2023 Fall member retreat speaker

About me:

Laura Kern

Administrative Director, Patient Access

Laura Kern has been in the healthcare industry for 25 years and in her current role since March 2017.

Alongside a multi-disciplinary team, she led Ohio's University of Toledo Medical Center (UTMC) to implement various payment collection initiatives including prior balance and pre-pay discounts. Since the roll out of the No Surprises Act, Laura lead UTMC in adjusting systems and workflows to comply—most notably, doing so within UTMC's new EMR implementation in September 2022.

Prior to that (since May 2015), she held different revenue cycle leadership roles at UTMC. Laura has also held positions in long term care, finance, and ambulatory leadership at the Fulton County Health Center where she cut her teeth in the healthcare industry. This well-rounded experience laid the foundation for continued success in revenue cycle.

Laura received her bachelor's degree from the University of Toledo with a focus in biology and chemistry and her master's in business administration degree from Heidelberg University in Tiffin, Ohio.

The University of Toledo Medical Center at a glance

Since 1964, The University of Toledo Medical Center has been serving the health needs of the Toledo community.

Established as a teaching hospital to train the future physicians and medical professionals of the greater Toledo region, UTMC remains dedicated to providing advanced care and healing in a patient-centered environment.

With access to the latest clinical trials and medical research, we are committed to teaching the next generation of health-care professionals.

The University of Toledo Medical Center has received the:

American Heart Association's "Get With The Guidelines" GOLD quality achievement award for heart failure.

This award recognizes UTMC's commitment to providing high-quality care and improving outcomes for patients with heart failure, including reduced readmission rates.
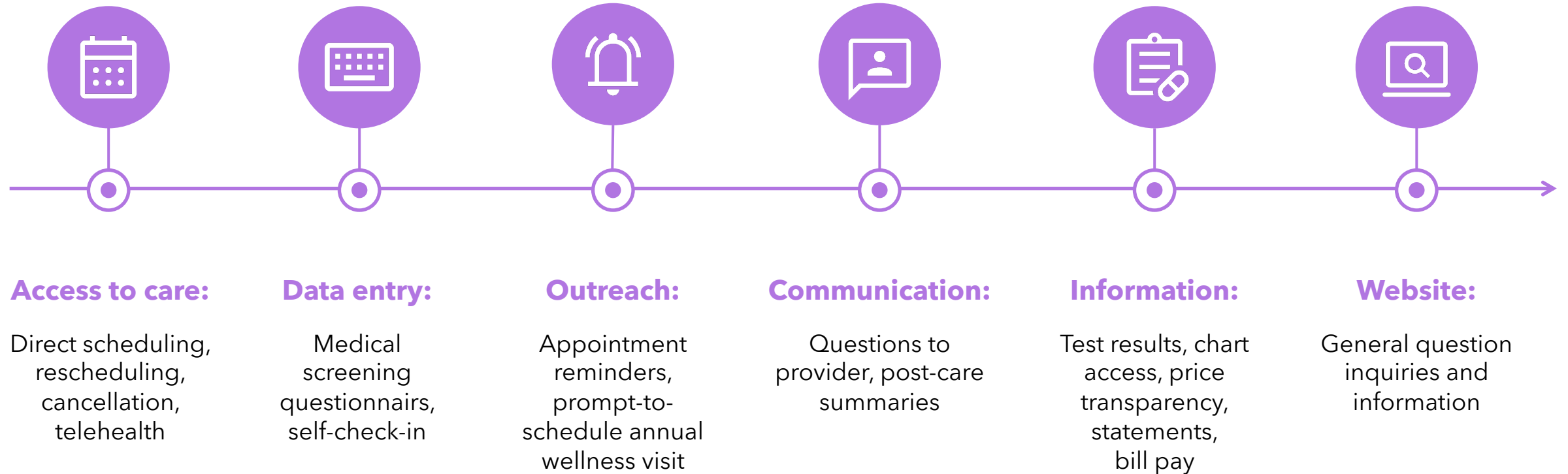

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Learning objectives
Digitalizing patient first impressions

- Identify digital pathways that impact the patient experience and how competitors are entering the digital healthcare market

- Understand digital drivers and their importance to access, quality, and revenue

- Define priorities for your organization through analytics and the customer's perspective.

- Construct a comprehensive plan to address customer experience gaps.

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What is the digital patient experience?
Every digital touchpoint!

Access to care:

Direct scheduling, rescheduling, cancellation, telehealth

Data entry:

Medical screening questionnairs, self-check-in

Outreach:

Appointment reminders, prompt-to-schedule annual wellness visit

Communication:

Questions to provider, post-care summaries

Information:

Test results, chart access, price transparency, statements, bill pay

Website:

General question inquiries and information

The digital experience

Impact to access

The patient experience begins with access

- Every organization is addressing barriers to access
  - Staffing shortages impact scheduling capacity, outreach and so much more

- Overcoming provider schedule limitations
  - Provider shortages
  - Academic providers
  - Conflicting priorities

Removes:

- Budget
- Time
- Human labor for scheduling and outreach

Gains:

- Time and efficiencies in communication and general notifications

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The digital experience

Impact to quality

- Direct source data entry drives accuracy

- Reduce downstream costs and time to collect and correct data

- Enhance medical screening questionnaires

- Improve patient throughput

- Transparent and direct communication with patient

- Self-driven information gathering, sharing and collaboration

The digital experience
Impact to revenue

- Improve price transparency

- Comply with good faith estimates regulations

- Accommodate customer price shopping

- Allows for patient bill pay

- Downstream savings:

  - Patient statement costs

  - Coverage discovery vendors

  - Time lag for claims and statements

  - Denials

- Impact on bad debt

The digital healthcare market

Hospitals are not the only player in the digital healthcare game

Alternative healthcare options offered 100% online. How many options are there?

- Prescription needs
- Mental/behavioral health
- Hair loss
- Weight loss
- Urgent care
- Primary care
- Same day appointments
- At home testing kits

Healthcare is competing with large box stores and tech industry giants.

The digital healthcare market

Customer demand drives innovation and change

How many of you utilize an online grocery service to either have items delivered or for pick-up?

Healthcare experience being measured against all industries	
• Travel • Retail	• Food service • Tech

| New care model		
• On demand • No barriers	• Low cost • No surprises	• Low to no anxiety • Self-driven

Recalls all customer preferences:

A What you order   **D** Location

B How you want it to arrive   **E** Price and substation transparency

C Time and date

The digital healthcare market
How to match or exceed the competition

✓ Move beyond healthcare and organizational norms

✓ Observe and experience healthcare alternatives

✓ Leverage portal system functionality to full capacity

✓ Implement digital marketing strategy

✓ Invest in an end-to-end experience

✓ Advance data analytics

- What diagnoses are coming through the door?

- Align services to demand
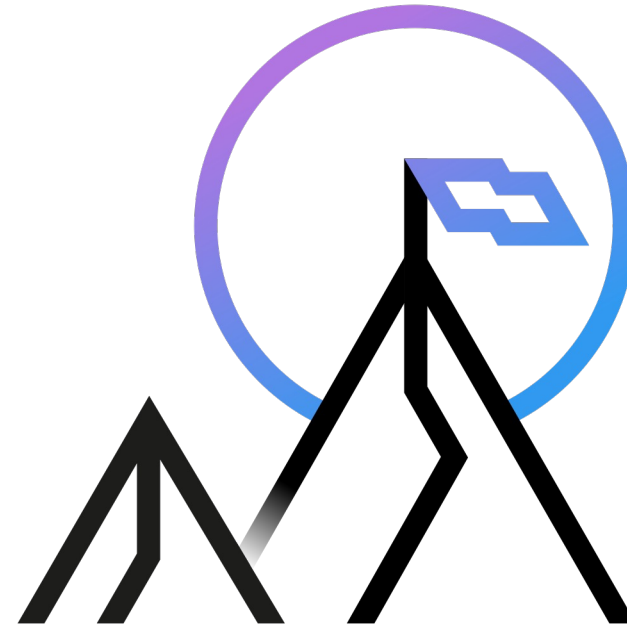
How could these high-level organizational strategies be leveraged to the revenue cycle digital experience?

Define the organization's priorities
Know your gaps

✓ Review or discuss with key stakeholders the organization's patient experience strategic plan

✓ Identify services senior leaders have set as priority

✓ Align with the organization's mission

✓ Identify gaps

- Conduct patient observations and request feedback

- Data analytics

- Review the digital first impression from the patient's perspective
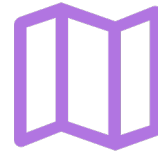
Developing a plan
A tactical approach

Assemble

- Key patient experience and access stakeholders
  - Include a physician advocate if possible

Identify

- Goals with industry benchmarking as applicable
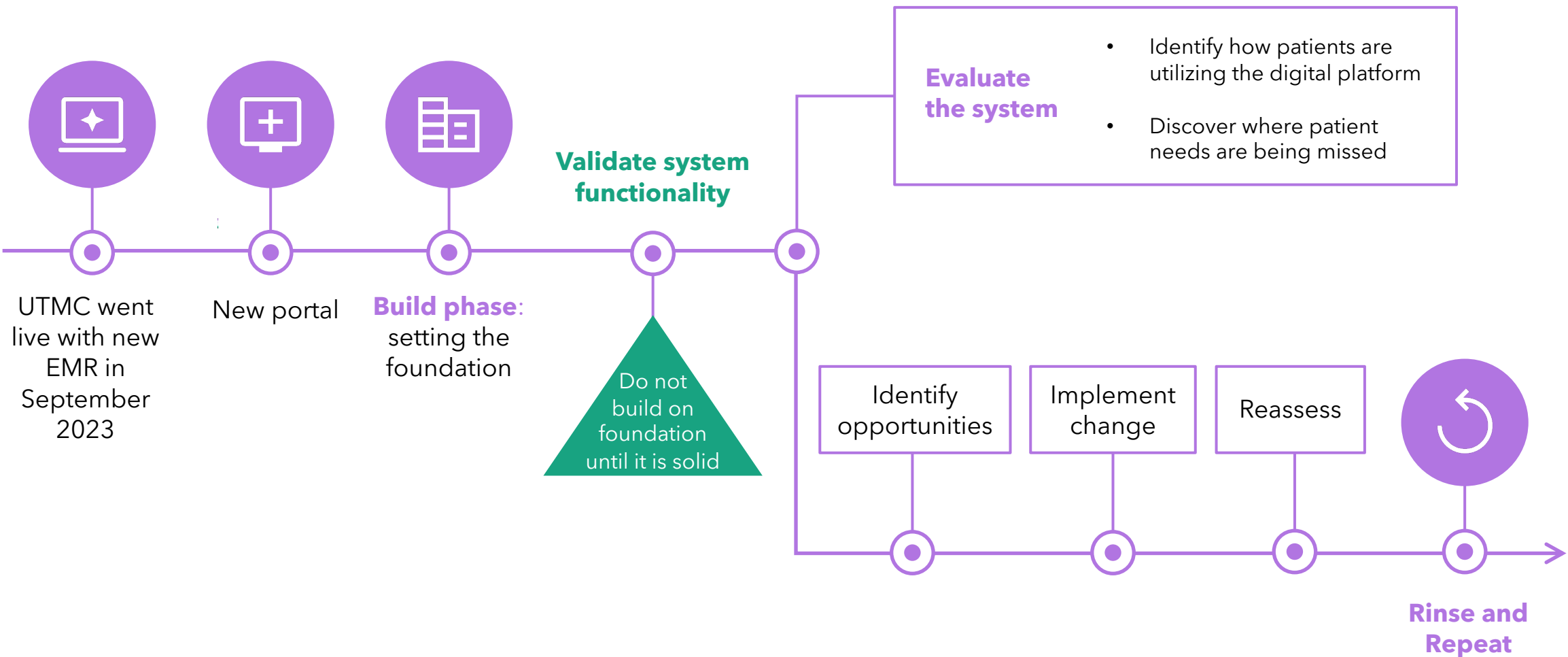
Develop

- A work plan

Obtain buy-in

- From senior leaders:
  - Patient safety
  - Data accuracy
  - Financial clearance
  - Collections
  - Engagement
  - Improved patient outcomes
  - Quality

The UTMC journey
Where we were and where we are going

Evaluate the system

- Identify how patients are utilizing the digital platform
- Discover where patient needs are being missed

UTMC went live with new EMR in September 2023

New portal

Build phase: setting the foundation

Validate system functionality

Do not build on foundation until it is solid

Identify opportunities

Implement change

Reassess

Rinse and Repeat

Past, Present, and Future
UTMC's digital engagement

In 2022, UTMC did not have a comprehensive patient portal…

1. Went live with new EMR and patient portal in **September 2022**

2. Decided on which patient portal functionality to implement

3. Monitored go-live patient portal metrics

4. Identified optimization priorities
   - **Direct scheduling**
   - **Self check-in**

Thank you

Questions?

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