Efficient Revenue Cycle Processes Project

Informational Webinar January 10, 2025

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What is Lean?

How will it help us with Revenue Cycle?

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What is Lean???

Lean philosophy for health care is focused on:
- Defining value in the eyes of the patients
- Eliminating wasteful steps that add no value to the organization
- Creating flexibility and agility to meet the changing needs of the patient and industry
- Empowering frontline staff by incorporating easy problem-solving tools to use daily
- Doing more with less

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ERCP: Reducing Claims Denials

Focus: Identify and improve the process where insurance claim denials originate:
- Document Supporting Medical Necessity
- Coding
- Entering Patient Information
- Insurance Verification
- Create "best practices" for reducing denials and their financial impact

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ERCP: Reducing Claims Denials

Processes Targeted for Improvement:
- Clinic Registration
- Generating and completing Advance Beneficiary Notices (ABNs)
- Identification of Medications covered by Medicaid
- Emergency Room (ER) to Inpatient Authorization
- Radiology Pre-Authorization
- ER Registration
- Lab Registration Insurance Verification

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Revenue Cycle Topics - PYA

- Overview
- Scheduling
- Registration
- POS Collections
- Charge Capture
- Coding
- Billing
- Collections
- Denial Management
- KPIs

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Lean Methodologies used for Completion of Project

- Collect data:
  - Hospitals track claim denials
- Project Scoping:
  - Determine the issue, identify the process, develop a team, observe
- Map current process
- Work through the project using A3 Problem Solving Tool
  - Issue, Background, Current State, Root Cause Analysis, Target State, Countermeasures, Implementation Plan, Test Outcomes and Follow Up
- Report out during Wrap Up

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Why Lean???

Utilizing Lean in Health Care can Potentially:
- Reduce costs by 30-35%
- Improve work and patient flow
- Improve patient and non-patient care processes
- Improve morale, productivity and the bottom line

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Revenue Cycle Successes

- Improved patient and staff satisfaction
- Project contacts and teams speak of how this project really opens communication between departments
- Reduction of unbillable claims
  - Reduced unbillable ED visits by $80,000
  - Reduced unbillable Lab visits by $13,000
- Nearly 90% of post-project evaluations indicated the hospital had reached the goals they set

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Positive Outcomes

- Meaningful – building positive team communication
- Breaks complicated concepts into meaningful bites
- Outside content expert coming to the hospital for site visit
- Data tracking and measuring improvements made
- Monthly coaching calls for accountability and support
- Realistic timeframes
- Celebration wrap up

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Past Participant Perspective

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Niki Buesing

CFO, Nemaha Valley Community Hospital

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Community Hospital & Seneca Family Practice

Lean Project

April 2024-July 2024.....and still going

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Community Hospital & Seneca Family Practice

Project?

- Surgery processes?
- Just kidding.....prior authorizations?
- Just kidding......prior authorizations for a very specific service line...Cardiac Rehab/Nuc Med testing

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NEMAHA VALLEY
Community Hospital & Seneca Family Practice
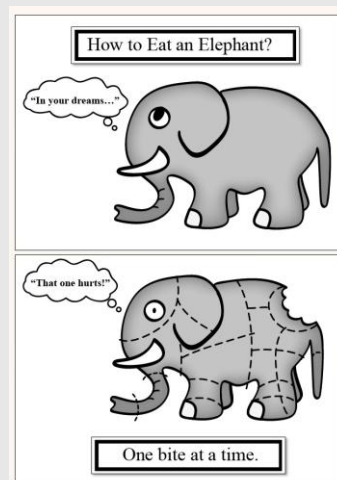
It's all about the people!

Representation From:
- Business Office Registration
- Utilization Review/Prior Authorizations
- Cardiac Rehab/Nuc Med testing Dept
- HIM Coding
- Business Office Claims processing
- Director of Nursing
- Finance/CFO

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Community Hospital & Seneca Family Practice

A3 Prior Authorizations-Nuc Med testing

- Problem statement: Various forms of communication with no standardized workflow and duplication of work.

- Current situation: Patient is scheduled and prior authorization is worked on based on receipt of emails, phone calls, screenshots, face to face, sticky notes, etc.

- Goal: Streamline communication and create standard workflow

- Root cause analysis (5 whys):
  1. That's how I was trained
  2. Always done that way
  3. We don't have time to fix this
  4. We need more help
  5. That's what I thought was the right/best way

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A3 Prior Authorizations-Nuc Med testing (cont)

- Brainstorm/Countermeasures
  - Message Center
  - Hire more people
  - Create step by step process
  - Get authorization before scheduling
  - Remove use of bubble
- Countermeasure Implementation Plan
  - Reach out to other facilities step-by-step NVCH.
  - Create Cerner system pools and only submit PA request to the pool.
  - Start with a current step by step plan of the process.
  - Observations in real time.
  - Meet weekly to review and make changes to the step-by-step process.

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Success!

- Process is the same for everything – less cleanup on the back end
- Anyone can pick up the process.
- Prior Authorization is now in Powerchart so it falls to the claim and the business office doesn't have to hunt down the auth #.
- Not scheduling patient until PA completed which cuts down on rescheduling resulting in higher patient satisfaction
- Less back and forth communication.
- Don't need to hire another staff person.
- Other departments wanting to implement these changes.

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New Vantage Point

- o Multiple departments can come together to change a process in which we have done for years for the good of the patient and for the benefit of making a more streamlined process.
- o View from the other departments perspective.
    - o Learned the business office didn't have access to power chart.
- o Getting everyone's input and understanding the impacts of changes.

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Future for NVCH

- o Can use these same principles and standardized workflow with other departments in the facility.
    - o Prior authorizations in other departments
    - o New service lines
- o Other departments are wanting/willing to make changes
- o Want to stay viable as a facility...offer services and still get paid.

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![Nemaha Valley Community Hospital & Seneca Family Practice]

Additional Take-Aways

o Meetings were lengthy at times – more work can be done outside of meeting times.

o Wish people were more open to change.

o Technology can be cumbersome.

o Meeting space availability.

o Check back to make sure the process is working.

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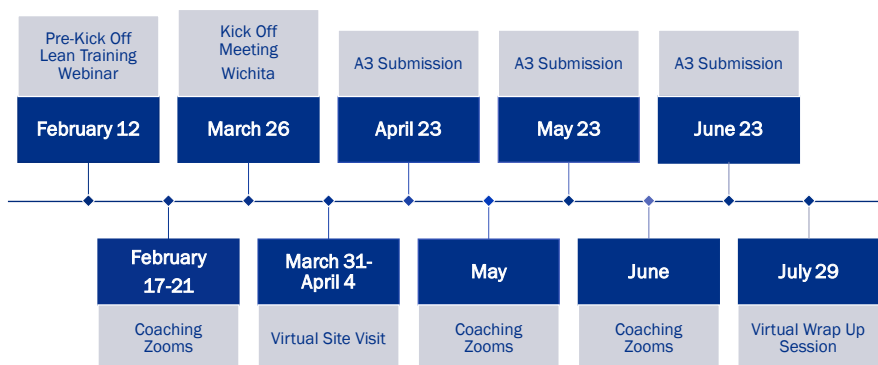# Stephanie Simmons

COO, Mitchell County Hospital Health System

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Project Overview

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Efficient Revenue Cycle Processes Project Timeline

Pre-Kick Off Lean Training Webinar	Kick Off Meeting Wichita	A3 Submission	A3 Submission	A3 Submission
February 12	March 26	April 23	May 23	June 23

February 17-21	March 31-April 4	May	June	July 29
Coaching Zooms	Virtual Site Visit	Coaching Zooms	Coaching Zooms	Virtual Wrap Up Session

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What are you committing to?

- Attend and participate in a pre-kick off lean training webinar on February 12
- Attend and participate in an in-person kick-off session on March 26
- Provide staff time and resources necessary for commitment to the project. This includes project work within your facility, which will be ongoing throughout the duration of the project
- Participate in a virtual site visit and coaching zooms with Healthworks project staff
- Participate in the development of and commitment to an ongoing, sustainable monitoring program
- Maintain and submit progress reports to Healthworks project staff monthly
- Attend and participate in a virtual wrap up session at the conclusion of the project on July 29

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What will Healthworks provide?

- Basic lean and quality improvement training for revenue cycle management
- A kick-off session to provide a foundation and assist each facility with establishing internal goals
- Facilitation of peer networking
- Assistance on using lean tools and techniques for improvement
- Administration and analysis of organizational culture related to revenue cycle management
- Access to lean expertise and project management assistance
- A virtual wrap up meeting at the conclusion of the project to celebrate successes and build the plan for sustainability within your organization

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What does it REALLY look like?

- Review of a current revenue cycle process in your hospital
- Establish team and prepare for kick-off session – Susan R helps with this during initial project planning call w/ project lead and post Lean webinar touchbase call
- Your hospital's team will attend a virtual training on lean prior to the kickoff meeting
- Your hospital will bring a team to kick-off training
- During kick-off, subject matter experts will instruct your team on various ways to analyze your revenue cycle along with lean tools and techniques to help you problem solve your project
- You will leave with an action plan and work on your projects at your facility
- Put actual ideas/program improvement to work – bring back barriers/successes to share during coaching calls
- Share process – nursing, medical staff, administration
- Make improvements to processes as needed

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Data Submission A3

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Hospital Efficient Revenue Cycle Processes Team

Staff to consider for participation on your facility Team (2 – 4 members):

- Director of Nursing/Chief Nursing Officer
- Front Line Staff Member(s)
- Business Office Manager
- Health Information Management
- Quality Manager
- Department Leads

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ERCP Project Support

Healthworks
- Jennifer Findley, Executive Director
- Susan Runyan, Consultant

Revenue Cycle Expertise
- Martie Ross, PYA
- Kathy Reep, PYA

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ERCP Project Support - PYA

Martie Ross, Consulting Principal
- Two decade career as a healthcare transactional and regulatory attorney
- Recognized expert on payment and delivery system reform
- Led hospital, physician, and network strategic and tactical planning for new payment models
- Developed rural health networks and strategic alliances for rural providers
- Worked with community hospitals on service line diversification

Kathy Reep, Senior Manager
- Greater than three decades of leadership experience in compliance, financial advisory, reimbursement and managed care
- Served as a provider advocate on both state and federal levels
- Authored numerous publications related to healthcare finance and hospital reimbursement
- Oversaw the auditing and reconciliation of billing and patient records with private insurer external auditors

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Interested in the Opportunity?

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Next Steps

- Participant Agreement signed by CEO/ Administrator and returned by January 17
  - The $250 participation fee is not due until you have been accepted. You will be invoiced.

- Notification to participants by January 22
  - Taking the first 6 – 9 CAHs

- January 23 & 24 – Susan Runyan calls project contacts to answer questions

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Pre-Work

Once notified of acceptance: Susan Runyan will contact each participating facility prior to Virtual Lean Training and In-Person Kick-Off

- Discuss potential process for improvement
- Discuss observation
- Ensure relevant staff attend meeting
- Ensure adequate data to utilize during Kick-Off
- Allows the team to develop implementation plan at the Kick-Off

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Contact Us

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Funding Acknowledgement

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