



Healthcare Business Insights™

2022 Fall member retreat

Revenue cycle outsourcing done right

Shana Tate
SVP, Revenue Cycle

Ensemble Health Partners






< San Diego

 Moderate


 Visual settings

 Edit

 When poll is active, respond at **PollEv.com/jericahopkins145**

 Text **JERICA HOPKINS145** to **22333** once to join

To which functions has your organization applied AI thus far? (Respond with one-word answers and submit one entry per function).

 No responses received yet. They will appear here...

Introducing your speaker:

Welcome

Shana Tate

SVP, Revenue Cycle, Ensemble



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Learning Objectives

Revenue cycle outsourcing done right

- Learn about the outsourcing decision process and how to find the right partner for your organization and patient needs
- Gain tips for successful transitioning and onboarding
- Compare revenue cycle outsourcing myths versus truths

Outsourcing Myth vs. Reality

What you might think outsourcing means...

01

Job loss for my
community

02

Loss of control
over business +
operations

03

We'll become
“just another
provider”

Outsourcing Myth vs. Reality

What outsourcing *really* means...

01

Job protection
+ career paths
for my staff

02

Shift from
decision making
to performance
management

03

A primary point
of contact
for clear
accountability

Here's my story



\$2.0B NPR

21-hospital system in rural Appalachia

>300 physician practices

We were facing an operational deficit + COVID-19 was around the corner

CHALLENGE

- > We needed more people than we could ever hire or train
- > Growing concerns of COVID-19 layoffs
- > Lack of technology + analytics to modernize in-house operations
- > Process + workflow gaps decreased revenue

Here's my story



\$2.0B NPR

21-hospital system in rural Appalachia

>300 physician practices

We were facing an operational deficit + COVID-19 was around the corner

CHALLENGE	REQUIREMENT
> We needed more people than we could ever hire or train	> Deep bench of experts solely focused on revenue cycle
> Growing concerns of COVID-19 layoffs	> Maintain existing staff + prevent layoffs
> Lack of technology + analytics to modernize in-house operations	> Advanced analytics, real-time business intelligence, Epic expertise
> Process + workflow gaps decreased revenue	> Best practices + necessary training + tools for staff

Behind the scenes



Denial

"We don't need help."



Acceptance

"Ok, maybe we do..."



Excitement

"Help can't come fast enough."

Putting the solution into action

- > **Transition full operational responsibility + onboarding**
of 1,100 existing staff to Ensemble
- > **Establish + manage people and technology infrastructure,**
including a new regional service center and 125 new positions
- > **Hardwire best practices, automation + analytics**
across front, middle + back of the revenue cycle

Day 1 looked very different

New

Culture

Change of pace + shift to rev cycle focus

Process

Introduced SOPs + clear responsibilities

Leadership

Relief on mid-level managers + focus on retention

Mindset

Shift from direct reporting relationship to influencer

So did day 300

Better

- 12%** Net revenue increase
- 29%** Decrease in AR days >90
- 35%** Reduction in unbilled AR days
- 9%** Increase in clean claim rate

Tips for successful transitions

- 01 Don't take on too much change at once
- 02 Take the time to adopt best practices
- 03 Make sure internal leaders are aligned
- 04 Establish strong relationships with your partner
- 05 Ensure your partner's leaders are available for your staff
- 06 Focus on employee engagement + job satisfaction



Thank you Questions?

Shana Tate

SVP, Revenue Cycle

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