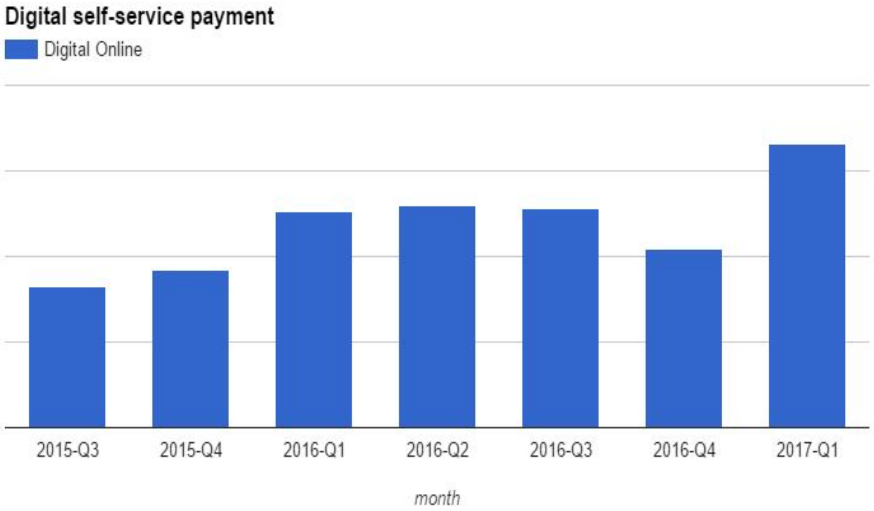
BECKER'S Hospital Review

New KPI
Grow self service, align with patient success

Northwestern Medicine®

32% Growth YoY for Digital

Q1'16 -> Q1'17



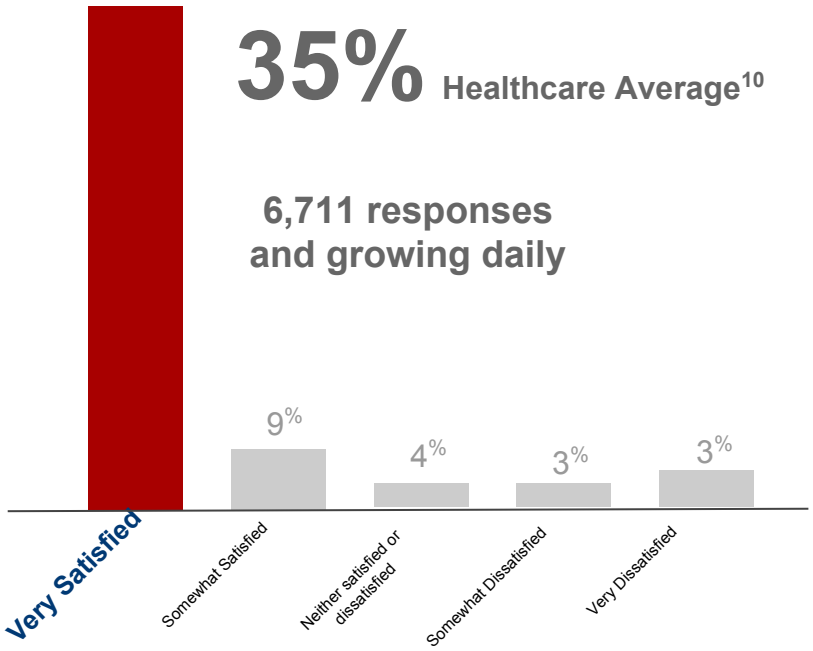
82% "Very satisfied"[9]

(with billing and payment experience)

versus

35% **Healthcare Average[10]**

6,711 responses and growing daily



Path to lower cost per payment

Sources:
[9] Northwestern Medicine Feedback Survey results (n=6,711, 2017)
[10] Longitudinal study of patient satisfaction with billing and payment experience by Connance (Consumer Impact Study, 5th annual, results published Aug 2014, sample size n=500)

© 2017 Simplee

BECKER'S Hospital Review

Above all, patients receiving a ***better experience***

Northwestern Medicine®

*"Thank you for having a **fast easy** way to pay a bill!"*

Northwestern Medicine patient

*"**I love** being able to pay on-line. No postage. No conversation and I get a receipt."*

Northwestern Medicine patient

*"**Very user friendly** great set up"*

Northwestern Medicine patient

*"**Great!** Very easy and fast. Love that you don't need a login and password."*

Northwestern Medicine patient

"Very clean and simple. Very efficient -

a wonder in the health world

- thank you."

Northwestern Medicine patient

*"**Compared to other medical services**, you made it SO easy!"*

Northwestern Medicine patient

*"SO easy!!! This was **literally the easiest payment I've ever made**, and I'm an Amazon regular. Great, great stuff!"*

Northwestern Medicine patient

*"This is much easier than the **other payments I have made to Northwestern**."*

Northwestern Medicine patient

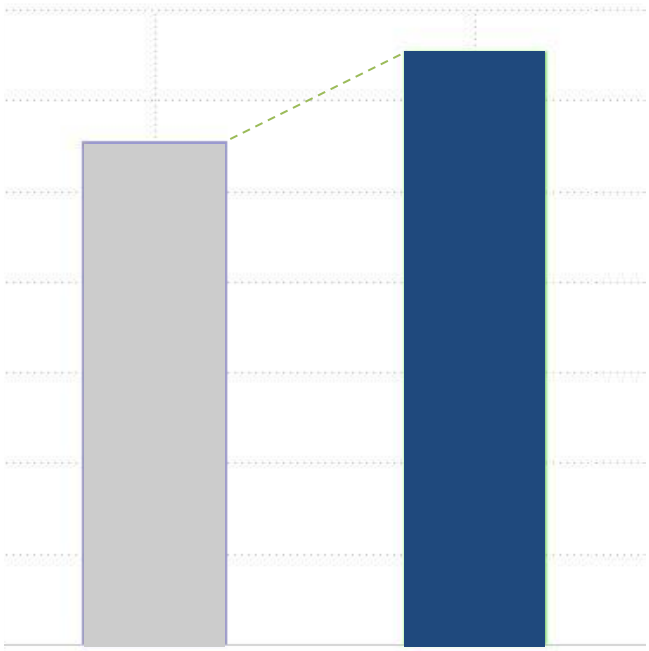
© 2017 Simplee

BECKER'S Hospital Review

Immediate impact, promising trend

MAYO CLINIC

30% Jump in Digital Payments



83%

Patients Recommend

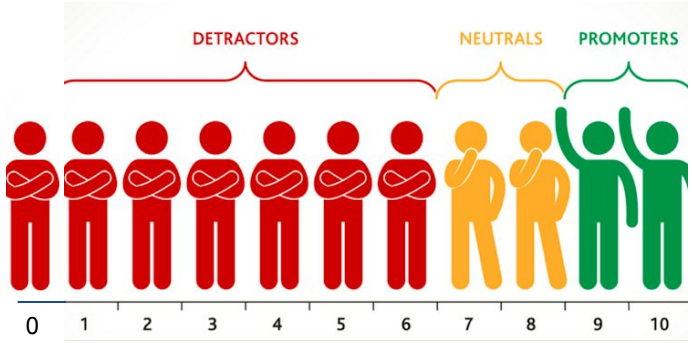
(Due to recent billing and payment experience)

Cost per payment

© 2017 Simplee

Sources:
11. Compares all digital payment volume including Web guest/portal,, Online Payment Plans, and IVR.

Overview of Net Promoter Score (NPS)

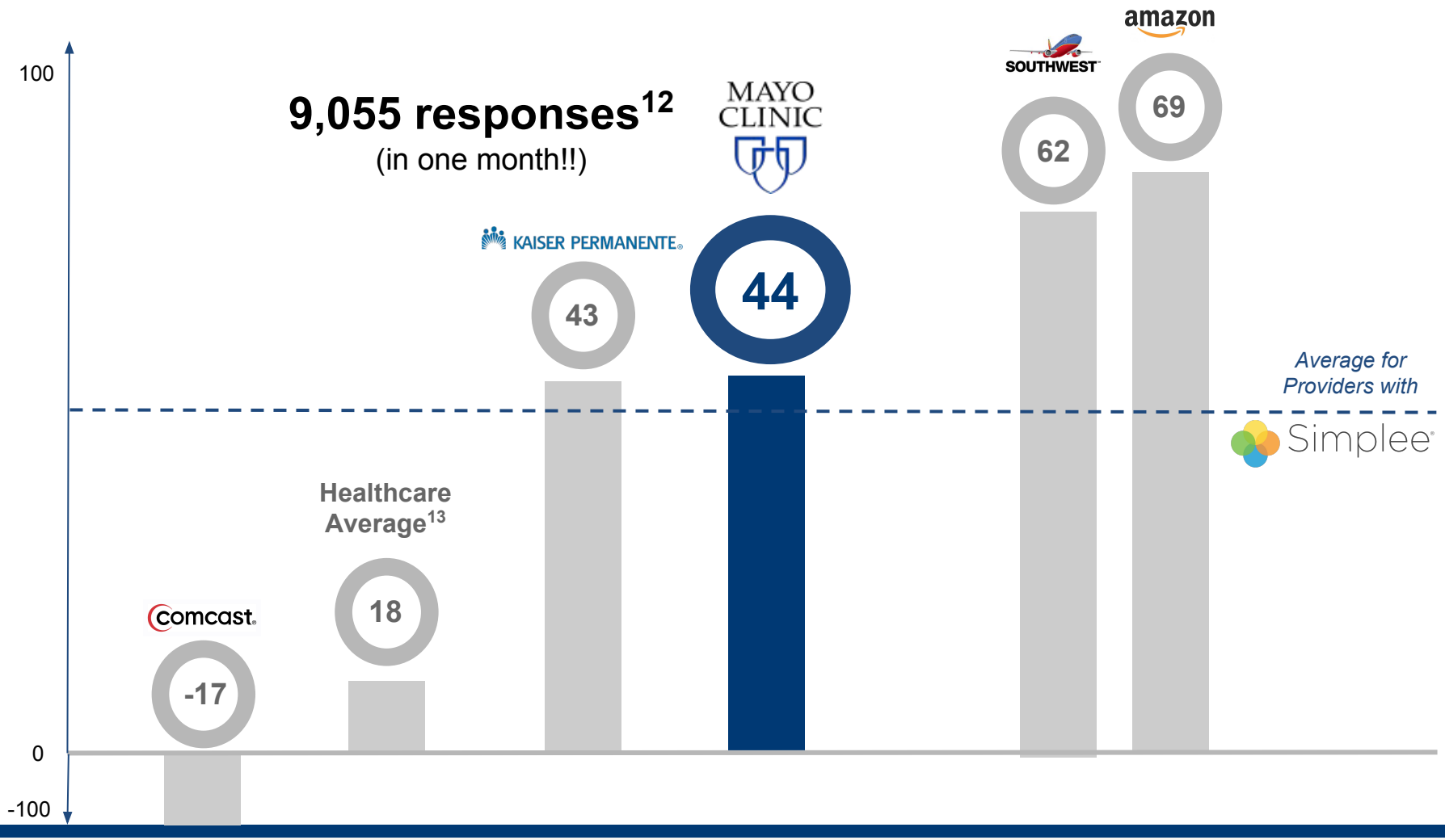


© 2017 Simplee

RevCycle shaping satisfaction, over 9,000 monthly responses

MAYO CLINIC

How likely is it that you would recommend Mayo Clinic to a friend or colleague due to your recent payment experience?



© 2017 Simplee

Sources:
[11]Mayo Clinic Feedback Survey results (n=9,055, 2017)
[12] NPS Benchmarks link #1 and link #2

Patients are loving It!

MAYO CLINIC

"Great new bill pay website - **easy to read bills and statements**"

Mayo Clinic patient

"I like that there is a **payment plan when needed** ... **very easy** to work with and use."

Mayo Clinic patient

"**Big improvement** on your online payment system. **Very easy to use.**"

Mayo Clinic patient

"easy to use without requiring to login""

Mayo Clinic patient

"**easy and detailed bill**"

Mayo Clinic patient

"**I love the new billing system layout.**"

Mayo Clinic patient

"**Thank you for letting me set up a payment plan**"

Mayo Clinic patient

© 2017 Simplee

Q&A Session

© 2017 Simplee

Thank you!

Panelists

Michael Mullen
Director of Revenue Cycle
Michael.Mullen@nm.org

Brenda A. Schillinger
Vice Chair of Revenue Cycle
Schillinger.Brenda@mayo.edu

Moderator

John Adractas
Chief Growth & Marketing Officer
john@simplee.com

Further Readings

Case study: Memorial Hermann

Whitepaper: "Tackling the Patient Financial Experience"

© 2017 Simplee

References

Sources:

[1] https://www.nm.org/
[2] http://www.mayoclinic.org/
[3] Beckers Hospital Review: 61% of patients confused by medical bills, survey finds (Jul 2016, link)
[4] USA Today "Nearly 7 in 10 Americans have less than $1,000 in savings" (9 Oct 2016, link)
[5] The Commonwealth Fund: Issue Brief (Jan 2015, link); McKinsey Retail Healthcare Consumer Survey 2009
[6] HealthLeaders: "High-Deductible Health Plans: The Top Revenue Challenge in 2015" (5 Jan 2015, link)
[7] McKinsey & Co: The next wave of change for US health care payments (May 2010)
[8] Interactive Accessibility: "Accessibility Statistics" (July 2012, link)
[9] Northwestern Medicine Feedback Survey results (n=6,711, 2017)
[10] Longitudinal study of patient satisfaction with billing and payment experience by Connance (Consumer Impact Study, 5th annual, results published Aug 2014, sample size n=500)
[11] Compares all digital payment volume including Web guest/portal,, Online Payment Plans, and IVR.
[12] Mayo Clinic Feedback Survey results (n=9,055, 2017)
[13] NPS Benchmarks link #1 and link #2

© 2017 Simplee