

TURNING DISRUPTIONS INTO OPPORTUNITIES

DEBBIE HERRON, AVP, PATIENT FINANCIAL SERVICES ,CRCE,CPC
MARIA BRISUENO-BURNETT, AVP, PATIENT FINANCIAL SERVICES,CRCE



AGENDA

- 1 INTRO
- 2 ICE BREAKER #1
- 3 OUR STORY
- 4 **OUR EXPERIENCE:**
INTERNAL DISRUPTIONS
- 5 **OUR EXPERIENCE:**
EXTERNAL DISRUPTIONS
- 6 FY25 FORECAST
- 7 Q&A

“Change and disruption can be terrifying – or an entry point”

- Dan Pettus



DEFINITIONS

Disruption- the act or process of disrupting something: a break or interruption in the normal course or continuation of some activity, process, etc.

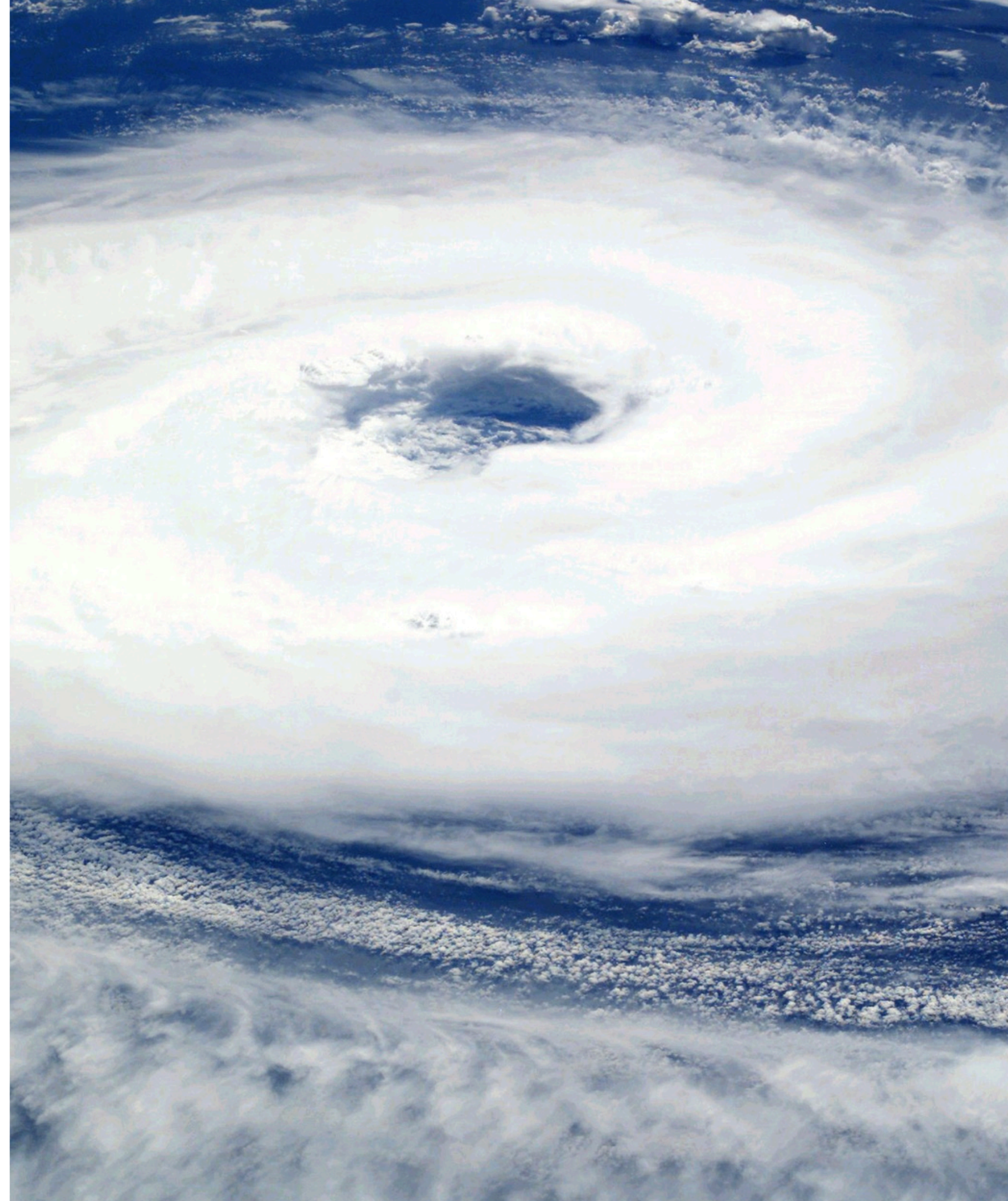


DEFINITIONS

Opportunity- a favorable juncture of circumstances; a good chance for advancement or progress.



ICE BREAKER #1

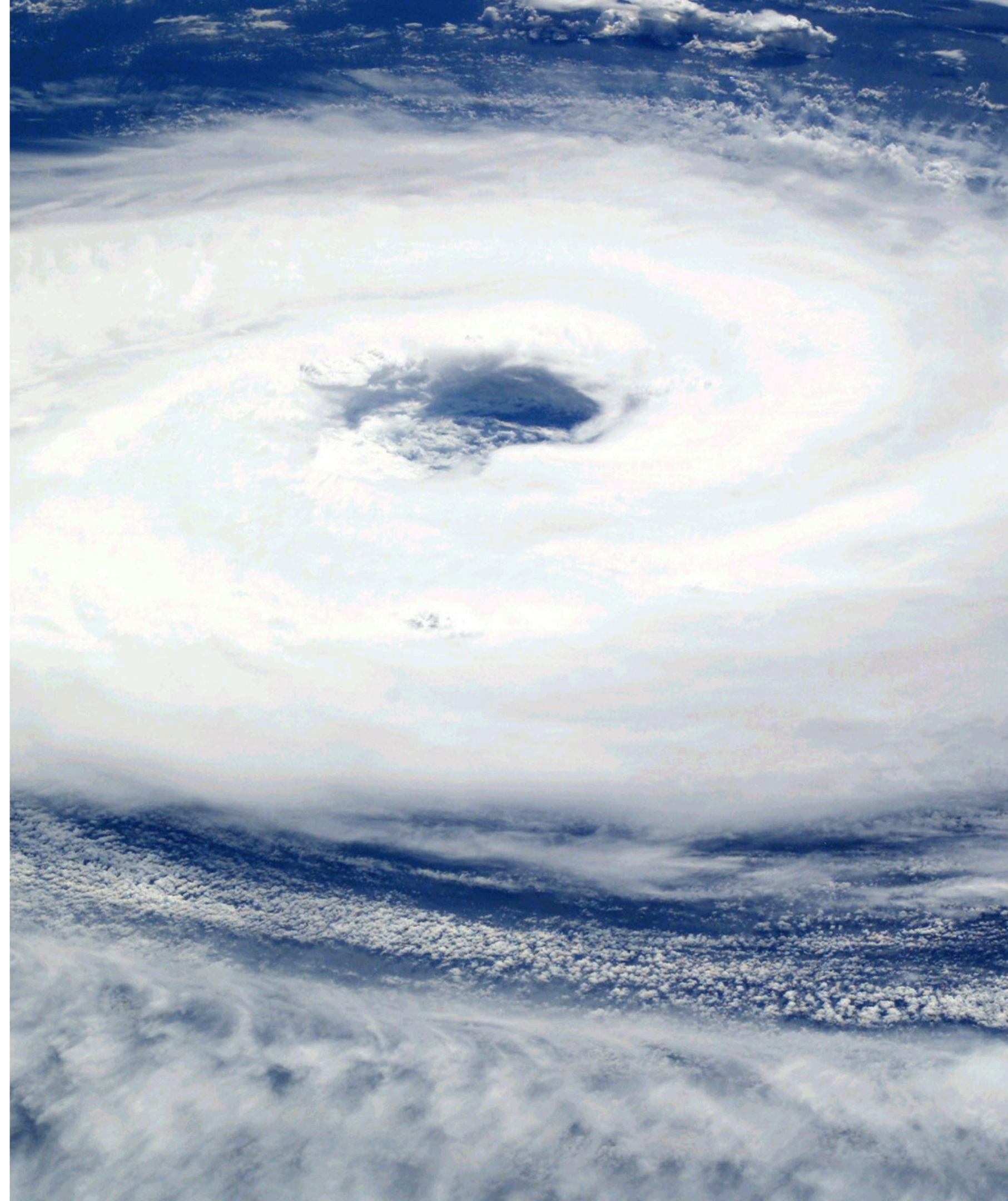


POLLING QUESTION #1

**WHAT WERE THE MOST
INTERNAL OR
EXTERNAL
DISRUPTORS THIS
PAST FISCAL YEAR ?**



OUR STORY



HOW DID WE CREATE OPPORTUNITY?

INTERNAL DISRUPTORS



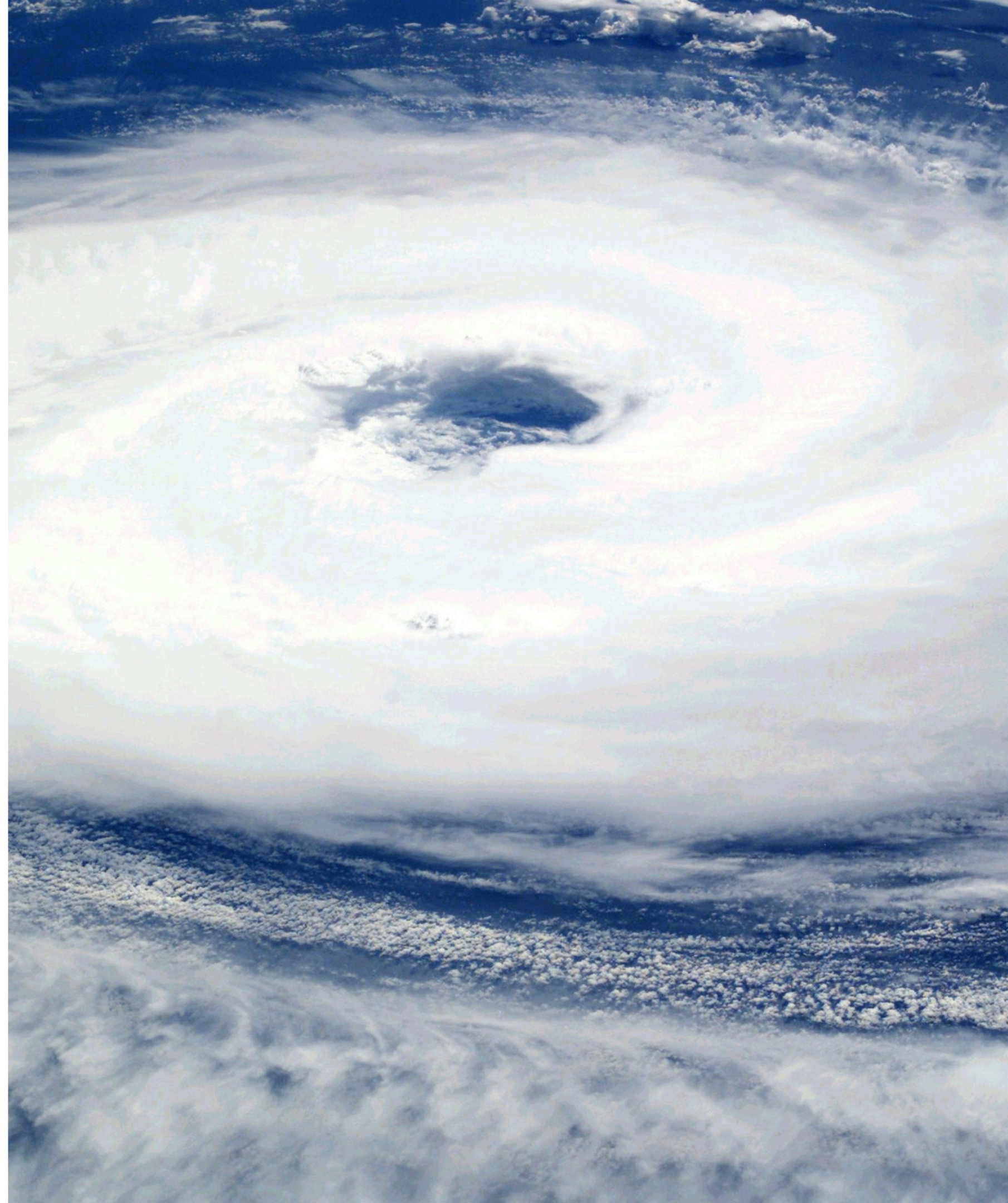
Business
Transformation
Deloitte
Engagement

EXTERNAL DISRUPTORS



OLIVE

INTERNAL DISRUPTORS



INTERNAL DISRUPTORS

- Pre-Service Revenue Cycle
- Pre-Service workflow decisions balance access and patient experience with financial risk
- Scheduling & Pre-Registration processes have distinctions by place of service (e.g., MMG vs Hospital)

INTERNAL DISRUPTORS

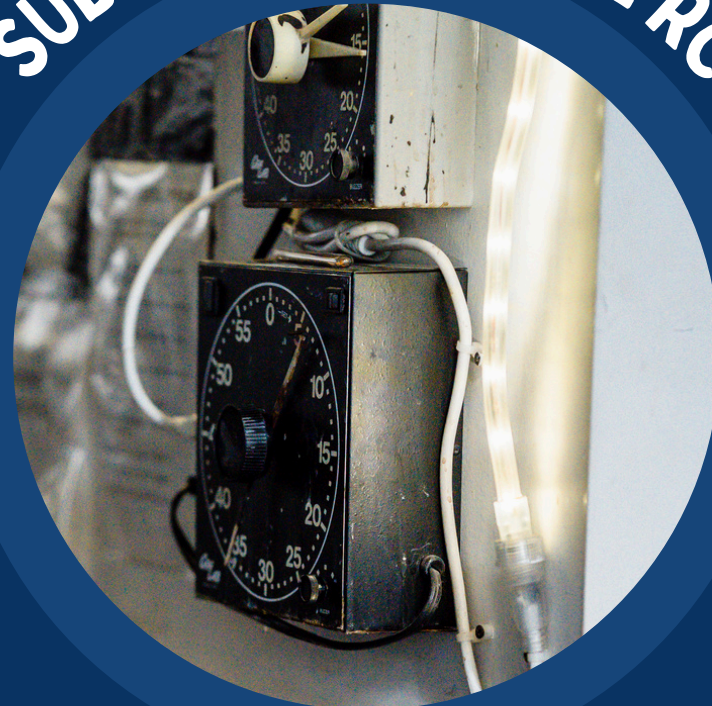
- After time of scheduling, there is consistent financial clearance and authorization processes across the enterprise
- Registration and Check in have consistent processes, with exceptions workflows for late add-ons and walk-ins
- Use of technology is standardized

SUBGROUP 1: PAS



Scope: Authorization, Registration & Cash Collection, Financial Counseling, Insurance Verification, Pre-Registration & Pre-Cert, and Scheduling

SUBGROUP 2: MIDDLE RC



Scope: Medical Records & Coding, Charge Capture & Entry, Clinical Documentation, CDM/ Pricing and Medical Management

SUBGROUP 3: PFS



Scope: Claims Submission, Insurance Follow-Up, Payment Posting, Rejection Processing, and Denial & Appeal Man, Provider Cred.

SUBGROUP 4: CLINICAL



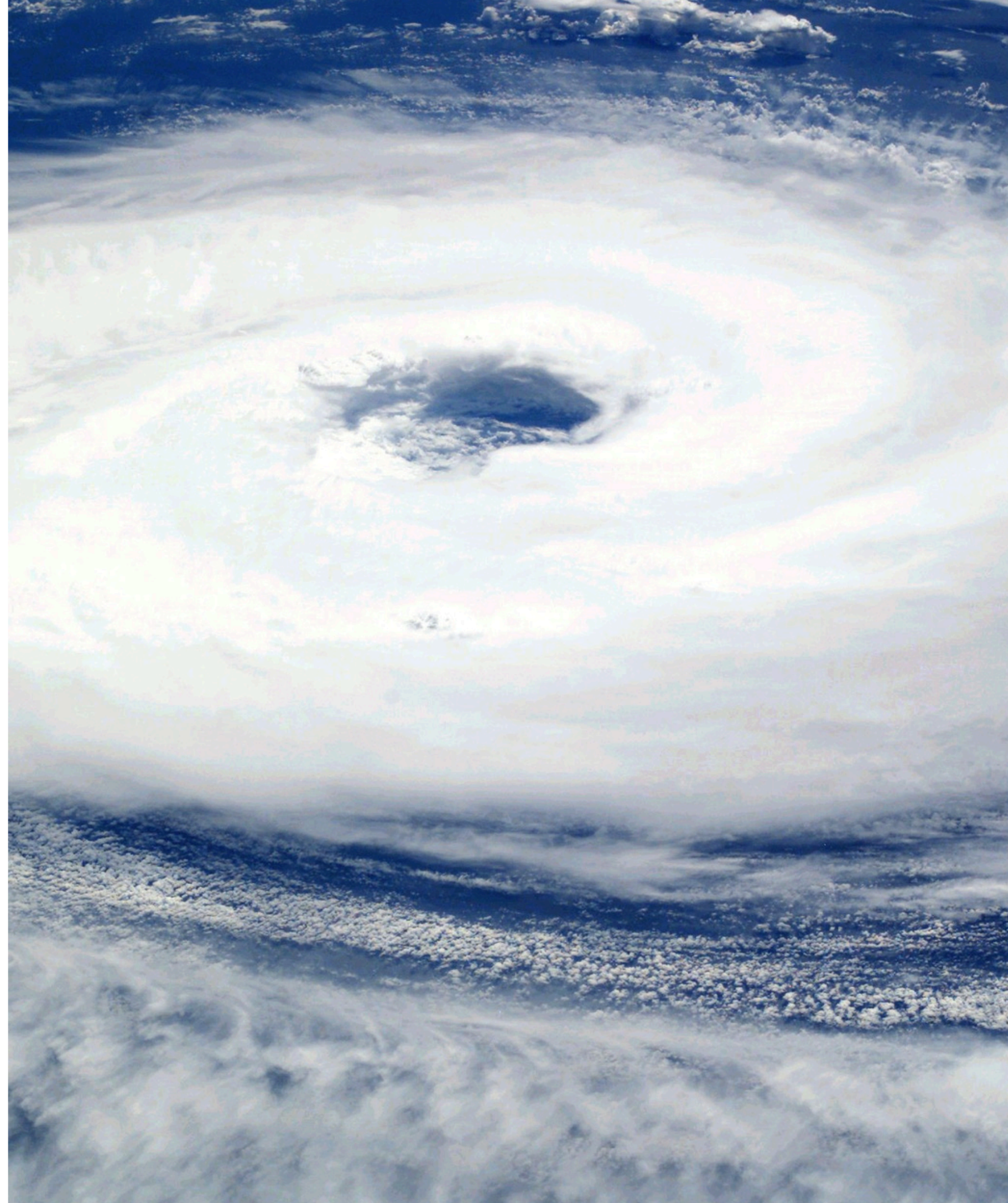
Scope: CM/UM topics and process gaps leading to Level of Care and Medical Necessity Denials

SUBGROUP 5: PUBS



Scope: All Professional Billing Denials opportunities including front, middle, and backend revenue cycle

EXTERNAL DISRUPTORS



EXTERNAL DISRUPTORS

- Medstar & Olive Partnership – established 2018
- Over 30 automations created
- GA, Access, Accts Payable – 11 automations

EXTERNAL DISRUPTORS

- PFS (Cash, Benefits/Eligibility, Claims Status, Revenue Control, Billing)
 - 19 automations
- Olive partnership with MedStar dissolved – Oct 1, 2023
- Unexpectedly, all automation stopped .

EXTERNAL DISRUPTORS

- No Time to Waste / All Hands on Deck
- **CRITICAL COMMUNICATION**
- *Time Line*
- **THE PERFECT STORM- TRIFECTA**
- *Action Needed*



EXTERNAL DISRUPTORS

No Time to Waste / All Hands on Deck

- Day #1-
 - Senior Leadership /Key Stakeholder
 - Transition committee was established
 - Determine Critical Operations Impacts and coverage plans

EXTERNAL DISRUPTORS

No Time to Waste / All Hands on Deck

- Established – criteria to evaluate what our next steps would be
 - Rebuild automations Internally
 - MI2 MedStar Team with CampTek Partnership)
 - New Technology /New Partners
 - To replace prior automation
 - Could we sun set the prior automation

EXTERNAL DISRUPTORS

CRITICAL COMMUNICATION

- Formal communication was sent out to inform all MURCO associates to assure everyone was aware of the current situation.
- Establish daily touchpoints with all departments impacted to receive updates

EXTERNAL DISRUPTORS

CRITICAL COMMUNICATION

- Listened to the end users on all issues they were experiencing and together we agreed upon short term workaround operations.
- Making sure to say THANK YOU and provide the recognition they deserved every chance you get.

EXTERNAL DISRUPTORS

TIME LINE

- *Implementation plan approved, roll-out plan defined and communicated .*
- *Weekly meetings scheduled for touchpoint updates and as needed barriers removed.*

EXTERNAL DISRUPTORS

TIME LINE

- *Over six-month period, addressed;*
 - *Cash Posting – New Technology*
 - *Eligibility/Verification (Mult. Areas)- New Bots – inhouse*
 - *Billing – New technology and Bots*
 - *Revenue Control – New Technology and Bots*
 - *MA 3808 – Existing Partner.*
 - *GA- New Bots*

EXTERNAL DISRUPTORS

THE PERFECT STORM- TRIFECTA

Notice posted on 2/22/24 from Change HealthCare –Cyber Security Attach

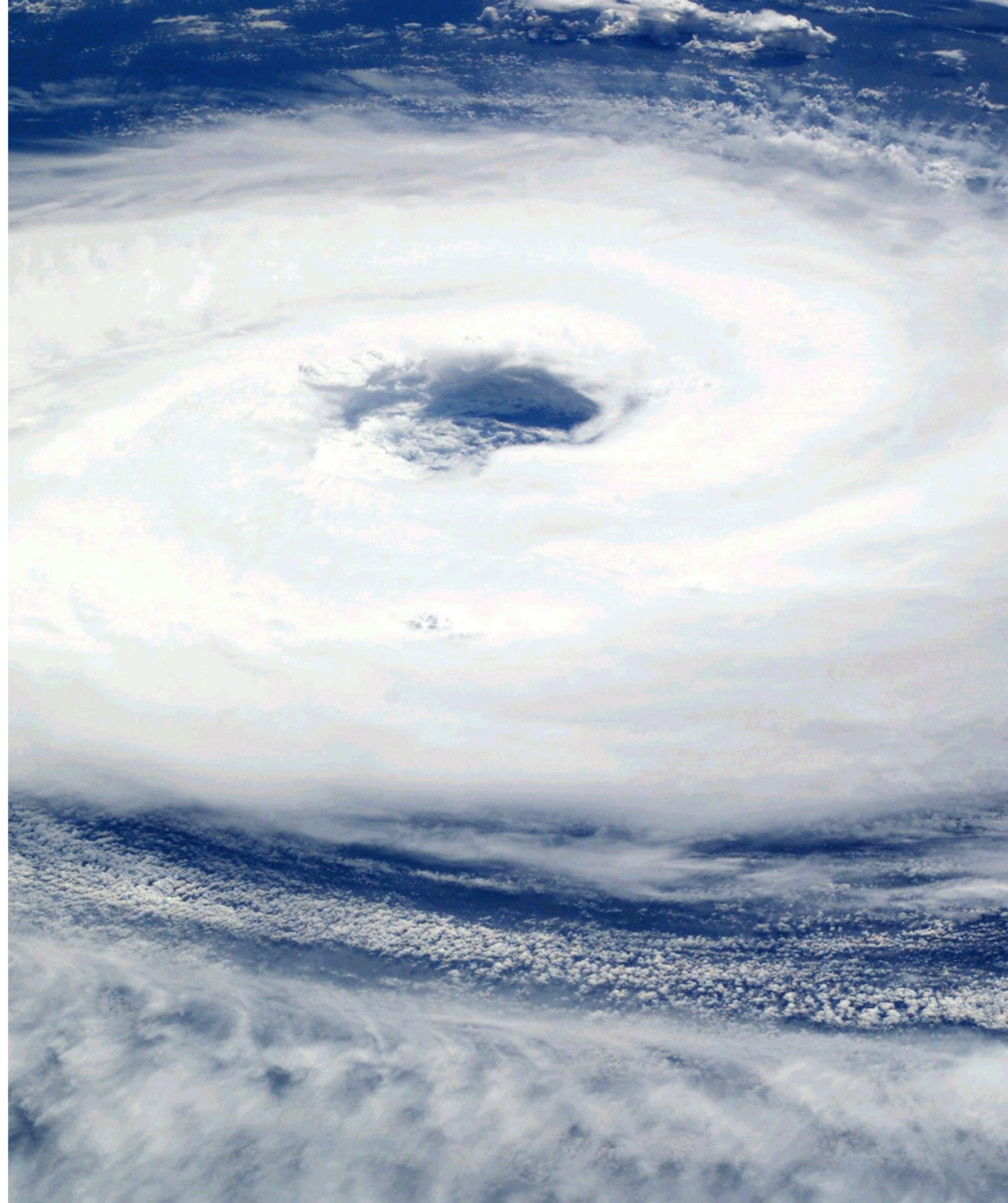
- *Amid working on Olive Recovery & Business Transformation*
- *Shift focus quickly to identify impacted operations*
 - *Billing, Cash, Eligibility, Claims Status*
 - *Established reporting and monitoring – distributed daily*
 - *Established daily communication*

EXTERNAL DISRUPTORS

Action Needed

- *Engaged Managed Care assistance to working with payers.*
- *Needed to complete the process to establish new 837 and 835 enrollments as payer communication was received.*
- *Same departments feeling the impact of all three disruptions*
 - *Focus on keeping up morale*
 - *Brought additional resources as needed*
 - *Continued to acknowledge all the HARD WORD!!*

ICE BREAKER #2



POLLING QUESTION #2

**ON A SCALE OF 1-10
HOW DID CHANGE
HEALTHCARE IMPACT
YOUR ORGANIZATION?**



FY25 FORECAST



INTERNAL

- **Branding MURCO**– MedStar
Unified Revenue Cycle Operations
- Data Metrics across **all** platforms
to include professional, facility,
ambulatory
- Healthcare Bots to provide
personalized patient
engagement

EXTERNAL

- Inflation/Recession concerns
- Cyber Security
- Retail competitors in the
healthcare market

SHOULD YOU TAKE THE OPPORTUNITY?

“Yes, If it will teach you something that can be used for other opportunities and then if it fails it does not matter because you have improved something of value that you can bring forward to the next situation.” Jordan Peterson



Q&A



**THANK
YOU!**

