



Healthcare Business Insights™

2022 Fall member retreat

Promoting an organization-wide
patient experience

Rhonda Ridenour
Revenue Cycle Director

Avita Health System
Bucyrus, Galion, and Ontario Hospitals and Avita Providers



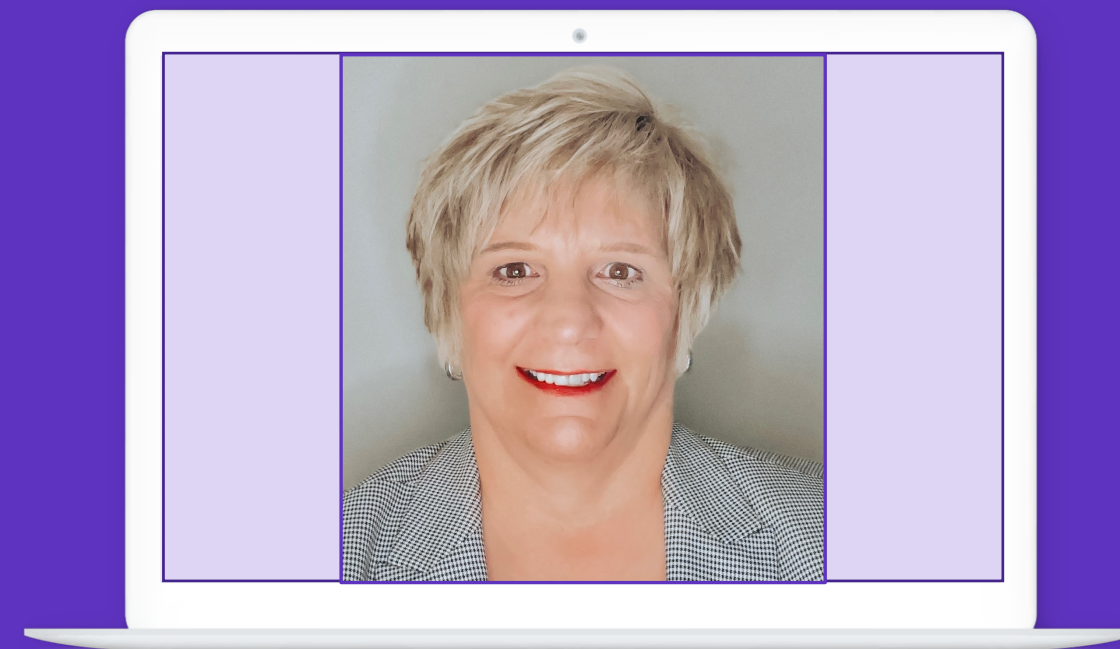
About the speaker

Rhonda Ridenour

Revenue Cycle Director

Avita Health System

- After graduating from The Ohio State University with a bachelor's degree in business administration, Rhonda started her career as a hospital financial counseling coordinator.
- She then worked as patient accounts director at two hospitals before joining a national revenue cycle consulting firm. As a client service executive, Rhonda led the staff and leadership of hospitals across the nation through evaluations and process redesign to realize their ideal, patient-focused revenue cycle model.
- Yearning to apply these techniques in an organization where she could see the long-term results, Rhonda returned to the provider setting at Avita Health System. She is honored to direct and lead Avita's scheduling, central authorization, pre-registration, registration, financial counseling, customer service, hospital receivable, professional coding and receivable, chargemaster, revenue integrity, self-pay, and remit posting teams.



Contact information:

- 419-468-0511
- rridenour@avitahs.org

Our organization



Avita has a corporate culture of collaboration where the board, medical staff and employees work together to maximize Avita's mission of improving the health and well-being of those we serve.

We define the patient experience as the sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care. We believe human experience is grounded in the experiences of patients and families, members of the healthcare workforce and the communities they serve ...*The Beryl Institute*

At Avita, we deliver excellent customer service in the context of a wonderful and memorable experience from the first interaction through account resolution. We want each patient, support person, and visitor to recognize that we are committed to treating them as an individual with wants and needs we intend to honor ... Avita's Customer Experience Director

Organization Facts & Figures

Primary service area	Richland and Crawford Counties in Northeast Ohio	Employees	2,000+ staff; 130+ physicians and providers
Acute care hospitals	2 critical access; 1 PPS	Medical clinics	31 locations including 11 RHCs
Staffed beds	50 CAH, 10 rehab and 38 PPS	Board governance	Local
Outpatient locations	9 – serving 3 counties	Electronic health record	Epic – Community Connect



Learning objectives for our time together...

... as we kick off a great HBI Fall Retreat!

1. See firsthand how one organization weaves together perspectives and input throughout the enterprise to drive integrated patient experience improvement
2. Compare your strategic plan for bolstering the patient experience and evaluate ways to assess and measure progress holistically
3. Take key initiatives back with you to your organizations while we set the stage for additional patient touchpoint enhancements that will be covered throughout the event

Agenda

Avita's Values:

- **A**ccountable for our actions and attitudes
- **V**alue patients by providing them with exceptional care and honoring their informed healthcare choices
- **I**ntegrity by having a commitment of doing what is right
- **T**eamwork by collaboratively working together
- **A**ccept our leadership responsibility by leading strategically and focusing our resources to maximize Avita's mission

It starts at the top

- CEO is accountable to community board
- Patient rounding – CEO and CNO
- Patient Experience Director – CEO report
- Customer service reports – Organization-wide Leadership Meetings

Organization-wide support



Accountable for our actions and attitudes

- Recruitment and retention of best employees
- Documented standards
 - Characteristics of a Professional Registrar
 - Avita Leadership Values
- Celebrations
 - Certificates
 - Daisy and Monarch Awards
- Patient experience reports
 - Sources – Press Ganey, text surveys, phone surveys, grievance line, customer service line
 - Written statement required from employees who interacted with patient
 - Responses required from manager, director, vice president and reported to CEO
 - Importance of excellent documentation and summaries
- Grievance line and incident reporting
- Customer service call monitoring
- Revenue cycle internal auditing



Avita Leadership Values

Lead by example and be an inspiration to others

- Set the standards and live by them
- Treat everyone like they make a difference and they will
- Walk the walk and talk the talk

Exchange ideas openly and communicate assertively

- Be assertive when dealing with people, problems, and issues
- Be collaborative
- Be an active listener

Accountable for actions and accepting of other's differences

- Take responsibility for actions and decisions
- Embrace diversity
- Be accepting of different points of view

Dedicated and Committed

- Stay devoted to the mission and vision of Avita Health System
- Demonstrate contagious passion when performing excellent service
- Speak positively of the organization and those who work for it

Empathetic and compassionate

- Show care and concern for those you lead, work with and serve
- Be supportive
- Think before speaking

Respectful and fair

- Treat everyone with politeness and courtesy
- Remove biases and treat everyone equally
- Treat others as they wish to be treated

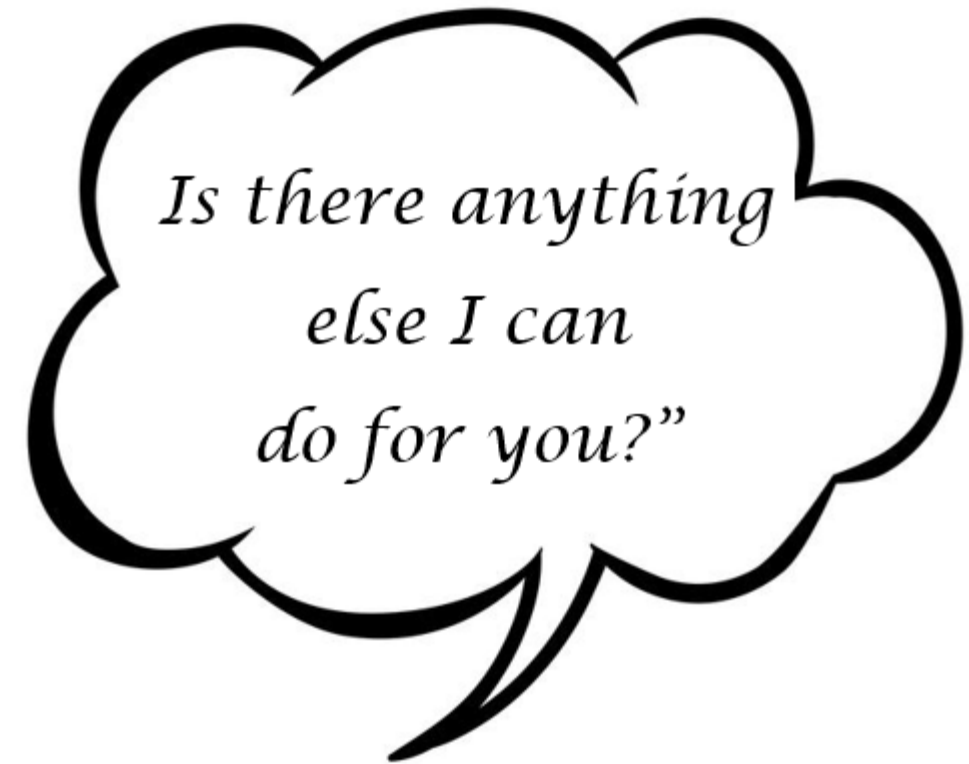
Value patients by providing them with exceptional care



- 5-Star quality rating by CMS
- Local specialty care
- New procedure evaluation process
- Physician referral line

Integrity by having a commitment of doing what is right and what the patient wants and needs

- Transparency
- Digital communication
- Patient billing advocates
- Financial assistance
- Payer contracting
- Community activity, support and resources



Teamwork by collaboratively working together *and*
Accept our leadership responsibility by leading strategically and
focusing our resources to maximize Avita's mission



Bucyrus Hospital

Galion Hospital

Ontario Hospital

- Shared team vision meetings
- System director meetings
- Clinic manager meetings
- Denial committee
- Revenue cycle committee
- Physician onboarding

Questions?

*Successes from your organization
to share with the group?*

Enjoy the retreat!

Rhonda Ridenour – rridenour@avitahs.org