# Elements of Smile:

## Workforce Strategies for Revenue Cycle Success

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# Professional Background

❑ **Principal, HealthRev Advisors, LLC**

❑ **VP Revenue Cycle – Virginia Commonwealth University Health System**

❑ **AVP, Hospital Revenue Cycle –Ochsner Health System**

❑ **Revenue Cycle Director – R1 formerly Accretive Health**

❑ **HR | Revenue Cycle | Managed Care Technology**
    ❑ **Compuware Corp, assigned to Detroit Medical Center**

❑ **Business Development Specialist – Trinity Health Plans**

❑ **Administration Fellow – Trinity Health System**

# AGENDA

**1**     The Value of Customer Satisfaction

**2**     Employee Satisfaction vs. Engagement

**3**     Developing and Sustaining Employee Engagement

**4**     Takeaways | Next Steps

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# CUSTOMER SATISFACTION
## Cost and Revenue Driver

# The Value of Customer Satisfaction

## Value Factors

Revenue Growth

Cost: Processes

Customer retention (>1 year)

Market reputation

Workforce Productivity

Workforce Maintenance Costs

## Outcomes

+140% more $ than those with a negative experience

Rework, service recovery, additional processes…

74% satisfied vs 43% for dissatisfied

Dissatisfied customers share 10X more than satisfied

Increased Absenteeism

Increased Turnover

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# The Smile Drivers

"Despite advances in medical technology, healthcare is still a **people-intensive business**, and improving HCAHPS scores and reducing HACs requires an investment in human capital—specifically, on employee engagement."

Employee Engagement

Customer Satisfaction -> Engagement

Positive Revenue & Cost Outcomes
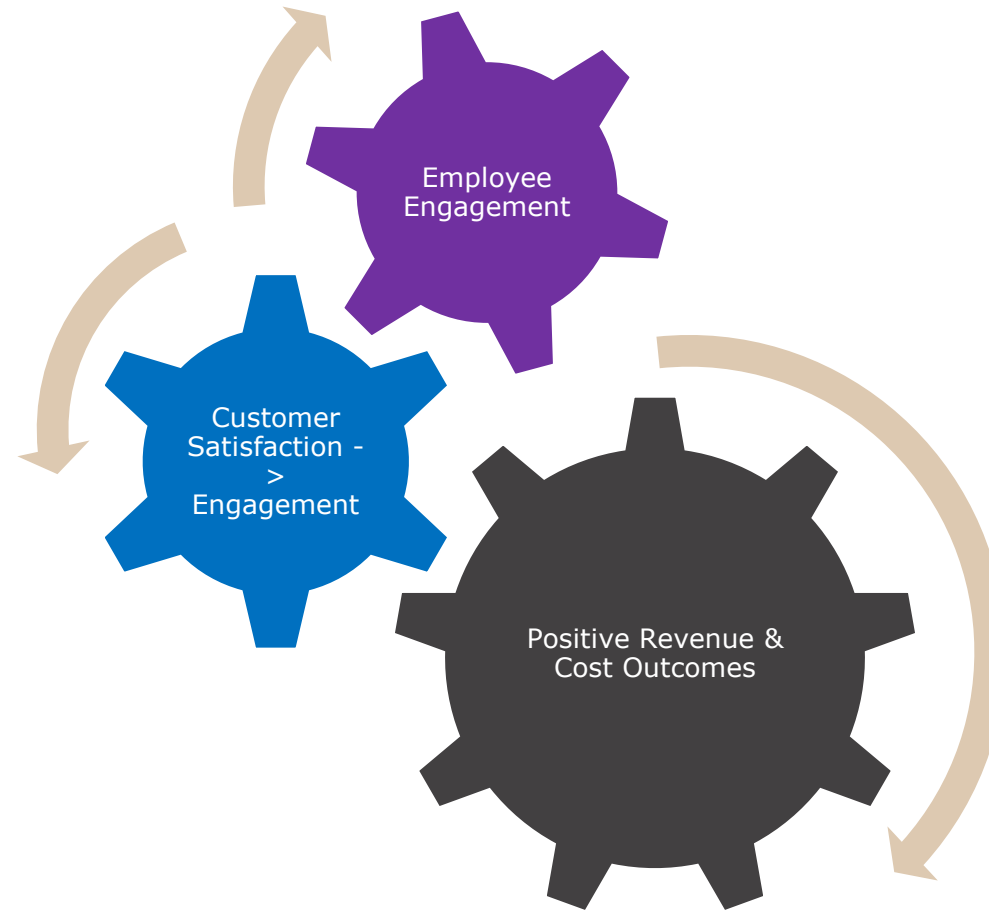
The ROI of Employee Engagement In Hospitals." Kevin Kruse. Forbes, February 26, 2015

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# WORKFORCE ENGAGEMENT
## Satisfaction vs. Engagement

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# Employee Satisfaction

**Employee Satisfaction**

- Understand the work
- Training and resources are available to do the work
- Needs are met
- Fair compensation
- Employment appreciation, such as pizza and/or picnics

**Employee Satisfaction is a low bar!**

- Satisfaction or happiness - doesn't necessarily mean productivity or patient focus

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# Employee Engagement

**Employee engagement is a [often emotional] commitment**

- Engaged employees care about the organization, their team and their patients.

- Engaged employees give discretionary effort

- Employee engagement is not a nice to have

Gallup's "State of the Global Workplace" 2017 report found that 85 percent of employees are not engaged at work, at the expense of approximately $7 trillion dollars in lost productivity.

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# Engaged Employees

- Escort lost family members to their destination

- Solve the problem in front of them, but also raise the issue to seek to prevent repeated problems

- Get involved outside of their scope to help. Ex. Notices a fall risk patient and helps them get back to safety

- Listen to the patient's problem and makes them feel like they are their only call/encounter

- See themselves as part of the care team

- Connect with the organizations' goals

# WORKFORCE ENGAGEMENT
## Developing and Sustaining Engagement

# Employee Engagement Drivers

**The top drivers of engagement are:**

- **Growth** — you feel like you are advancing and learning new things

- **Recognition**—you feel appreciated

- **Relationship** —you feel connected | Belief that your manager knows and cares about you

- **Trust** — you trust the people around you and that the organization has a bright future

- **Patient Experience** – personal experiences and/or friends and family members

Reference: "How to Achieve Sustainable Employee Engagement in Healthcare." Craig Deao, Studer Group & Managing Director, Huron

# Growth: Common Variables

Recruiting & Career Path

Education & Training

Communication

Defined Expectations

# Growth: Ideas for Building Engagement

- Link your Career Pathway, inside and outside on revenue cycle

- Incorporate HFMA Certifications to a growth plan

- Develop training and testing for each level

- Offer training programs onsite, i.e. Certified Professional Coder (CPC)

- Develop and publish clear guidelines for promotion

- Develop a waiting list of the qualified

- Compensate those on the waiting list for completing certifications and competency pathways

# Growth: Patient Access Case Study
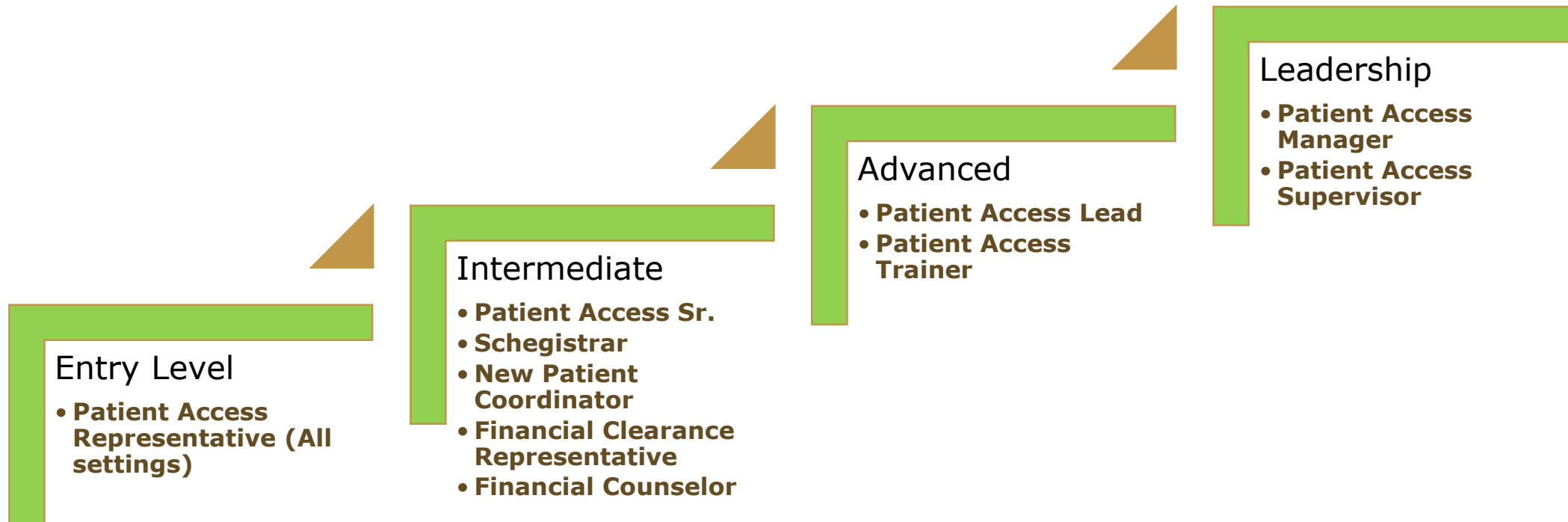
## Observations / Responses

- Inconsistent Patient Experience

- Provider Dissatisfaction

- High turnover: > 25%

- High vacancy rate

- Financial Exposure: ex. Limited POS Collections

- High cost of operations

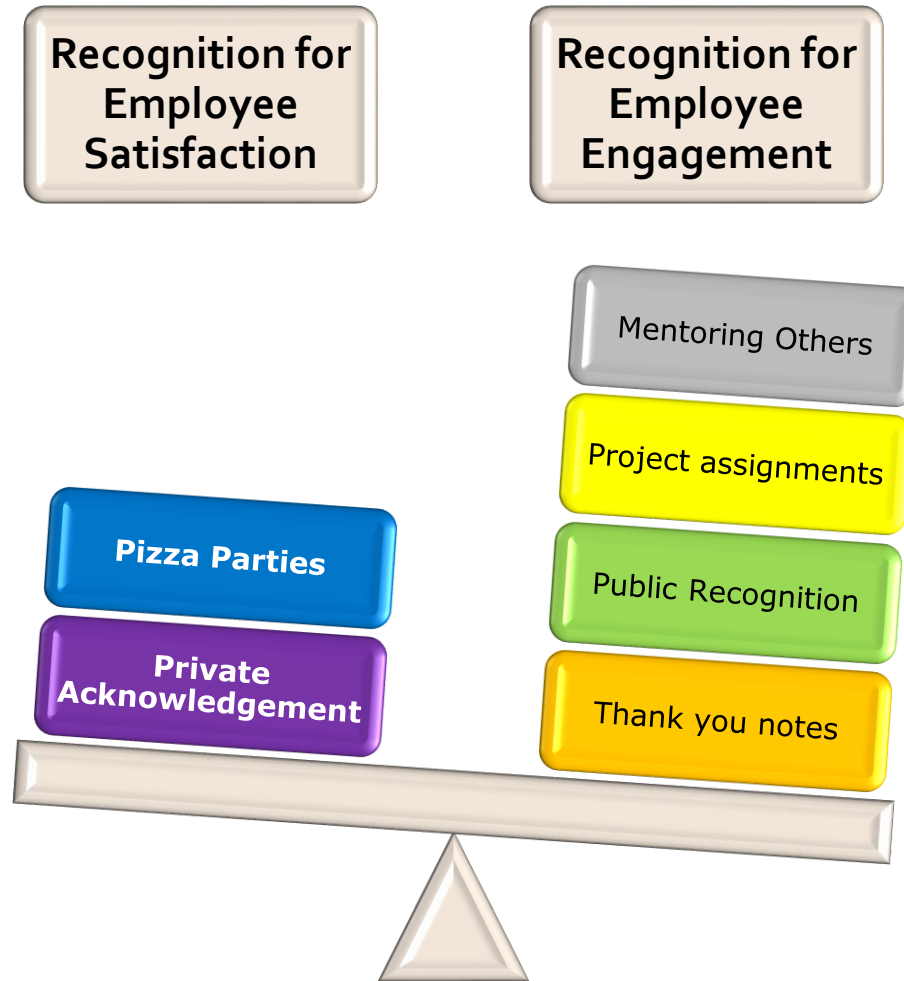**Validation** →

## Impact Opportunities

- Define a desired patient experience

- Update Job descriptions / roles

- Develop a formal career ladder

- Rev Cycle / customer service training

- Improve communication strategies

- Begin to address compensation

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# Sample - Patient Access Job Family & Career Ladder

**Entry Level**

- **Patient Access Representative (All settings)**

**Intermediate**

- **Patient Access Sr.**
- **Schegistrar**
- **New Patient Coordinator**
- **Financial Clearance Representative**
- **Financial Counselor**

**Advanced**

- **Patient Access Lead**
- **Patient Access Trainer**

**Leadership**

- **Patient Access Manager**
- **Patient Access Supervisor**

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# Recognition: Employee Engagement

Recognition for Employee Satisfaction

Recognition for Employee Engagement

Mentoring Others

Project assignments

Pizza Parties

Public Recognition

Private Acknowledgement

Thank you notes

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# Relationship | Goal Alignment

**System Goal**

Develop service and patient experiences that meet the needs of our communities

**CFO Goal**

Develop strategies and tactics designed to propel health system to a defined vision

**VP Revenue Cycle**

Expand Access to health services by reducing barriers to scheduling and improving provider scheduling optimization

**Director**

Improve Scheduling Experience

Develop Strategies to reduce patient access representative turnover

**Manager**

Achieve PAC 75th Percentile SLAs

<= 30 second average answer speed

80% calls answered in 30 seconds

< 5% abandonment rate

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# Trust: Employee Engagement

- Building a culture of trust between leaders is critical

- Reward the behavior you would like, even if the results aren't what you desire

- Help team members make the connection to how they impact the organization

- Move decision making down to the lowest level of employee that can reasonably make it

- Deal with problems promptly or explain why you cannot

# Leadership: Employee Engagement

- Gallup reports that over 70 percent of the variance in engagement is tied to the manager

- Managers must be trained on how to foster growth, recognition and trust

- Develop a culture of leadership that supports valued characteristics

- Managers that do not demonstrate these characteristics should be moved on

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# Leadership Culture Improvement

- Organize a leadership development strategy that fits your organization:

  - Group mentorship

  - Mentorship circles

  - Teambuilding courses

  - Invite speakers | authors to speak to leaders as part of a recurring series

  - Encourage book clubs

  - Make assessment testing widely available

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# Individual Leadership Improvement | Self Assessment

- Informal Conversations

- 360 feedback

- Personality Type Profiles

- "Tank check"
  - Check your own level of "engagement"
  - Ask the significant people in your life

# Leadership Improvement | Personality Profile

## Your Test Results

Thank you for completing our personality test! Here is a copy of your results:



**Personality type:** "The Debater" (ENTP-A)

**Individual traits:** Extraverted – 51%, Intuitive – 63%, Thinking – 75%, Prospecting – 58%, Assertive – 53%

**Role:** Analyst

**Strategy:** People Mastery

"Follow the path of the unsafe, independent thinker. Expose your ideas to the dangers of controversy. Speak your mind and fear less the label of 'crack-pot' than the stigma of conformity. And on issues that seem important to you, stand up and be counted at any cost."

Thomas J. Watson

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# Individual Leadership Improvement Plan

- Understand you and those around you

- Set plans for Development – but don't try to change everything at once

- Mentorship

- Executive coaching

- Accountability Partner

# TAKEAWAYS & NEXT STEPS

# Takeaways and Next Steps

- **Check your level of engagement and those of your leaders –**

- **Develop your leaders**. Put them in the right seat

- **Review all customer satisfaction and employee surveys –** include Google, Yelp, Social Media

- **Survey your team and share the results.** Aggregate at the manager level

- **Rank the issues in the 4 quadrant system –** Prioritize high impact and low effort.

- **Identify your Engagement Drivers.**

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# Employee Engagement: Next Steps

Specific ideas for increasing engagement <u>need to</u> come from the individual teams—from the bottom, up to the top.

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