



Introduction to

# The RCM Technology Adoption Model

2023 Fall member retreat

**Mark Janiszewski**  
Chief Solutions Officer







## Mark Janiszewski

Chief Solutions Officer  
FinThrive

Mark Janiszewski is responsible for the product leadership of FinThrive's provider solutions. With more than 20 years in healthcare, Mark has led product and strategy for McKesson and Greenway Health. Mark has also led the development and implementation of comprehensive growth strategies leveraging existing competitive assets and relationships along with the implementation of execution priorities to realize those strategies.

Mark joined FinThrive in 2018 and works closely with customers as well as development, marketing, sales and operations to strengthen FinThrive's solutions and deliver best-in-class offerings.

Mark embraces the challenge and opportunity to reduce the waste in the healthcare system so that more healthcare dollars can be focused on improving patient health.

Born and raised in Montreal, Canada, Mark lives in Tampa now with his wife of 36 years, Wanda, a CPA. Mark and Wanda have three adult daughters who all work in healthcare, two as healthcare providers.

## FinThrive operations

3,200+ clients in North America  
representing nearly 50% of all hospitals  
and health systems in the US.

**2850+**

Hospitals and health  
systems use our solutions

**800+**

Ambulatory/  
non-acute clients

**880+**

Payer  
connections

**50 states**

Clients in all

**4.1B+**

Transactions through  
clearinghouse in 2021

**205M**

Claims processed  
annually

**\$900B+**

Of revenue touched  
per year

**30+**

Years experience



## Purpose

We rethink **revenue management** to advance and empower the healthcare economy.



## Mission

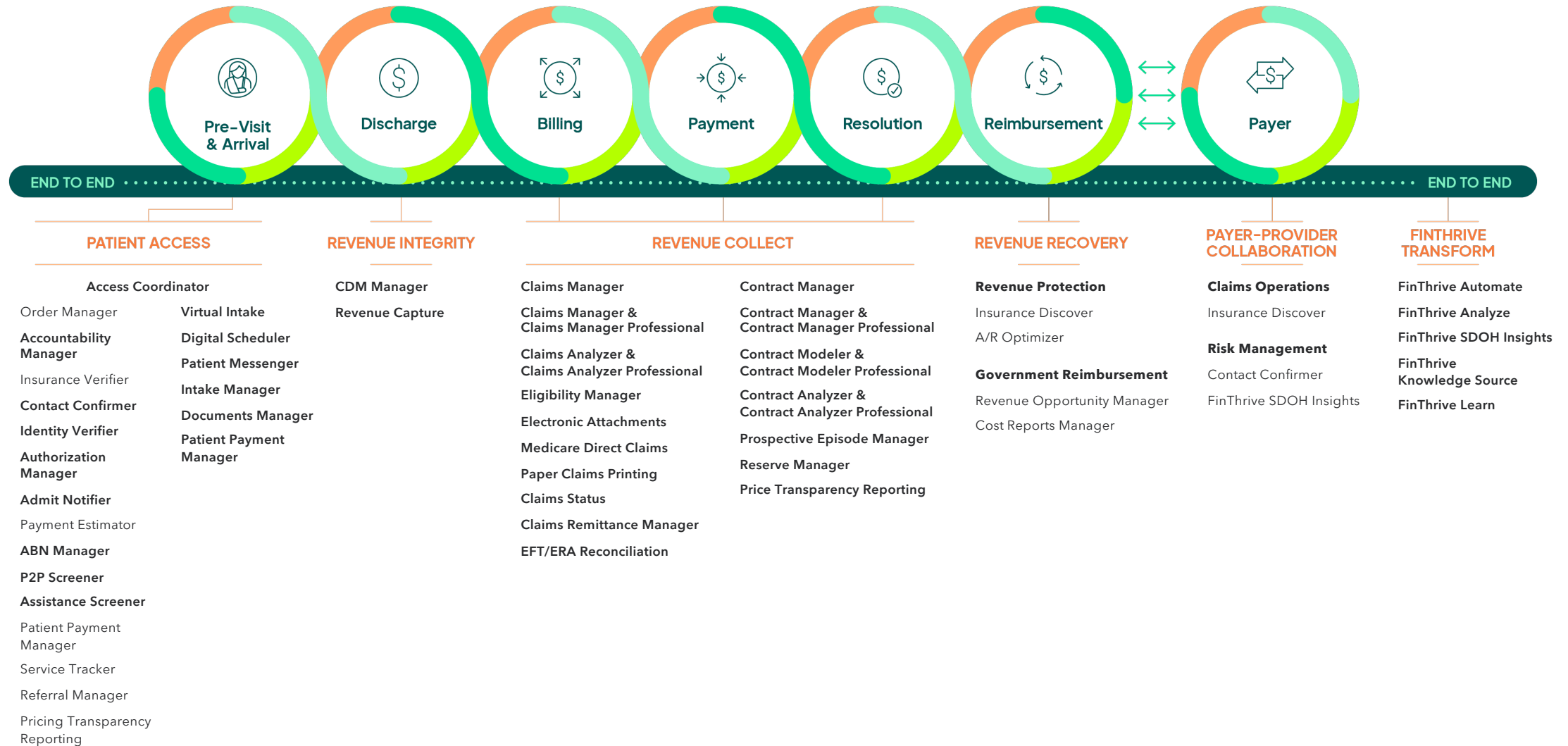
To make the business side of healthcare a **frictionless experience** for providers, payers and patients.



## Vision

To deliver the industry's most comprehensive **end-to-end Revenue Management Platform.**

# FinThrive Revenue Management Platform



## The problem we are solving

Healthcare providers are facing shrinking margins as operating costs continue to climb unchecked.

**In this environment, every dollar counts.**



# Common concerns from RCM leadership

- What is outside my core EHR and why?
- What RCM technology is in place today?
- What is my total cost of ownership?
- Has the yield from the solutions improved?
- What are the IT and data connections?
- What is my strategic path to RCM excellence?
- Where can we automate or leverage predictive analytics?
- How many vendors do I need?

# The Revenue Management Technology Adoption Model (RMTAM)

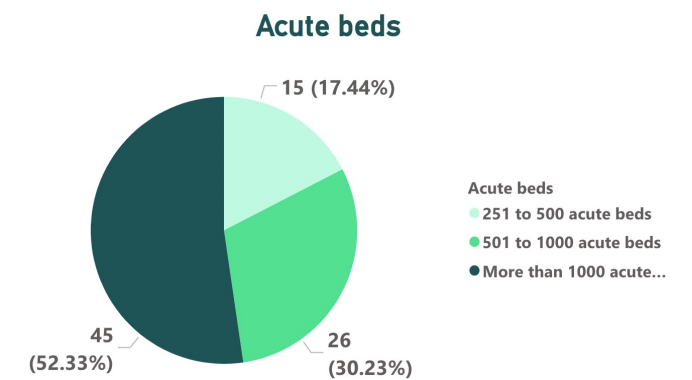
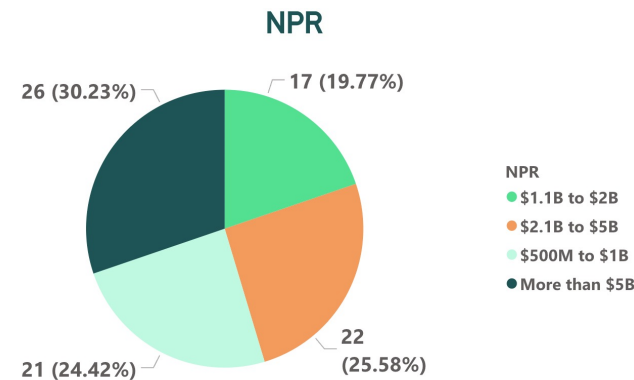
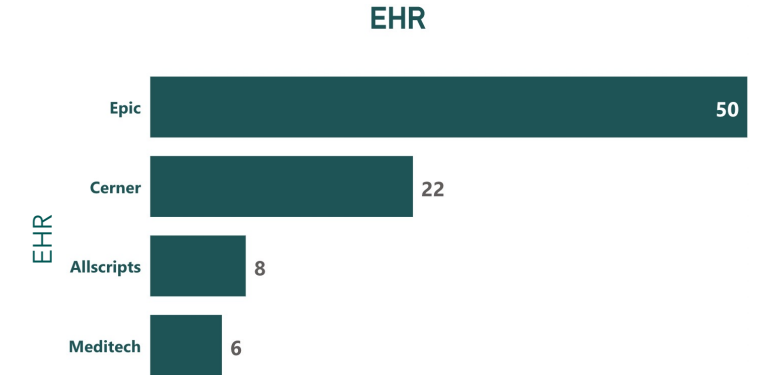
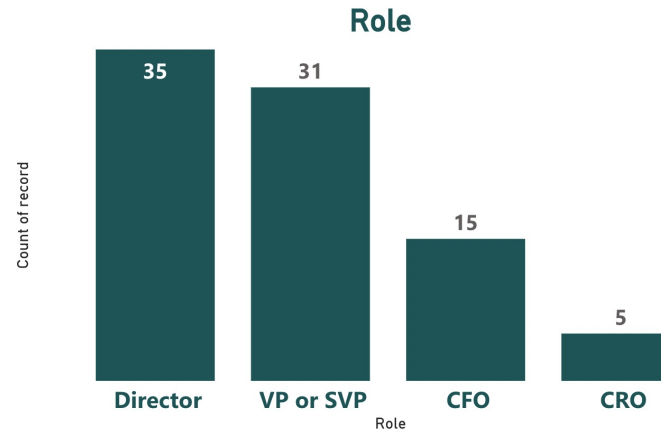
## An evidence-based approach to RCM digital transformation

### Research hypothesis:

The industry lacks an RCM-focused technology adoption model to support digital transformation efforts.

### Methodology:

- 100 unique organizations  
+ 15 Safety net organizations
- All major EHRs
- NPR and Bed-Size
- 26,719 unique data points





# Analysis and results: Technology use

## Analysis

**Focus adoption model on high-impact technologies.**

**Align the RMTAM stages with average industry adoption.**

## Results

**“Mission critical” and “high value” technologies were retained while “moderate value,” “low value,” or “no value” were removed from the model.**

**Group technology into stages based on average adoption by industry.**

# RM Technology Adoption

## Broad industry adoption

**80%** of respondents

### Typical RM technology:\*

- Eligibility
- Medical necessity
- Charge capture
- CDM
- Claims
- Statements
- Collection management
- Claims/collections analytics

## High adoption

**70% to 80%** of respondents

### Typical RM technology:\*

- Estimation
- Price transparency
- Financial clearance
- ID/Address verification
- Referral management
- CDI

## Moderate adoption

**60% to 70%** of respondents

### Typical RM technology:\*

- Appt reminders
- Prior authorization
- Resource scheduling
- Business intelligence
- Transactional analytics

## Emerging adoption

**Less than 60%** of respondents

### Typical RM technology:\*

- Pre-visit insurance discovery
- Virtual intake/registration

\* Mission Critical listed only – see detail for “High Value” items

# RM Technology Adoption: detail

"Mission critical" or "high value" technology in use by **more than 80%** of respondents

## Broad industry adoption

Eligibility and benefits verification	Patient access
Patient registration/pre-registration	
Medical necessity/ABN	
Charge capture	Mid-cycle
Chargemaster technology	
Discharge planning	
Claims manager	Back office
• Claims edits	
• Claims clearinghouse	
• Claims status	
Paper patient statements	
Collections management	
Bad debt collections	
A/R analytics	
Claims analytics	
Collections analytics	
Coding analytics	Analytics
Patient volume analytics	

"Mission critical" or "high value" technology in use by **70% to 80%** of respondents

## High adoption

Referral management	Patient access
Patient portal/mobile app	
Patient identify and address verification	
Pricing transparency (shoppable services + MRFs)	
Patient OOP payment estimation	
Patient financial clearance	
POS payment capture	
Charity care evaluation	Mid-cycle
Clinical documentation integrity (CDI)	
Clinical documentation - transcription/NLP	
Utilization review	Back office
Denials management	
Underpayment recovery	
Consolidated patient statements	
Remittance management	
Complex claims	
Encounters clearinghouse	
Contract management	Analytics
Third-party liability	
Medicare bad debt	
Call center automation/IVR	
Contract analytics	
Denials analytics	
Patient access analytics	

"Mission critical" or "high value" technology in use by **60% to 70%** of respondents

## Moderate adoption

Patient self-scheduling	Patient access
Prior authorization/certification	
Patient appointment reminders	
Pre-visit propensity-to-pay	
Pre-visit payment plan enrollment	
Self-service patient payments (pre-visit)	Mid-cycle
Registration quality management	
Physician CDI/coder querying technology	
Predictive CDI worklist prioritization	Back office
Post-visit insurance discovery	
Disproportionate share reporting	
Transfer DRG	
Post-visit payment plan enrollment	
Self-service patient payment (post-visit)	Analytics
Automated remittance matching	
Data extraction capabilities	
Drill-down to transaction level capabilities	
Contract modelling	
Physician practice operations analytics	Analytics
Uncompensated care analytics	

"Mission critical" or "high value" technology in use by **less than 60%** of respondents

## Emerging adoption

Pre-visit insurance discovery	Patient access
Prior authorization automation	
• Automated determination	
• Automated data extraction and submission	
• Prior authorization status monitoring	Mid-cycle
Virtual front desk	
Self-triage/care navigation	
Clinical documentation - ambient clinical intelligence (ACI)	
Computer-assisted physician documentation (CAPD)	
Computer-assisted coding	Back office
• ML-based ICD and CPT coding	
• ML-based DRG assignment	
Case management	
• SDOH risk analytics	Analytics
• SDOH referral management	
Predictive denials warnings	
Automated appeals workflows	
End-to-end RCM analytics	Analytics
Real-time, near real-time refresh capabilities	
Patient matching/deduplication capabilities	
Intelligent denials and underpayment root cause analysis	Analytics

# Analysis and results: RMTAM staging

## Analysis

Segmented individual respondents into an RMTAM Stage (1-5) and assigned based on adoption thresholds

## Results

Breadth of technology in use

Stage #	1	2	3	4	5
% Respondents	43%	33%	9%	12%	3%

### Stage 1:

< 90% of  
"mission critical" and  
<50% of  
"high value"  
technologies

### Stage 5:

Adopted  
> 90% of  
"mission critical"  
and  
>50% of  
"high value"



# Analysis and results:

## Technology and KPI performance

### Analysis

Correlate the RM Technology Adoption Model with financial performance improvement across stages.



Stage #	1	2	3	4	5
% Respondents	43%	33%	9%	12%	3%

### Results

Notable financial performance improvements were detected in 9 key areas:

#### Financial analysis snapshot

KPI	Improvement differential between Stage 1 and Stage 5
POS Collections	17% increase
Denials Rate	21% reduction
AR Days	8% reduction
% A/R days > 90	48% reduction
Bad Debt (%NPR)	32% reduction
Cost to Collect	31% reduction

# Technology adoption intake

## Stage 1 Average technology adoption

### Stage 2 ABC Health

Eligibility and benefits verification	<input checked="" type="checkbox"/>	Patient access
Patient registration/pre-registration	<input checked="" type="checkbox"/>	
Medical necessity/ABN	<input checked="" type="checkbox"/>	
Charge capture	<input checked="" type="checkbox"/>	Mid-cycle
Chargemaster technology	<input checked="" type="checkbox"/>	
Discharge planning	<input type="checkbox"/>	
Claims manager	<input checked="" type="checkbox"/>	Back office
• Claims edits	<input checked="" type="checkbox"/>	
• Claims clearinghouse	<input checked="" type="checkbox"/>	
• Claims status	<input checked="" type="checkbox"/>	
Paper patient statements	<input checked="" type="checkbox"/>	
Collections management	<input checked="" type="checkbox"/>	
Bad debt collections	<input checked="" type="checkbox"/>	
A/R analytics	<input checked="" type="checkbox"/>	Analytics
Claims analytics	<input checked="" type="checkbox"/>	
Collections analytics	<input checked="" type="checkbox"/>	
Coding analytics	<input checked="" type="checkbox"/>	
Patient volume analytics	<input checked="" type="checkbox"/>	

### Stage 3 ABC Health

Referral management	<input type="checkbox"/>	Patient access
Patient portal / mobile app	<input checked="" type="checkbox"/>	
Patient identify and address verification	<input checked="" type="checkbox"/>	
Pricing transparency (shoppable services + MRFs)	<input checked="" type="checkbox"/>	
Patient OOP payment estimation	<input checked="" type="checkbox"/>	
Patient financial clearance	<input checked="" type="checkbox"/>	
POS payment capture	<input checked="" type="checkbox"/>	
Charity care evaluation	<input checked="" type="checkbox"/>	Mid-cycle
Clinical documentation integrity (CDI)	<input type="checkbox"/>	
Clinical documentation - transcription/NLP	<input checked="" type="checkbox"/>	
Utilization review	<input checked="" type="checkbox"/>	Back office
Denials management	<input checked="" type="checkbox"/>	
Underpayment recovery	<input checked="" type="checkbox"/>	
Consolidated patient statements	<input checked="" type="checkbox"/>	
Remittance management	<input checked="" type="checkbox"/>	
Complex claims	<input checked="" type="checkbox"/>	
Encounters clearinghouse	<input checked="" type="checkbox"/>	
Contract management	<input checked="" type="checkbox"/>	
Third-party liability	<input checked="" type="checkbox"/>	
Medicare bad debt	<input checked="" type="checkbox"/>	
Call center automation/IVR	<input checked="" type="checkbox"/>	Analytics
Contract analytics	<input checked="" type="checkbox"/>	
Denials analytics	<input checked="" type="checkbox"/>	
Patient access analytics	<input checked="" type="checkbox"/>	

## You are here!

### Stage 4 ABC Health

Patient self- scheduling	<input checked="" type="checkbox"/>	Patient access
Prior authorization/certification	<input checked="" type="checkbox"/>	
Patient appointment reminders	<input checked="" type="checkbox"/>	
Pre-visit propensity-to-pay	<input type="checkbox"/>	
Pre-visit payment plan enrollment	<input checked="" type="checkbox"/>	
Self-service patient payments (pre-visit)	<input checked="" type="checkbox"/>	
Registration quality management	<input checked="" type="checkbox"/>	Mid-cycle
Physician CDI/Coder querying technology	<input type="checkbox"/>	
Predictive CDI worklist prioritization	<input type="checkbox"/>	Back office
Predictive denials warnings	<input type="checkbox"/>	
Post-visit insurance discovery	<input checked="" type="checkbox"/>	
Disproportionate share reporting	<input checked="" type="checkbox"/>	
Transfer DRG	<input checked="" type="checkbox"/>	
Post-visit payment plan enrollment	<input checked="" type="checkbox"/>	
Self-service patient payment (post-visit)	<input checked="" type="checkbox"/>	
Automated remittance matching	<input type="checkbox"/>	
Data extraction capabilities	<input checked="" type="checkbox"/>	Analytics
Drill-down to transaction level capabilities	<input checked="" type="checkbox"/>	
Contract modelling	<input checked="" type="checkbox"/>	
Physician practice operations analytics	<input type="checkbox"/>	
Uncompensated care analytics	<input checked="" type="checkbox"/>	

### Stage 5 ABC Health

Pre-visit insurance discovery	<input type="checkbox"/>	Patient access
Prior authorization automation	<input checked="" type="checkbox"/>	
• Automated determination	<input checked="" type="checkbox"/>	
• Automated data extraction and submission	<input checked="" type="checkbox"/>	
• Prior authorization status monitoring	<input checked="" type="checkbox"/>	
Virtual front desk	<input checked="" type="checkbox"/>	Mid-cycle
Self-triage/care navigation	<input type="checkbox"/>	
Clinical documentation - ambient clinical intelligence (ACI)	<input type="checkbox"/>	
Computer-assisted physician documentation (CAPD)	<input type="checkbox"/>	
Computer-assisted coding	<input type="checkbox"/>	
• ML-based ICD and CPT coding	<input type="checkbox"/>	
• ML-based DRG assignment	<input type="checkbox"/>	
Case management	<input checked="" type="checkbox"/>	
• SDOH risk analytics	<input type="checkbox"/>	
• SDOH referral management	<input checked="" type="checkbox"/>	
Automated appeals workflows	<input type="checkbox"/>	Back office
End-to-end RCM analytics	<input type="checkbox"/>	Analytics
Real-time, near real-time refresh capabilities	<input type="checkbox"/>	
Patient matching / deduplication capabilities	<input type="checkbox"/>	
Intelligent denials and underpayment root cause analysis	<input type="checkbox"/>	

# Critical processes audit | Your results: RM Technology Adoption Model Report

You already have this

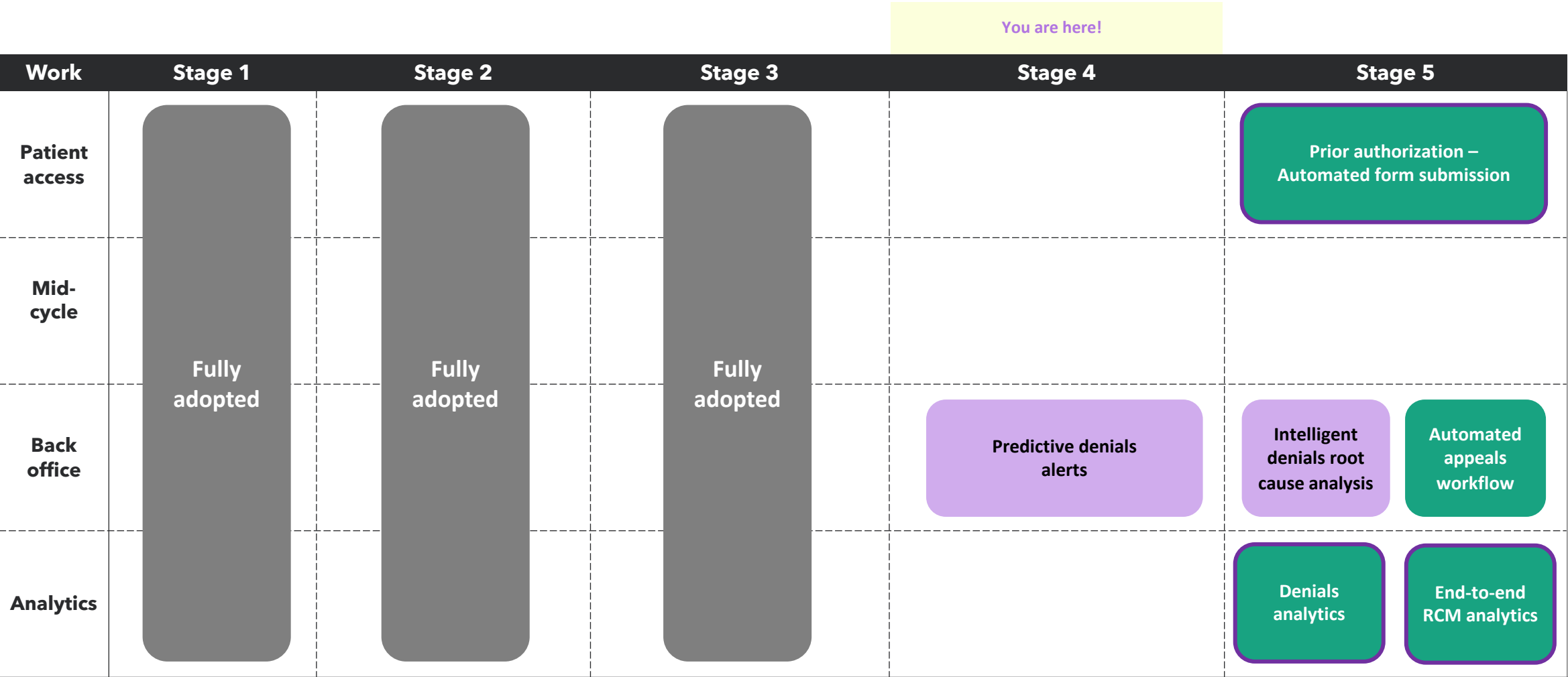
Mission critical

High value



# Modernization Roadmap

Your results: RM Technology Adoption Model Report





2023 Fall Member Retreat

Thank you !



**Mark Janiszewski**

Chief Solutions Officer  
FinThrive

C: 678.640.8103  
[mark.janiszewski@finthrive.com](mailto:mark.janiszewski@finthrive.com)