



Healthcare Business Insights™

2022 Fall member retreat

Gamification:

A vital tool for career development

Sheldon A. Pink, MBA, FHFMA, LSSBB

Vice President of Revenue Cycle

Michaele Pimentel

Director of Patient Financial Services



Learning Objectives

Gamification: A vital tool for career progression

- Explore new ways of assessing talent and developing career paths for your team(s)
- Outline a plan with which senior leaders can advance within your organization
- Gain a use case for how gamification can build team comradery



Sheldon A. Pink

Vice President of Revenue Cycle

- Over 20 years of managing the mission, vision and purpose of revenue cycle and financial processes for multi-integrated networks. (Non Profit/For Profit/Academic/Investor Owned)
- Led national operational teams in the areas of hospital and physician billing, patient access, accounts receivable, system implementations, payor contracting, and performance improvement.
- Outlined design for system-wide technology implementation strategy over a three-year period; includes integration to external technological partners, project management and contingency planning to maintain existing revenue targets.
- Strategically designed and implemented five training programs leading to \$25 million reduction in outstanding receivables.
- Successful development and delivery of training material/curriculum, exceptional project management, organization, time management, and prioritization abilities.



Michaelae Pimentel

Director of Patient Financial Services

- Over 15 years of experience in the healthcare revenue cycle for hospital and physician operations.
- Led hospitals in system implementations maximizing net revenue, optimizing business office workflows, project managing vendor implementations, and performing performance improvement initiatives in hospital departments.
- A results-driven analytical leader with an accomplished record.
- Negotiated service level agreements with her clients and implemented strategies to minimize aged receivables by 15 percent in four months. In addition, she built cross-functional teams in patient financial services to improve operational outcomes.
- Developed high-performing teams in matrix environments.

Healthcare organizations



Combined experience





Sheldon A. Pink
Vice President of Revenue Cycle

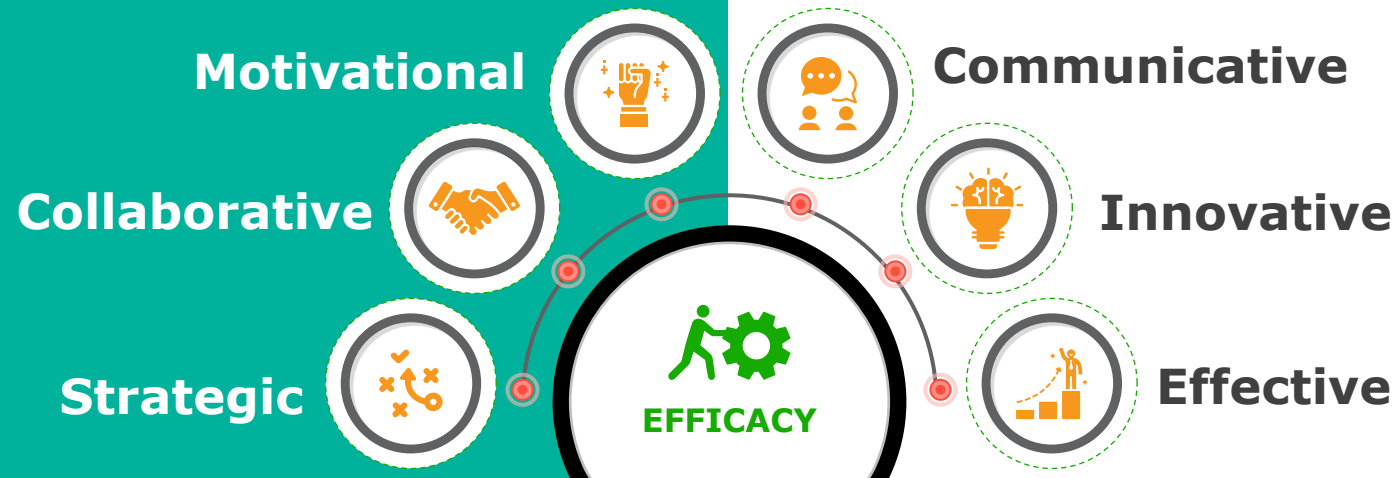
Epic



MEDITECH



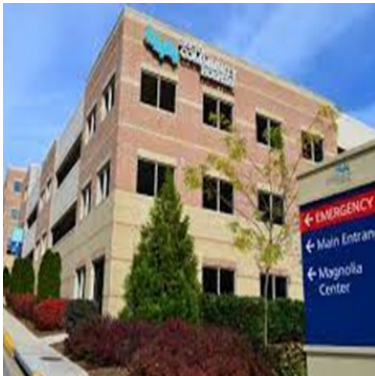
Michaelae Pimentel
Director of Patient Financial Services





Luminis Health is a not-for-profit health system

Serving communities in central Maryland, from DC to Delaware



1.3B

Revenue

9000

Employees

\$63M

Community
Benefit

84%

Collection Rate

3.1%

Bad Debt

175,000

Annual ER Visits

Annapolis, MD

750 Beds

3 Hospitals

400 Physicians
80 Locations



Revenue cycle management core competencies

Patient experience





The goal of revenue cycle team members is to ...

Provide an outstanding financial patient experience

Responsible area	What we do	Core competencies
Revenue Cycle Management	"All administrative and clinical functions that contribute to the capture, management, and collection of patient service revenue." - HFMA	All functions
Patient Access, Pre-Services	Manages all pre-service processes related to patient authorizations verification and eligibility (PAVE).	Scheduling and authorization
Patient Access Hospital Operations	NAHAM defines a long list of general responsibilities, including everything from customer service to verifying accurate and complete patient information and collecting out-of-pocket expenses.	Registration
Health Information Management	HIM is the practice of acquiring, analyzing, and protecting digital and traditional medical information vital to providing quality patient care. It is a combination of business, science, and information technology. Clinical documentation improvement (CDI), also known as "clinical documentation integrity," and it is the best practice, processes, technology, people and joint effort between providers and billers that advocates the completeness, precision and validity of provider documentation inherent to transaction code sets.	Clinical documentation and coding
Revenue Integrity	The basis of revenue integrity is to prevent recurrence of issues that can cause revenue leakage and/or compliance risks through effective, efficient, replicable processes and internal controls across the continuum of patient care, supported by the appropriate documentation and the application of sound financial practices - NAHRI	Charge capture and compliance
Hospital Reimbursement	Supports the preparation of monthly state and federal regulatory reports, including but not limited to the monthly and quarterly HSCRC reports and reconciliations. Maintains price compliance by monitoring volume and charge information. Actively participates in discussions and analysis related to quality-based reimbursement opportunities (readmissions, MHACS, QBR, etc.) and other value-based or population health reimbursement initiatives.	Regulatory reporting, price compliance and strategic planning
Patient Financial Services	Responsible for directing patient financial services to include: billing, collections, customer services, cash posting, and financial clearance. Coordinate the daily activities related to the planning, implementing and maintaining all functions pertinent to the patient financial service areas.	Billing and AR management
Revenue Cycle Optimization	Coordinates functions with hospital departments; optimizing staff performance through process redesign, policy/procedure implementation, communications and outcome feedback. Consistently monitors processes to enhance revenue cycle performance.	Reporting, analytics and denials management

Professional organizations to support life-long learning





At Luminis health, we value our human capital

- **Human capital:** the skills, knowledge and experience possessed by an individual or population, viewed in terms of their value or cost to an organization.
- **Employee retention:** refers to the ability of an organization to retain its employees.



- **Professional development:** learning to earn or maintain professional credentials such as academic degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage.



After investing \$29M into our employees ...

We still had work to accomplish

How do we fairly assess the talent within our organization?



How do we develop a career path for ambitious professionals?



How do we get non engaged employees engaged?





Luminis Health used CliftonStrengths analysis to build leadership

Helps you aim your purpose at greater performance. Because CliftonStrengths focuses on your greatest opportunities for development and success (rather than on your weaknesses), you can use your reports to tackle things like your career, working on teams and your personal relationships.

My team composition			
Realtor – enjoys close relationship with others	Strategic – creates alternative ways to succeed quickly	Belief – possesses core values that do not change	Futuristic – thinks what the future could be
Learner – the desire to learn and continuously improve	Intellection – introspective; pursues intellectual discussions	Adaptability – discovers the future one day at a time	Arranger – arranges resources for maximum productivity
Ideation – finds connections in disparate phenomena	Relator – satisfaction working with others toward goals	Achiever – satisfaction in being productive	Responsibility – committed to honesty and loyalty
Restorative – figures out what's wrong and resolves it	Positivity – contagious enthusiasm	Competition – measures performance against others	Includer – shows awareness for those who are left out
Individualization – knows how different people can work together	Analytical – searches for reasons and causes	Focus – takes direction, follows through and makes corrections	Significance – prioritizes projects by organization impact



Why did I select Michael Pimentel?



Experience



Ambition



Vision



Goals



Transparency



Team feedback





Revenue Cycle Management at Luminis Health












Luminis RISE Behaviors

- Greet everyone in the room
- Actively listen
- Ask "what matters to you?"
- Offer assistance and reassurance

Sheldon A. Pink Vice President of Revenue Cycle

CliftonStrengths

- Restorative
- Learner
- Achiever
- Analytical
- Relator

	 Rosita Green Patient Access Pre-Services Director	 Ally Deale Patient Access Operations Director	 Kim Bussie Director of Health Information Management	 Martha Patchett Manager of Revenue Integrity	 Zachary Pietsch Manager of Reimbursement (LHDCMC)	 Colleen Finnegan Manager of Reimbursement (LHAAMC)	 Michael Pimentel Interim Director of Patient Financial Services	 Director of Revenue Cycle Optimization
 Luminis Health RCM core functions	Manages all pre-service processes related to (PAVE) and Registration Quality Assurance	Coordinates efforts to ensure the effectiveness and efficiency of business practices for Hospital registration areas	Develops, organizes, Manages and directs HIM & CDI activities, establishes work priorities and develops goals and objectives	Planning, organizing, maintaining and training for Charge capture, CDM and Audit compliance	Manages all hospital reimbursement functions including Regulatory reports, Price Compliance, HSCRC Audits and Annual Filings	Manages all hospital reimbursement functions including Regulatory reports, Price Compliance, HSCRC Audits and Annual Filings	Manages Accounts Receivable, Cash Posting and Financial Clearance strategies; including customer services	Leads translation of business performance opportunities into actionable outcomes, revenue reporting, system implementations and Denials Management
 RISE Respect. Include. Serve. Empower.	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Share your name and role ▪ Make eye contact ▪ Preserve privacy 	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Announce name and role ▪ Actively listen ▪ Say thank you 	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Explain what's next and why ▪ Actively listen ▪ Say thank you 	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Actively listening ▪ Explain what's next and why ▪ Speak in clear, simple language 	<ul style="list-style-type: none"> ▪ Make eye contact ▪ Explain what's next and why ▪ Speak in clear, simple language ▪ What can I do before I leave 	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Actively listen ▪ Offer assistance and reassurance ▪ What questions can I answer 	<ul style="list-style-type: none"> ▪ Greet everyone in the room ▪ Explain what's next and why ▪ Actively listen ▪ Say thank you 	<ul style="list-style-type: none"> ▪ Preserve privacy ▪ Explain what's next and why ▪ Actively listen ▪ What else can I do before I leave
 CliftonStrengths	<ul style="list-style-type: none"> ▪ Relator ▪ Strategic ▪ Belief ▪ Futuristic ▪ Learner 	<ul style="list-style-type: none"> ▪ Adaptability ▪ Arranger ▪ Strategic ▪ Relator ▪ Ideation 	<ul style="list-style-type: none"> ▪ Achiever ▪ Positivity ▪ Relator ▪ Strategic ▪ Learner 	<ul style="list-style-type: none"> ▪ Achiever ▪ Competition ▪ Futuristic ▪ Includer ▪ Individualization 	<ul style="list-style-type: none"> ▪ Achiever ▪ Analytical ▪ Focus ▪ Competition ▪ Significance 	<ul style="list-style-type: none"> ▪ Strategic ▪ Relator ▪ Responsibility ▪ Restorative ▪ Arranger 	<ul style="list-style-type: none"> ▪ Achiever ▪ Strategic ▪ Individualization ▪ Learner ▪ Positivity 	<ul style="list-style-type: none"> ▪ Analytical ▪ Relator ▪ Achiever ▪ Responsibility ▪ Intellection



Understanding organizational politics will identify how to select candidates for growth



Understand your organizational politics



Identify gaps in the current organizational structure



Assess your internal team and identify weaknesses



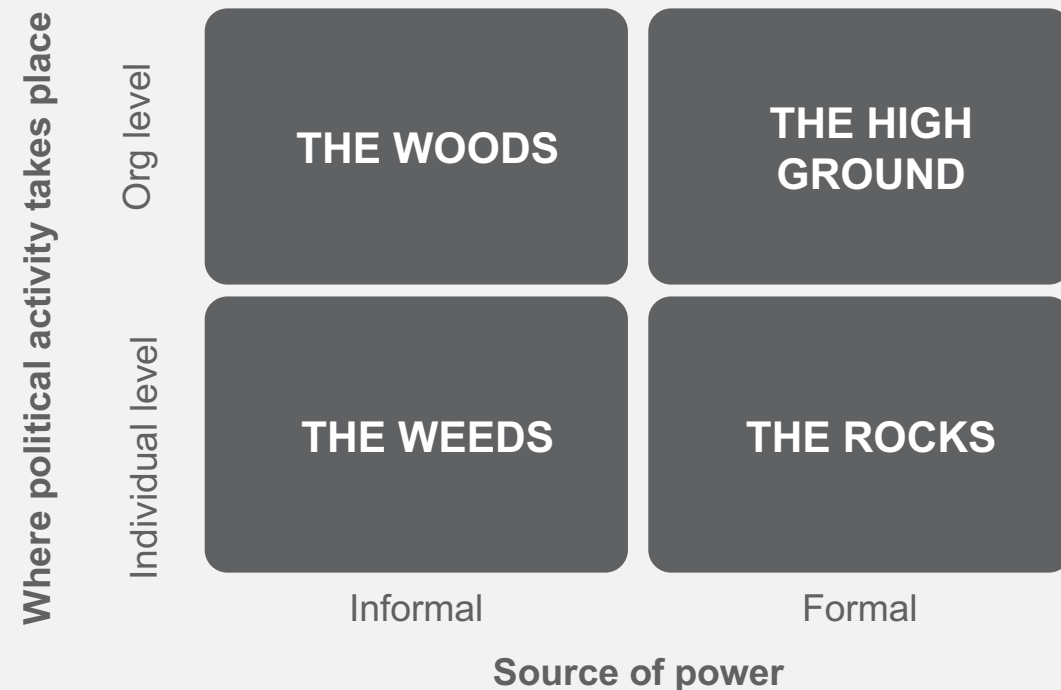
Get feedback from your existing team on talents they feel are required to meet strategic goals



Develop your perfect candidate

The FOUR metaphors of organizational politics

To have influence, you need to understand the terrain:



Source: Michael Jarrett



The RCM team embraces gamification ...

As a guiding principle for change management



*"Culture Drives
Great Results"*

- Jack Welch



The application of typical elements of game playing (e.g., point scoring, competition with others, rules of play) to other areas of activity

"Gamification is exciting because it promises to make the hard stuff in life fun"



How did we develop the plan?





The plan for Michael



People

- Define team role
- Identify gaps in job duties
- Build a strong team
- Develop a supportive relationship with other departments



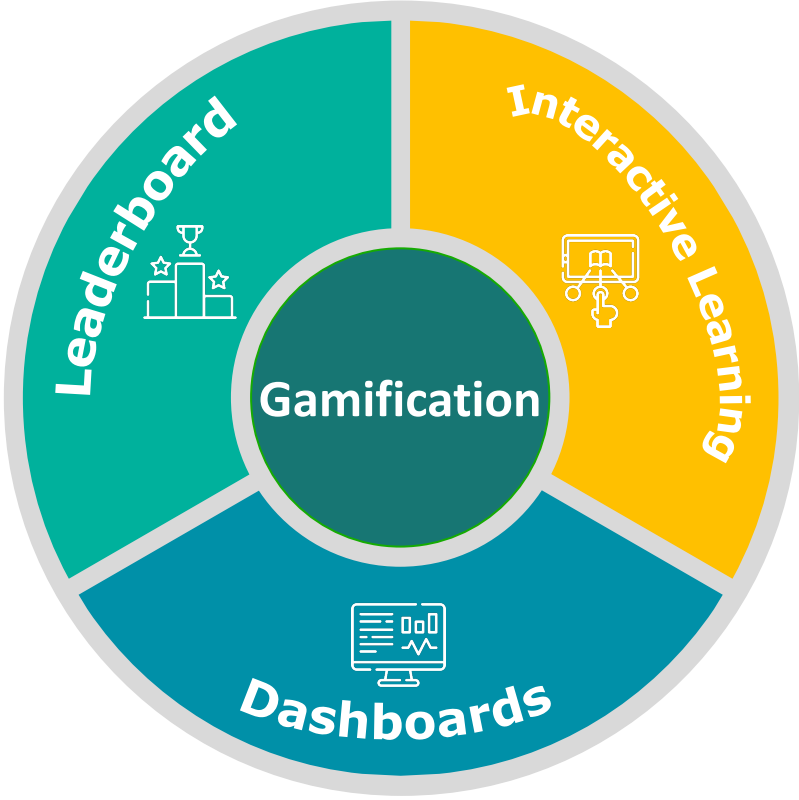
Process

- Measure and analyze current processes
- Identify areas of opportunity
- Create and implement an improvement strategy
- Establish team KPIs
- Provide training and support
- Team expansion with vendor partners
- Foster transparency and ongoing communication



Technology

- Establish tools that support both people and process

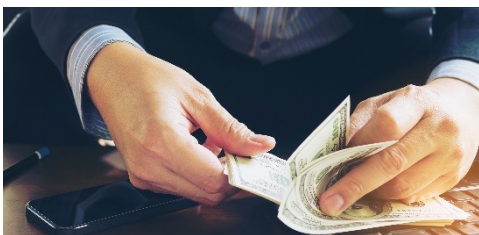




Luminis Health endured financial instability ...

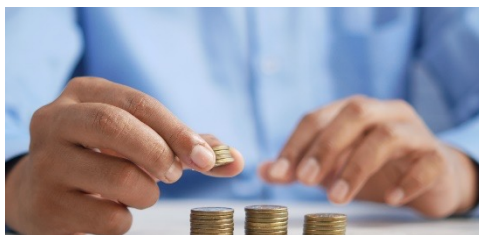
And had to change the plan

GBR reimbursement



HSCRC penalized the state for their undercharges in FY21

Budgetary constraints



Our hospitals operate at a fixed margin; we had to adjust budgets to maintain profitability

Willingness to change the plan as designed



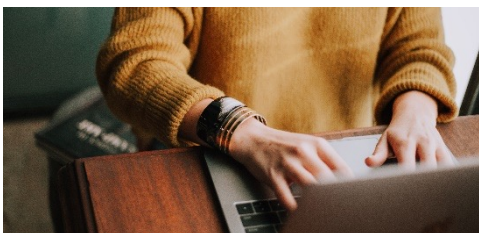
Employees felt further disengaged when the new plan was delivered

Reduction workforce



Reorganization was required to adhere to the new budgetary parameters

Expanded responsibilities



Teammates were required to expand into areas outside of their perfunctory tasks

IT issues



We identified mapping issues within the system that altered key performance indicators

Implementations issues



Vendor implementations and divestitures were creating organizational obstacles

Retention issues



Employees started to resign due to new employment opportunities and burnout



The change in our strategic plan affected team members

Especially in the Patient Financial Services department

Reduced
performance



High turnover



Attendance



Project delays



Motivation



Trust



Luminis Health used peer examples to develop our plan

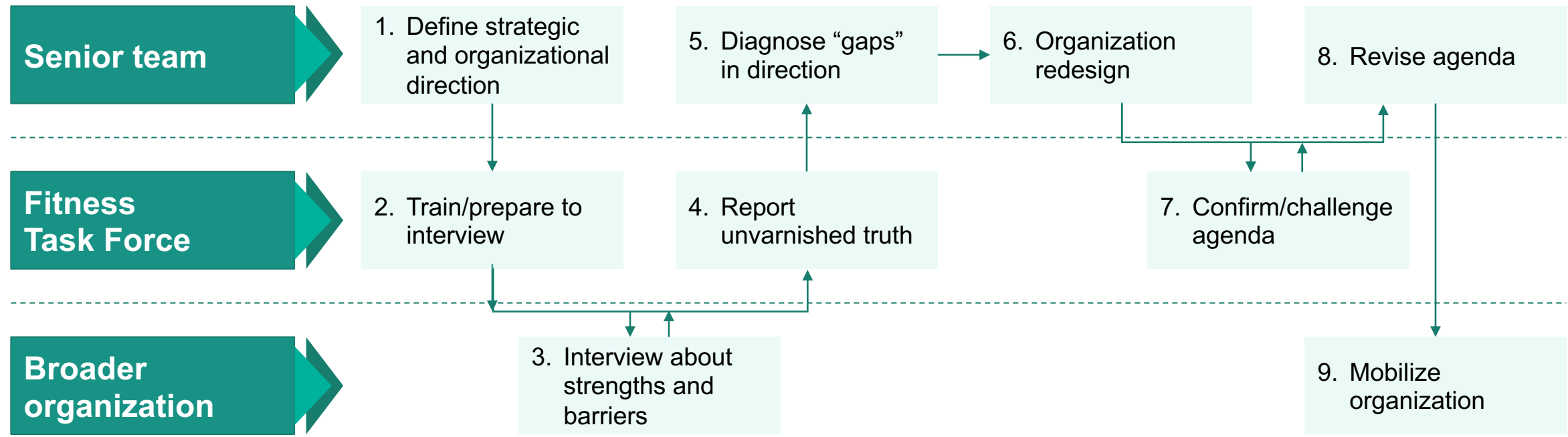


The Strategic Fitness Process: A Collaborative Action Research Method for Developing Organizational Prototypes and Dynamic Capabilities

By: [Michael Beer](#)



Ascension





What we are doing at Luminis to support the gamification concept

Game-based learning and employee training



Qualification-based travel events



Social media-style recognition platforms



On-the-spot recognition



Badging and achievements





The Luminis team had mixed emotions ...

That ultimately resulted in positive outcomes

Denial/fear



Rationalization



Acceptance



Communication



Productivity

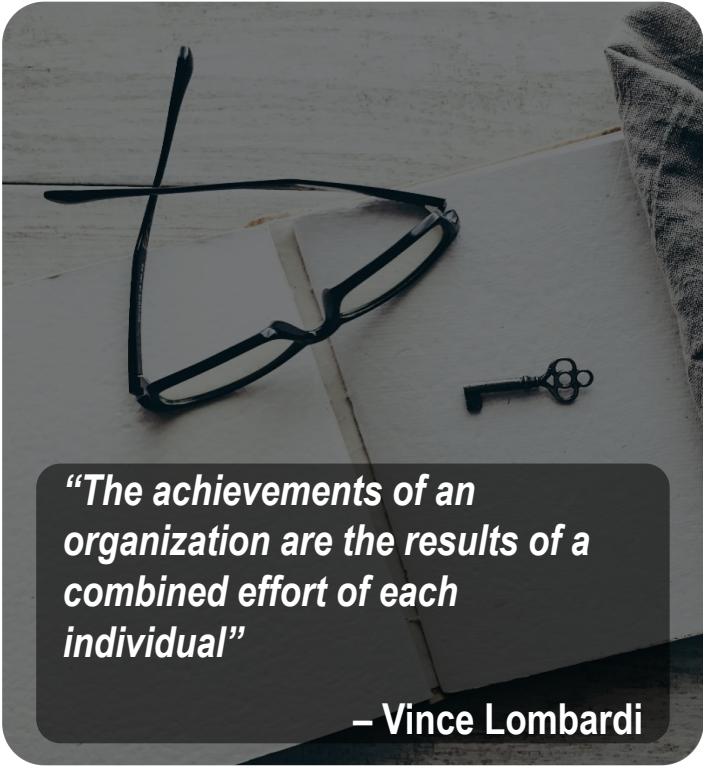


Positivity



The Luminis Health RCM team attributes several factors to their success:

- Position alignment
- Understanding
- Accountability
- Leadership
- Goals
- Timelines



- Joint accountability
- Responsiveness
- Shared decision making
- Leadership training
- Open line of communication
- Partnerships



Thank you!

Questions?

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