

Healthcare Business Insights™

2022 Fall member retreat

Revenue cycle outsourcing done right

Shana Tate SVP, Revenue Cycle

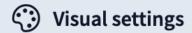
Ensemble Health Partners





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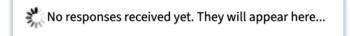
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When poll is active, respond at PollEv.com/jericahopkins145

mage Text JERICAHOPKINS145 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).



Introducing your speaker:



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



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







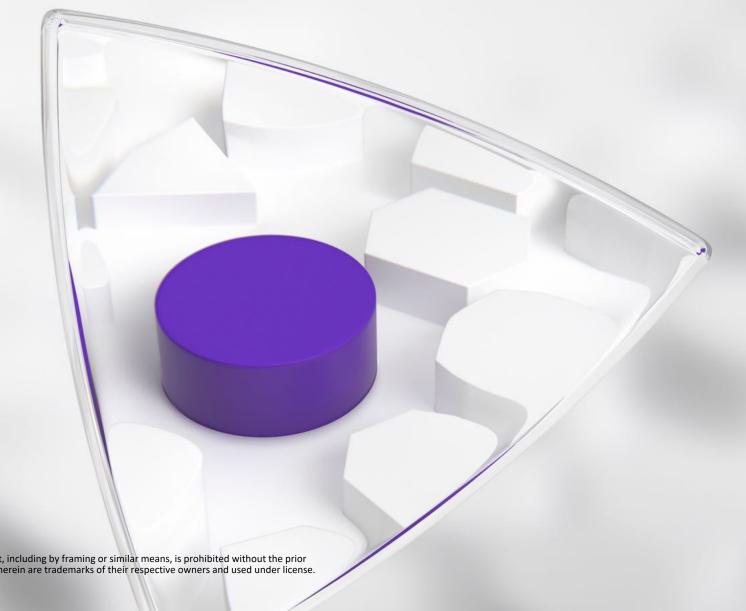
Thank you Questions?

Shana Tate SVP, Revenue Cycle



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