Remote Revenue Cycle and the Future of Work

HFMA Region 2 - Lunchtime Learning – August 26, 2020

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AGENDA

1   **Participant & Session Introductions**

2   **Revenue Cycle Telework Trends**

3   **Pre-Covid Telework Models**

4   **Covid-19 Response**

5   **Lessons Learned**

6   **Future State**

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ARx Overview

▸ **Providing business office services to hospitals since 1997**
  ◦ 12-member executive & operations management team with combined 190+ years of healthcare experience
  ◦ Majority of combined healthcare experience is hospital business office operations

▸ **Nashville area based headquarters and operations with 100+ employees**
  ◦ Trained in all aspects of payers – governmental, commercial, managed care, and self pay
  ◦ Served over 250 clients across 34 states to date
  ◦ Specialized services include: Full Business Office Outsourcing; Extended Business Office Services; Data Warehousing Services; Managed Care Underpayment Recovery
  ◦ Extensive experience with major systems including:
    ◦ Siemens/Invision
    ◦ EPIC
    ◦ Cerner
    ◦ HMS/MedHost
    ◦ Meditech
    ◦ Artiva/HBOC
    ◦ GE Centricity
    ◦ Others

▸ **Current clients include diverse mix of:**
  ◦ Multiple facility hospital systems, teaching hospitals, and independent hospitals
  ◦ Large urban hospitals and small rural hospitals
  ◦ For profit hospitals and not-for-profit hospitals

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Overview of UVAHealth

UVAH is a Level 1 Trauma - Academic Medical Center and Safety-Net Hospital for Virginia
It was founded in 1825 by Thomas Jefferson as a medical education and patient care program

Mission
To provide excellence, innovation and superlative quality in the care of patients, the training of health professionals, and the creation and sharing of health knowledge within a culture that promotes equity, diversity and inclusiveness

Patient Care Services excludes LongTerm Care Hospital	2019
Beds	612
Average Daily Census*	497
Number of Inpatients* (admissions)	28,933
Average Length of Stay * (discharge days/discharges)	6.3
Outpatient Visits (includes Home Health visits) and Acquired Practices	1,122,238
Emergency Visits	64,237
Surgical Cases (Main Operating Room)	31,478
Live Births	1,929
Full-time Faculty	903
Residents and Fellows	701
Professional Nurses	2,605
Full-time Equivalents -FTEs	8,373

Our Mission is to Serve, Heal, Lead, Educate and Innovate

IMPACTING LIVES ACROSS LOUISIANA, THE NATION & THE WORLD

Our Vision

Ochsner will be a global medical and academic leader who will save and change lives. We will shape the future of healthcare through our integrated health system, fueled by the passion and strength of our diversified team of physicians and employees.

- ✓ Ochsner is Louisiana's Largest Not-For-Profit Health System

- ✓ In 2019, Served 876,621 Patients From Across Louisiana, Every State, and More 70+ Countries

- ✓ 16 Owned & Managed Hospitals, 20 Affiliated Hospitals and 5 Specialty Hospitals

- ✓ 115+ Health Centers and 14 Urgent Care Centers

- ✓ 2 U.S. News & World Report "Best Hospital" Specialty Category Rankings & 2 U.S. News & World Report "Best Children's Hospital" Specialty Category Rankings 2019-20

- ✓ 1,495 employed and over 3,000 affiliated physicians in over 90 specialties & subspecialties

- ✓ Largest Private Employer in the State with 26,000+ Employees

- ✓ More than 291 medical residents and fellows work in 30 different Ochsner-sponsored ACGME accredited residency training programs

- ✓ 750+ Active Clinical Trials

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Revenue Cycle Telework Trends

- Other than Coding/CDI/HIM - Revenue cycle generally lagged behind other industries with the adoption of telework.

  - Accepted Barriers
    - Technology – adapting networks and hardware
    - Information Security
    - Communication and information sharing challenges
    - Productivity measurement
    - Distorts leadership bandwidth
    - Lack of trust – productivity, managing information securely, etc

- Used more frequently for more professional staff and as a reward for high performers

Pre Covid-19 Telework Model

ARx — Limited Model

14% of workforce was working from home

Most of this was either by chance or exceptional performance

Telework agreement required certain metrics and conditions be met

Staff (local) were required to work one day a week in the office

Did generate some retention

Little change in results

UVA — Mixed Model

- **Full Time**
  - Coding, CDI and HIM

Part Time / Flex Days
- Pre-Arrival, Pre-Authorization, Patient Financial Services and Revenue Integrity teams

  - Work benefit for top performers

  - Required extensive criteria to be met

Selective remote outsourcing
- Denials, Authorization Support and Customer Call Center

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- **Advanced Model**

- **This is not our first rodeo-** Weather related interruptions are common

- **We've been working on this model for years-** part time WFH since 2017

- **Invested in technology prior to COVID-** all employees have laptops and most had soft phones linked to their laptop

- **Proven track record of success and innovation-** wasn't a major culture shock and no delays in implementing full-time work from home

POLL QUESTION 1

Covid 19 Response

ARx's Response

- Only 14% of workforce remains in house – either by choice or lack of needed resources

- Additional tools in place to assist in work efforts and communication

- Team daily huddles required

- Daily all staff email

- Retention increased

- Results improved

- Absenteeism decreased

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UVAHealth's Response

- Rapid deployment to organizational remote work with some exceptions

- Creation of virtual and or telephonic check-in & registration

- Management model change from direct line of sight to remote interaction

- Highly variable rapid deployment

- Initial concerns about performance and operational breakdown

- RC quick implementation due to advance preparations
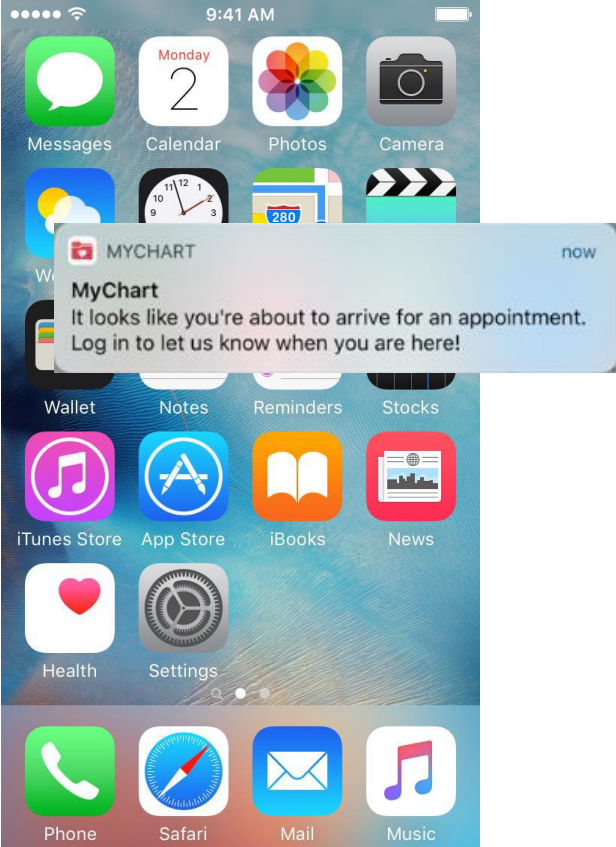
Ochsner's Revenue Cycle Response

- **Temporarily reduced productivity goals** and modified policy regarding allowing children at home
  - Previous WFH policy prohibited kids < age 12 to be home- unreasonable w/ no schools
  - Productivity goals stayed the same- worked with employees instead of corrective action

- Identified **core team members to continue mailing documentation**; improved internal process

- Developed **tracking tool to identify productivity gaps** in Kronos vs Epic Log-in / out times and aggregate number of times Epic times out

- Leveraged **Epic Productivity Reports** to identify deviations with WQ prioritizations

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Ochsner's Revenue Cycle Response, cont

- **Weekly huddle calls** with all teams via ZOOM- cameras on required

- **Required employees to take a specified amount of vacation time** during 3 month reduction in volume

- Continued **with departmental monthly operational reviews** for leaders virtually

- Developed regular **State of the Division** presentations to send to all Rev Cycle employees

Mobile Check-In
(digital option)

Curbside Arrival
(non-digital option)

MYCHART   now

MyChart
It looks like you're about to arrive for an appointment.
Log in to let us know when you are here!

Ochsner's Organization-wide Response

- **No layoffs or furloughs**; redeployment opportunities provided to eligible employees

- **Provided free emergency childcare** to 1,500 children at 17 locations

- Made in-person, phone and video counseling, **wellness and support services available at no-cost**

- Launched *Virtual Well-Being* Series- led by Executive Leadership

- Launched Ochsner Fitness Center application to provide **free access to on-line classes**

- Leading prevalence study in Orleans and Jefferson Parishes; **national ventilator program**

- Pushed go-live for transition to **ZOOM and Microsoft teams**; increased training for One Note and One Drive to improve communication on team projects for WFH staff

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POLL QUESTION 2

Lessons Learned

Lessons Learned

- Staff did not need to be in house to do their jobs (mostly)

- We were more prepared for an emergency than we thought

- Lots of time was being lost in "chit chat" and meetings

- We can train/mentor remotely

- People are happier and, ironically, seem more connected

- They have been surprisingly self-reliant and self-policing

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Lessons Learned

- Revenue Cycle Management and Revenue Cycle Performance were maintained at optimal levels

- Management of process and team member performance adjusted to limited direct " face to face" oversight and in-person meetings

- Team members adapted quickly to change

- Work was more functionally "commoditized and standardized" than previously acknowledged

- Discovery of opportunity for change

Lessons Learned and Results!

- Billing and Follow-up metrics remained above **100% for both Hospital, Clinic and Guarantor**

- Shifted all **future training to virtual** to better support regional growth strategy given higher pass rate

- Implemented **electronic document submission** process with LA BC & pending contract with vendor

- Investing in **AI and RPA technology** to reduce reliance on functions requiring staff to be on-site

- **Turnover is down to** 7% compared to 10% 2019

- Developed WFH Calculator to show **financial benefit for employees**; improving work/life balance

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POLL QUESTION 3

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Future State

Future State…

- We are not bringing our staff back

- We are reducing our office space need

- Space expense and supply savings are being channeled into investments for better technology and tools

- We are considering additional modifications to hours to allow for better family balance

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Usher in a TELE-Transformation?

- Identify functions and roles that may be permanently supported via remote work

  - Modify job descriptions and performance expectations
  - Identify replacement strategies for in-office based socialization and engagement
  - Capture efficiencies while protecting relationships with vital team members
  - Assess management needs and training to support remote work force
  - Improve remote onboarding and training

- Extend recruitment of qualified, remote team members

- Reduce space footprint

- Refresh opportunity for Remote Processing Automation and Outsourcing

Future State

- Potential to **permanently move certain staff home full WFH;** reduced rental expense

- Develop training modules to support remote on-boarding- **no more geographical barriers**

- Develop strategies to retain and engage remote workers (recent 10% drop in engagement)

- Leverage technology (AI, RPA, Epic, etc.) to reduce non-value added, repetitive tasks

- Review organizational structure for increased management scope and productivity metrics

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Remote WorkForce Engagement

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Remote Workforce Engagement Advice

- It's not completely different - Most of your middle and back teams were already offsite.

- Don't overreact to interim engagement scores, fears for the future are normal

- Don't make the assumptions about the engagement benefits of common workspace

- Invest in your reframing your management team's skills and approaches

- Reframe yours and your team's thoughts of socialization from being **just** with other team members to include **with other teleworkers**.
  - Think like a homeschool network of parents!

- Specific ideas for increasing engagement **should ideally** come from individual(s) and teams, to leadership.

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

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