Super Star for Hire!
New Access Models For Managing the Revenue Pathway & Patient Experience

The Dinosaur Must go!

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Defining the Patient Access Role Can Be like…

Nailing Jell-O to a wall!
Going The Way of the Dinosaurs?

Verb [edit]

go the way of the dinosaurs

1. *(idiomatic)* to go extinct or become obsolete; to fall out of common use or practice; to go off the firsthand market; to become a thing of the past

Washboards *went the way of the dinosaurs* when washing machines became commonplace.
Do you want to sell sugar water for the rest of your life, or do you want to come with me and change the world?

Steve Jobs

You have to have a lot of passion for what you are doing because it is so hard... if you don’t, any rational person would give up.

Don’t throw away the old bucket until you know whether the new one holds water.
Challenges and experiences in our quest for New Models

Welcome
Tap an activity below to get started.

- Check-in
- Pay Bill
- Upcoming Appointments
- Maps & Directions
- Locations
- Find a Doctor
- Hospital Services

Wisc Mega 2016
What Patients Want

Designing Access is the Most Important Initiative You Can Undertake

Curb appeal

• Expertise from Y-O-U!

• They do not want to work hard for Access or Information

• (Instead of just saying how do we make this easier and faster eliminate it if possible.)

(“If you make me work hard to do business with you I will go somewhere else”)

They want to be W-E-L-L
Discussion Points

• Industry Drivers for Change

• Access Model Changes
  - Midwest Role Change
  - East Coast
  - Work from Home

• Automation and Data That is Changing Our World
Predictable Obsolescence

- Work Environment Changes
- Self Service - Engagement
- Expectation of flexible work schedules
- Automation
- New Outsourcing Options
- Position Description Deficiencies
- Inability to Attract Candidates with salary/hrs.
- Breaking through the Market Analysis Barriers
- Correcting the Perception of Access Roles

No Downtime!
• Industry Trends – HIX, HIE, Engagement, Accountable Organizations, etc.
• Integration - Interoperability
• Automation / Technology replacing manual tasks
• Budgets to implement?
• New skill sets / education requirements
• Patient/Employee satisfaction
• Transparency & Collection Opportunities
• Patient I.D. - identity proofing
• Improving the Patient Experience
Change Drivers

• Integrated systems allow enterprise-wide efficiency and transparency and touchless processing

• Ability to use consumer data for identity, quality, target marketing collection and monitoring behavior patterns

• Social, mobile, analytics, and cloud technologies are driving new health industry business models

• Healthcare regulations – state / national

• Consumer expectations, engagement initiatives in all aspects of living
Several metrics used in manufacturing historically can be applied to the healthcare industry. Try using these 4 metrics to begin establishing “next steps”.

1. **Overall equipment effectiveness** (Is the technology **current** and used effectively?)

2. **Overall Factory effectiveness** (How efficient/effective are the **processes and physical space**? Are there gaps in quality control?)

3. **Overall throughput effectiveness** (Do the methodologies provide efficiency and **desired results**? Customer satisfaction? Financial outcomes maximized?)

4. **Overall knowledge/skills/experience/education** (Does the workforce have the **ability/propensity** to produce optimal quality/quantity for successful outcomes?)
A lot has Changed since Prom
Can YOU Change Your Paradigm?
5 Things Heading the Way of the Dinosaur
There is a decline of proper typing in-lieu of IM/social media outlets. Thus the decline of **typing, email & Texting**

**Insta Everything!**
The decline in the Web developer skill set is due primarily to the rise of Web design programs. The skills of the Web developer will be in less demand, but that does not mean their imminent demise in 2016.
EU Polymer Currency vs American Cotton Based Paper vs NONE

Bitcoins, Electronic transfer
Copying Photo I.D. and Insurance Cards

Biometrics, Digital Risk Scoring, Mobile Apps

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Experian Public.
2016 Healthcare Boarding Pass?
AND Deliver Exquisite Experience to the Patient?

New Access Models:
Can This Help Resolve the Lack of Standardization, Engagement & Care Coordination Issues Experienced today?
88% of non-Revenue Cycle respondents think Clerical is the most accurate description, compared to 58% of those working in the field.

26% chose other – “all of the above”
When asked to rate how much of an impact Patient Access staff has on four areas, a majority of respondents said that Patient Access plays a significant role:

- Patient Safety - 66%
- Compliance - 73%
- Financial Integrity - 81%
- Patient Satisfaction - 90%

Options were: none, minimal, some, significant, or I don’t know.
Standard? No!

And that makes it the perfect storm for a solid career ladder program

- Registration/preregistration
- Outpatient Scheduling
- Surgical Scheduling
- De-centralization registration
- Financial Counselors – Pre-Service Financial Clearance
- Insurance Navigators
- Patient Advocate
- Order Entry
- Bed Control
- Telecommunications
- Insurance Verification
- Collection
- Gift Shop
- Cashier

Etc., Etc., Etc.,
New Access Models
Salaries

All over the map!

- Illinois - $15 - $21 & $17 - $23
- Maine - $11 - $15
- California - $30 – $40 ("true professionals & worth every penny!")
- East Coast - $13.50 – $19.75
- Arizona - $17.72- $24.43 & $20.05- $28.66
- Texas - $14.00/ $17.00/$21.50

Other: Min Wage +
  $10 - $14
  $8.50 - $11
Patient Access Position
Concerns & Nuances

• Changing the model means an increase in $T-U-R-N-O-V-E-R$
• *Turnover costs $$$*
• *Turnover can cause gaps in service*
• Recruiting *skilled* candidates difficult
• *Job can vary greatly among providers*
• *Salary not reflective of responsibilities*
• *Must be available 24/7*
In Illinois: Director Client Services
Director Outpatient & Guest Services

- Reports to COO (Formerly reported to CFO)
- Patient Access
- Scheduling
- Guest Services
- Laboratory
- Radiology
- Create a customer centric culture
- Clinical Services in Outpatient Testing area
- Oversee Registration in Provider Owned Practices
In Maine: Director of Patient Access & Revenue Integrity Access & Revenue Integrity Specialists?

• The industry has yet to settle on the new way that will fundamentally change the patient's healthcare purchasing experience

• Breaking down the silo between physician office, registration and collections is essential

• Our structures have not necessarily come to reflect the desired outcomes

• The strongest skill set and knowledge base should be at the front of the Revenue Cycle process

• Why hasn’t the model changed despite its shortcomings?
From Maine: Patient Access & Revenue Integrity Mgr.

- Manage the day to day operations for Patient Access Responsible for pre-\, pre-cert, face to face reg & the ED
- Manage the day to day operations for Reimbursement staff - 3
- Manage charging throughout the hospital
- Manage RAC, MIC, ADR and 3rd party audits
- Liaison between the revenue cycle departments
- Lead Revenue Integrity Team
- Spend 2 hours weekly with Patient Accounts solving issues
- Spend 2 hours weekly working with IS to ensure our revenue cycle computer systems are running correctly.
- Lead implementation coordinator for all revenue cycle software
- Maintain security for revenue cycle software programs
- Responsible for the overall maintenance of the hospital’s CDM
Redefine the Healthcare Access Model?

- Patient Access Navigator
- Patient Financial Advocate
- Revenue Cycle Exception Manager
- Patient Access and Revenue Integrity Manager
- Patient Access + Phlebotomy?

- Missing Role?: Highly skilled, knowledgeable professional functioning as a healthcare advisor/manager covering all insurance, social risk coordination and administrative pathways before, during and after the patient’s provider experience.

Knowledge of:
- Clinical
- Med Term
- Compliance

Focusing on The Gift of Emotional Intelligence
Should we reduce readmission rates to avoid penalties, or because it is the right thing to do?

Forward thinking organizations are planning for what comes next.

The role Access plays?

- Help with coordinating information
- Manage Readmission Risk Assessment issues
- Assessment results – resources earlier
- Enroll patient in Patient Portal?
- At scheduling, Pre Adm, Pre Reg
- Likely ALL of the above
Patient Access Pre-Service Profile

1. Do you have insurance? Y/N – If no, route to Insurance Navigator?
2. Do you have prescription drug coverage / Part D Medicare coverage? Y/N
3. Do you own a car? Y/N
4. Are you able and willing to drive your car? Y/N
5. How do you obtain your prescription drugs?
   - Direct Mail
   - Local Pharmacy
   - Other
6. Do you take your medication as prescribed by your physician? Y/N
7. Do you ever adjust your medications because you think they are not correct? Y/N
8. Do you ever adjust your medications to stretch them because you cannot afford a refill? Y/N
9. Do you ever let your prescriptions lapse? Y/N
10. Do you live alone? If yes, how often do you have visitors?
11. Do you have an Advance Directive for Healthcare and Durable Power of Attorney?
12. Are you an Organ Donor?
13. Do you have an order for Do Not Resuscitate? Y/N
14. Are you the primary care-giver to another individual? Y/N
15. Are you able to attend your follow up appointments or can we assist with arranging transportation for you? Y/N
16. Would you like assistance in making appointments, filling prescriptions or transportation? Y/N
17. Do you regularly receive immunizations? Y/N Flu Shot, Shingles if over 60, Pneumonia, tetanus?
18. Are you willing to have a home health nurse visit for up to six weeks after you are discharged? Y/N
19. Do you need assistance in caring for yourself or your home? Y/N
20. How close does your closest friend or relative live? Y/N
The FIRST PLACE Ribbon goes to…
The Work From Home Model
Work Your Magic with a Work From Home Model:

• Security and Compliance

• Best for Employer & Employee

• Increases scope for excellent candidates

• Remote Flex Hours? Shift COVERAGE 8 - 10 - 12?

• Expand / consolidate operations

• Scheduling – Financial Triage – Collection - auto Route Accounts

• Offer to the most qualified / But hire only the most qualified
Telecommuter checklist

Name of Rep:
Date of site eval:
Health System Lap Top
Keyboard & Mouse
Cisco Phones / assigned phone extension
Headset
Router
Accessories (cables, charger)
Fast Internet Access/Type

Programs / equipment: Novell, Lawson, Quick badge, Full Outlook,
Collections System
Document Imaging System
Microsoft Word
Microsoft Excel
Microsoft Access
Radiology Scheduling System
Clinical Scheduling System, Cisco Agent,
RIGHT NOW, Power Surge Protector
1. Is the work station dedicated / preserved in a space separated from other home activity? HIPPA compliant?

2. If so, where is it located?

3. Is the work station kept clean and free from hazards and obstructions?

4. Is the monitor viewable from the window(s)? What safeguards are in place?

5. Did employee receive/sign the IT Telecommuter Policy?

6. Did employee receive/sign the Dept Policy & Procedures?

7. Did employee receive/sign Remote User Guidelines?
Home Model – Security/Compliance

• Checklist for Home Set-up - HIPAA
  ✓ No Barking Dogs
  ✓ No Crying Babies
  ✓ Trains
  ✓ No windows in view of workstation screen
  ✓ Must use IM

• Everything is recorded *but*...
  Encrypted/Blocked: SS#, Credit Card #

• Computer problem – 1 hour timeframe
  ✓ Or must come to facility

• Yearly inspection – not required any longer but keeps everyone on their game!
Work from Home Model

- All Supervisors work on site
- Best qualify first but others work well too
- Phone lines slower at first
- Assigned higher quota now (25% more)
- Shorter lunch than on site 45 / 60 min
- Paperless Facility

- Solving team Disengagement
  ✓ Once a month on site – make it fun!
  ✓ 3 sections - 1/3, 1/3, 1/3

Employees needs vary with an emphasis on work / life balance
Work from Home Assessment

1. Have you been considering the idea of working from home for six months or longer?
   - Yes,   No,   Not Really

2. If you’ve told anyone else about your idea, has the response been positive, as in “Wow, that sounds perfect for you?”
   - Yes,   No,   Not Really

3. Have you sought out anyone who works successfully from home and asked questions about how it really works?
   - Yes,   No,   Not Really

4. Do people (including yourself) consider you a disciplined self-starter who enjoys working independently without constant feedback?
   - Yes,   No,   Not Really
Work From Home Assessment

5. Once you get an idea in your head, do you typically pursue it until you’ve achieved it? Are you persistent?
   Yes,  No,  Not Really

6. Do you consider your workplace your primary source of friends and social connections?
   Yes,  No,  Not Really

7. Do you constantly crave the company of others? For example, do you feel lonely after a few hours at home alone on a weekend?
   Yes,  No,  Not Really
8. Do you have strong powers of concentration and an ability to ignore distractions?
   Yes, No, Not Really

9. Do you consider yourself a highly-organized person who knows how to manage time and tasks?
   Yes, No, Not Really

10. Do you typically set goals, make lists & in other ways measure your progress?
    Yes, No, Not Really
Rate yourself.

As promised, no grades!

But if you’ve answered “no” to Questions 6 and 7, and “yes” to all the others, you’re well on the way to working from home. If not, don’t fret.

This test is not a black-and-white predictor of future success.

Use this as a mini-barometer for deciding if you’re really ready to stay home.
Use of Automated Solutions
How do you make Access possible?

Accurate data & Denial Prevention

Benefit data Contract Data

Financial Triage & PIV

Estimates Payments

Cashiering Tools Mobile app

Skills, Patient Satisfaction & CHANGE

And reduce human error!

IT’S POSSIBLE WITH TECHNOLOGY
Trend: Mobile use rising
Meet patients where they want to be met

50%+
Mobile banking usage by 2015

16%+
Mobile banking usage by 2015
Importance of Elements to the Overall Mobile Retail Experience
figures show top-2 box on a 7-point scale | based on a survey of 1,025 US consumers

October 2015

- Convenience: 69% (App), 72% (Mobile website)
- Price checking: 57% (App), 61% (Mobile website)
- Achieve goals in a few steps: 56% (App), 57% (Mobile website)
- Earn loyalty points/rewards: 52% (App), 56% (Mobile website)
- Personalized content: 52% (App), 38% (Mobile website)
- Digital coupons or offers: 47% (App), 44% (Mobile website)
Do-It-Yourself accepted & preferred
Self-Service is a transparency high bar, assumes clarity + convenience

CONSUMER ENGAGEMENT IS KEY!

43% of people prefer to use an online healthcare shopping website
Source: HRI consumer survey, December 2013

An Example of a Seamless End to End Healthcare Encounter
1 Research symptoms
2 Find the right provider
3 Get an estimate
4 Schedule an appointment
5 Receive care
6 Manage Accounts & Pay for Services
7 Conduct follow-up and obtain feedback

Consumers expect TRANSPARENCY opportunities for providing them the clarity, functionality and connectivity to create a seamless healthcare encounter
Use of Technologies From Other Industries

• Credit Data
  ➢ Ability to pay bill
  ➢ Available funds
  ➢ Financial Assistance Qualifications
  ➢ Likeliness of paying medical bills

• Consumer Data (usually marketing)
  ➢ Identity / Fraud Protection
  ➢ Behavior patterns

• Methods to serve the Experience expectations of TODAY
• Robotics – Linen delivery, meals, communications, physician visit
Michigan Health System Clinic
Improving Throughput and offering what patients want: Self-Service Applications - *ask yourself*: Where are you in this process?

*Patient skips by the registration queue*

- Patients requests & confirms appointments
- Precise Patient identification
- Patient demographic verification and driver’s license image capture
- Patient insurance verification and insurance card image capture
- Patient insurance deductible and deductible remaining presentation
- Consent forms with electronic signature
Kiosk and Mobile Applications

- Patient bill presentment and payment
- Surveys
- Patient wait times
- ADA Compliant
- Indoor Wayfinding
  - Triangulate Location
- Find Doctors, Labs & Clinics
- In App Messaging
- Track Parking Location (Oh Yeah!)
- Email Patient

Perhaps even Website “Live Chat”!
Expanding Educational Opportunities
Patient Access Educational Opportunities

• Continuing education program
• 2-year degree program focusing more on Revenue Cycle and Patient Access.

“I see all my staff furthering their education and they are choosing healthcare, but they are settling for health information technology and coding when I’m sure they would choose to stay with revenue cycle if they had the option to do so. “

Nicole Fountain
OSF Saint Anthony Medical Center
HOME > PATIENT ACCESS

PATIENT ACCESS SPECIALIST
(Course ID: HLTH PAT1)

Have you ever wondered what qualifications are required of the individual who registers you at your local medical facility? Patient access specialists represent the front line of service to patients with focus on excellent customer service providing a positive experience. The patient access specialist must possess strong communication and telephone skills, an understanding of medical terminology and the human body as well as comprehension of the importance of the revenue cycle and medical insurance options available to patients. A clear understanding and successful transmission of information from the patient and medical insurance company guarantees prompt administration of medical treatment to the patient and quick financial reimbursement for the medical facility. This course concludes with a 'capstone' review week including preparation for the National Association of Healthcare Access Management’s CHAA certification course. To check the availability and location of this class, go to flexible registration and follow the registration steps in the right column of this page.
Program Description:

The Patient Access Specialist program is fast track non-credit certificate program designed to prepare individuals for multiple entry level opportunities available in the hospital Patient Access department. The program consists of 4 courses which prepares individuals for this role. Upon successful completion individuals may sit for their national Certified Healthcare Access Associate (CHAA) exam. The Patient Access Specialist role includes duties of registrations, insurance verification, scheduling, financial counseling and customer service to patients and family members. These duties are performed in a hospital setting in their admitting department, out-patient surgery and emergency room.

To bypass a course within the program a college transcript or certification credentials must be submitted to the Health Industry Solutions office identifying the course was successfully completed.

Requirements for Completion:

<table>
<thead>
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<th>Course Name</th>
<th>HRS</th>
<th>Price</th>
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<tr>
<td>Medical Terminology</td>
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<td>Essentials of Electronic Health Records</td>
<td>36</td>
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<td>Fundamentals of Billing Reimbursement</td>
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<tr>
<td>Internship</td>
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A Day In The Life

• Multidisciplinary
• Roles, the movie
  • Workflow coordinator, director
  • Evaluator, critic
  • Issues recorder, writer
  • Super user, actors
• Department coordinator, supporting cast
• Patients and families, audience
Patient Access Professional

• Ambassadors of patient experience
• Financial advocates
• Educators
• Career focused

The Career Path and Job Descriptions

The benefits of changing the model came down to better allocation of labor to more patient-critical activities, improving service/access, and leveraging the ability to route information to resources necessary for best managing health.

Over-arching outcome: Staff retention and Patient Satisfaction
Super Star For Hire

Delivering a 5 star performance

• The “right” people
• The “right” traits
• New models to inspire high “caring”

• Developing The Patient Access Professional

• Leading The Patient Experience

• Cutting Edge Patient Access performance through integrated and innovative automated solutions
Super Star for Hire

• Job descriptions “must haves”
  • Patient safety, experience
  • Visitor experience
  • Data integrity
  • Physician support role
  • Clinical support role
  • Financial advocacy
  • Role in quality and compliance
A career path example

• Level 1 = high standards
  • Patient/Visitor Ambassador
  • Patient/Financial Advocate

• Level 2 = higher standards
  • Financial Case Manager/Specialist
  • IT Admin, Education, Quality (Jobs)

• Level 3 = leadership
  • Patient Access Manager
  • Patient Access Director
  • Patient Access Administrator
• Outcomes
  • Career path progression dependencies
    • Above meets 2 years consecutively (or SE year 1)
    • Functional at all jobs prior (cross training)
    • Participates in shared governance
    • Achievement of self directed goal

• Raising minimum standards means...
  • $25/hour, establishes career
  • Higher growth margin
  • Incentives drive behavior
  • Goals critical to day to day
  • New aspirations
  • New leaders have IT, Education, Quality focus
  • Minimal turnover
Super Stars

• Patient Access Ambassadors
  • Work life Quality
    • 2 selected annually by leadership
    • Ambassador dispositions
    • Focus: development, opinions, quality
    • Staff luncheons
    • Patient Access Week
    • Quarterly reports

• Special Projects
  • Opened doors for career growth
  • Technology focused
  • Leader and trains super users
  • An example – Price Transparency project
  • Patient Rounding
• Outcomes
  ➢ Metrics are focused
    • Ease of access, real time goal 90%
    • Wait times and patient tracking automated
    • Results from Secret Shoppers 2/month
    • Patient interviews post visit

  ➢ Focused Huddles

  ➢ Instituted a toll-free number to Financial Counseling.
  ➢ Deploy a marketing campaign to increase visibility of Financial Counseling Services – Web & Printed
• The robots are here…. We must move FAST to keep up
Cutting Edge Access

- Software
  - One integrated platform
  - The patient portal
  - Self-Serve

- Future
  - Work from home solutions
  - Virtual bedside or “Tele Health Patient Access”
  - More outsourcing (solves labor pool issues), but not less jobs

So...Lola, what did you say a “dial tone” was for?
QUESTIONS?

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