



Panel

The next iteration of price transparency and compliance

2023 Fall member retreat

Shauna Kramer
Director of Patient Access
CGH Medical Center

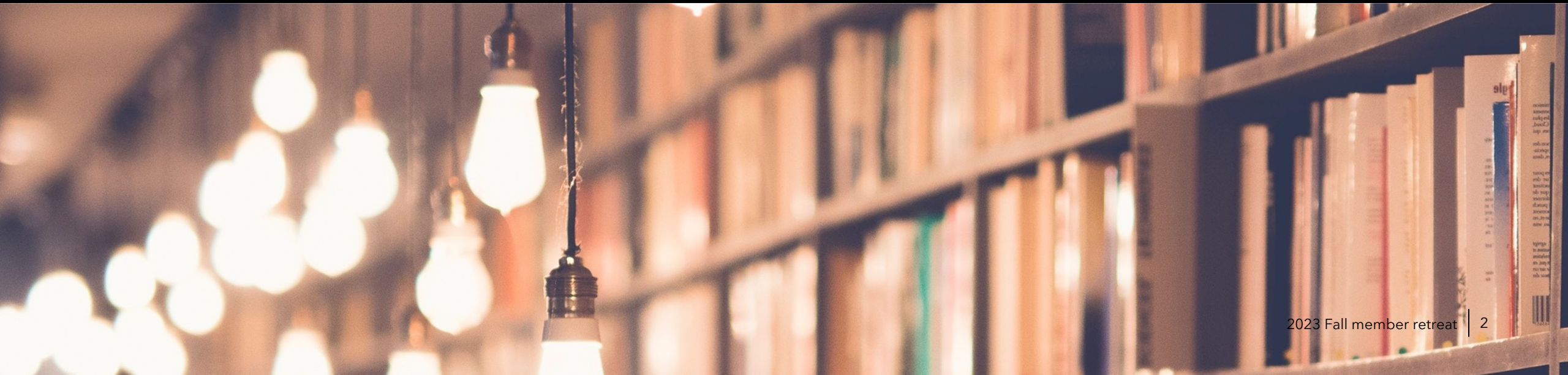
Grace Upleger
Director of Patient Financial Services
Vanderbilt University Medical Center

Nathan Hughes
Senior Director,
Pre-Visit Services & UR
Novant Health

Learning objectives

The next iteration of price transparency and compliance

- Listen to peers explain how they have advanced pre-service, financial clearance and estimation processes to go beyond compliance and promote patient understanding
- Learn from organizations that have been approaching key requirements related to the Good Faith Estimate, notice and disclosure, or dispute and negotiation processes
- Compare strategies, engage in discussion, and ask your most pressing questions surrounding the No Surprises Act as well as estimation and out-of-network challenges



2023 Fall member retreat panelists

Our first panelist:

Shauna Kramer

Director of Patient Access

Shauna is a healthcare leader with nearly 15 years of progressive leadership experience in patient access services.

In her current role at CGH Medical Center in Sterling, Illinois, her responsibilities include the overall management and strategy for driving access to care.

With operational oversight of the access centers in both CGH hospital and clinics, Shauna oversees all scheduling, registration, financial counseling, prior authorization, and communications.

Shauna holds a bachelor's degree in Business - Healthcare Administration, is a Certified Healthcare Access Manager and a member of the NAHAM Policy Development/Government Relations Committee.

CGH Medical Center at a glance

CGH is a not-for-profit, city-owned hospital located in Sterling that serves a five-county region in northwestern Illinois.



Our Mission:
Delivering exceptional patient care by combining outstanding skill with heartfelt compassion.

“We see our role in the community as a duty and a privilege. We never take our patients or employees for granted because we understand that CGH—as a nonprofit organization—does not exist without the strong support of our community and staff. Our main goal is taking exceptional care of our patients and serving our community.”

Dr. Paul Steinke
CGH President and CEO

CGH Medical Center Facts & Figures			
Hospital (Sterling)	1	Service area population	105,000+ in five counties
Staffed beds	99	FY23 free & discounted care (at cost)	\$53.5 million
Outlying clinics	16	Inpatient admissions (FY23)	4,052
Employees	1,458	ER visits (FY23)	25,522

Current CGH Medical Center initiatives



Pre-service GFE

- Currently provided to uninsured only.
- Exploring RPA opportunities to expand, but not planning to implement until we are required to provide GFE to insured patients.



Insurance contracting

- All in-hospital providers are in-network with the same payers as facility(ies).
- Starting to refuse certain OON health plans.



Notice and consent

- Risk is low for OON patients being scheduled—opted not to provide this notice to patients.
- If a dispute is received, charges will be adjusted.



Dispute resolution

- No disputes have been received.
- Patient complaints were largely about receiving the estimate and confusing it with a bill.



Balance billing

- CGH bills for all non-employed providers including ER, anesthesia, and radiology.
- Low risk for OON providers outside of our contracts.



Estimate tracking

- In FY23, only **91** patient self-service estimates were generated on our website, indicating a low level of interest in our community.

2023 Fall member retreat panelists

Our second panelist:



Grace Upleger

Director of Patient Financial Services

Grace has been with her organization building experience in Epic and healthcare IT with emphasis on estimation, charges, claim and billing workflows and reporting initiatives for the past 30 years. She has been in her current position for the past four years managing 160 FTEs across central and emergency department registration, insurance management and eligibility, estimation, point-of-service collections, admitting, inpatient financial counseling and more.

Her experience has shaped her into a skilled revenue cycle leader with a passion for process improvement and optimization.

Grace received her BBA from Walsh College in Michigan and her MBA from Middle Tennessee State University, has obtained her PMP and CPHIMS, and several Epic certifications in Hospital Billing and Charging. Grace has also presented at various industry conferences including but not limited to HIMSS, AHIMA and Epic User conferences.

Vanderbilt University Medical Center at a glance



Organization Facts & Figures

Approximately \$5 Billion In Net Patient Service Revenue per year

Patient visits	3,000,000 per year	Hospital DCs	75,000 per year
Staffed beds	1,751 Across 7 Hospitals	Emergency dept visits	161,000 per year
Surgical cases	88,000 per year	Yearly residents	1,000
Employees	40,000	Employed MDs	2,000



Nashville, Tennessee

Considered the “Health Services Capital” of the US!



Nashville has greater reach and touches more patients through health service delivery than any city in the US (Forbes, 2021).

Home to over 500 healthcare companies, with 17 publicly traded healthcare companies having their corporate headquarters here, including HCA.

The Middle Tennessee healthcare industry generates more than \$92 Billion globally in revenue and more than 570,000 jobs.

One of the fastest growing areas in the nation,

AND THE BACHELORETTE CAPITAL OF THE US!



The world of patient estimates!

What we are doing and **where** we are going next

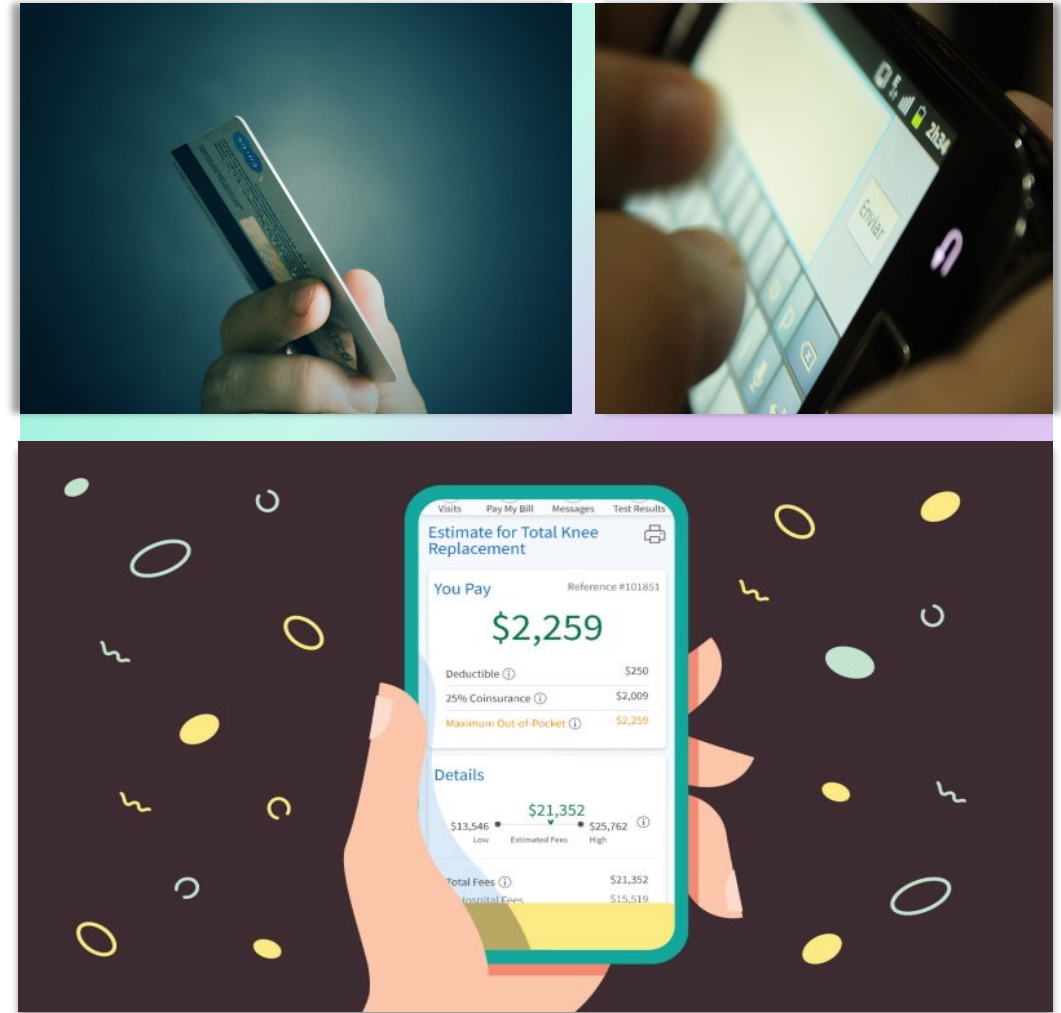
At Vanderbilt, we:

- Generate approximately **100,000 estimates per month**
- Collect between **\$2 Million and \$3 Million per month**
- MyChart revenue contributes **40%** of our total collections
- Achieve a **90-95% accuracy rate**

By:

- Automating as much as possible (but have guardrails for errors)
- Utilizing MyChart, US Mail, calling and text to reach our patients
- Prospectively create estimates based on average EOBs for like-depts/visit types/payors that are covering office visits and diagnostic procedures in more than one department
- Displaying over **3,000 shopper estimates** with approximately **1,000 views per month** and generate approximately **5,000 NSA estimates per month**

Next up: Lab orderables, cardiac cath, and generating more prospective estimates



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Our third panelist:



Nathan Hughes

Senior Director, Patient Access, Pre-Visit Services & Utilization Review

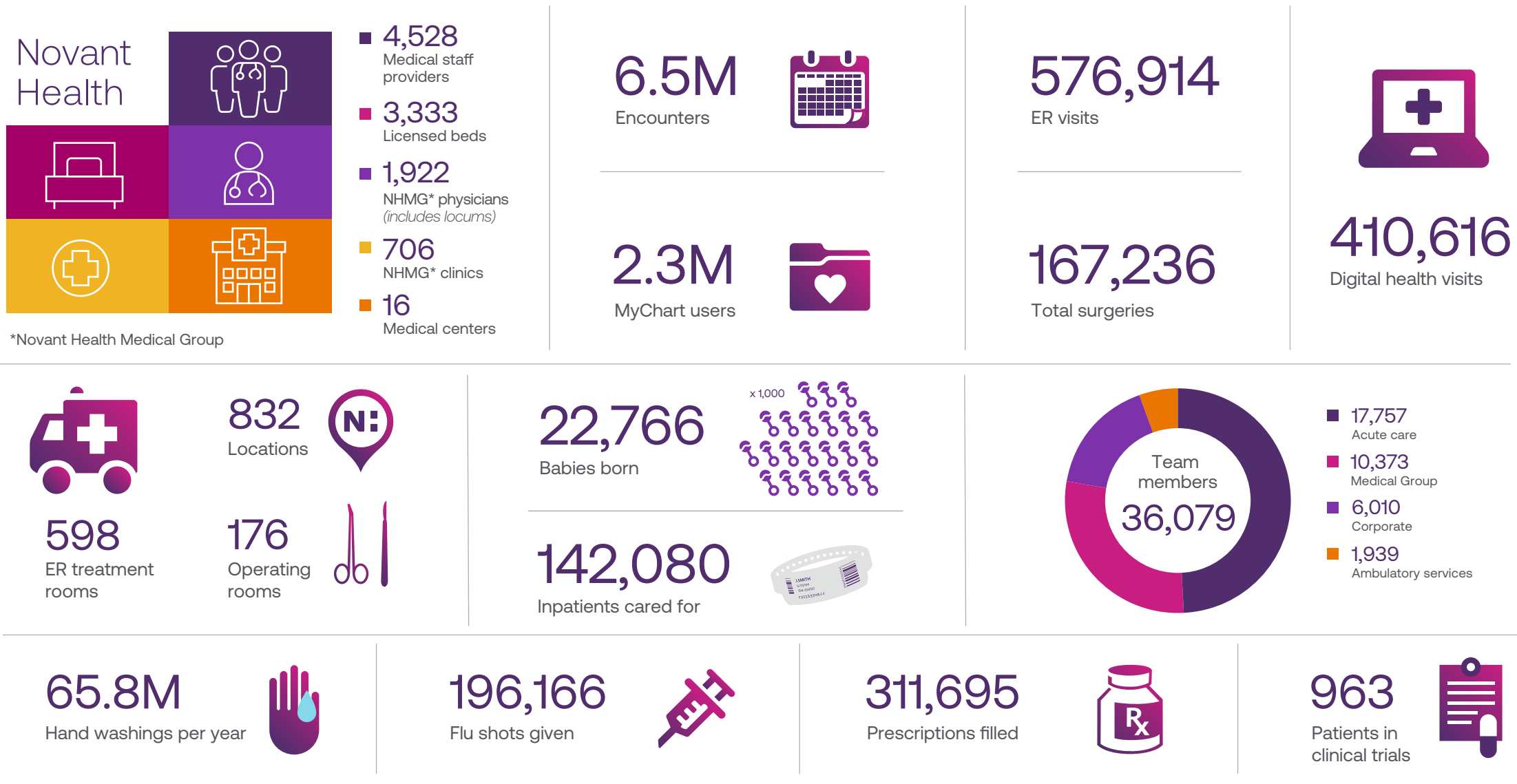
Nathan is currently the Senior Director of Patient Access, Pre-Visit Services and Utilization Review at Novant Health.

Nathan received his BS in Business Administration from Appalachian State University and his MBA from the University of Illinois at Urbana-Champaign.

He is also a Certified Healthcare Finance Professional and a Certified Healthcare Access Manager.

Nathan has been with Novant Health since 2009. Prior to joining Novant Health, he worked in the academic setting at Duke University Health System.

2022 Novant Health by the numbers



Current initiatives and focus areas



Auto-finalization of
estimates



Addition of
Apple/Google Pay



Leveraging new
functionality within Epic
MyChart and Hello
World

E.g., bidirectional text
communications



Increased POS
collections by
2%
of NPS



Thank you

Shauna Kramer

Shauna.Kramer@cghmc.com

Grace Upleger

Grace.Upleger@vumc.org
(615) 875-7585

Nathan Hughes

Novant Health

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