2022 Fall member retreat

Gamification: A vital tool for career development

Sheldon A. Pink, MBA, FHFMA, LSSBB
Vice President of Revenue Cycle

Michaele Pimentel
Director of Patient Financial Services
Learning Objectives
Gamification: A vital tool for career progression

• Explore new ways of assessing talent and developing career paths for your team(s)

• Outline a plan with which senior leaders can advance within your organization

• Gain a use case for how gamification can build team comradery
Sheldon A. Pink  
Vice President of Revenue Cycle

- Over 20 years of managing the mission, vision and purpose of revenue cycle and financial processes for multi-integrated networks. (Non Profit/For Profit/Academic/Investor Owned)
- Led national operational teams in the areas of hospital and physician billing, patient access, accounts receivable, system implementations, payor contracting, and performance improvement.
- Outlined design for system-wide technology implementation strategy over a three-year period; includes integration to external technological partners, project management and contingency planning to maintain existing revenue targets.
- Strategically designed and implemented five training programs leading to $25 million reduction in outstanding receivables.
- Successful development and delivery of training material/curriculum, exceptional project management, organization, time management, and prioritization abilities.

Michaele Pimentel  
Director of Patient Financial Services

- Over 15 years of experience in the healthcare revenue cycle for hospital and physician operations.
- Led hospitals in system implementations maximizing net revenue, optimizing business office workflows, project managing vendor implementations, and performing performance improvement initiatives in hospital departments.
- A results-driven analytical leader with an accomplished record.
- Negotiated service level agreements with her clients and implemented strategies to minimize aged receivables by 15 percent in four months. In addition, she built cross-functional teams in patient financial services to improve operational outcomes.
- Developed high-performing teams in matrix environments.
Sheldon A. Pink  
Vice President of Revenue Cycle

Michaele Pimentel  
Director of Patient Financial Services
Luminis Health is a not-for-profit health system
Serving communities in central Maryland, from DC to Delaware

<table>
<thead>
<tr>
<th>Annapolis, MD</th>
<th>750 Beds</th>
<th>3 Hospitals</th>
<th>400 Physicians</th>
<th>80 Locations</th>
</tr>
</thead>
</table>

- **1.3B** Revenue
- **9000** Employees
- **$63M** Community Benefit
- **84%** Collection Rate
- **3.1%** Bad Debt
- **175,000** Annual ER Visits
The goal of revenue cycle team members is to ...
Provide an outstanding financial patient experience

<table>
<thead>
<tr>
<th>Responsible area</th>
<th>What we do</th>
<th>Core competencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Cycle Management</td>
<td>“All administrative and clinical functions that contribute to the capture, management, and collection of patient service revenue.” - HFMA</td>
<td>All functions</td>
</tr>
<tr>
<td>Patient Access, Pre-Services</td>
<td>Manages all pre-service processes related to patient authorizations verification and eligibility (PAVE).</td>
<td>Scheduling and authorization</td>
</tr>
<tr>
<td>Patient Access Hospital Operations</td>
<td>NAHAM defines a long list of general responsibilities, including everything from customer service to verifying accurate and complete patient information and collecting out-of-pocket expenses.</td>
<td>Registration</td>
</tr>
<tr>
<td>Health Information Management</td>
<td>HIM is the practice of acquiring, analyzing, and protecting digital and traditional medical information vital to providing quality patient care. It is a combination of business, science, and information technology. Clinical documentation improvement (CDI), also known as &quot;clinical documentation integrity,&quot; and it is the best practice, processes, technology, people and joint effort between providers and billers that advocates the completeness, precision and validity of provider documentation inherent to transaction code sets.</td>
<td>Clinical documentation and coding</td>
</tr>
<tr>
<td>Revenue Integrity</td>
<td>The basis of revenue integrity is to prevent recurrence of issues that can cause revenue leakage and/or compliance risks through effective, efficient, replicable processes and internal controls across the continuum of patient care, supported by the appropriate documentation and the application of sound financial practices - NAHRI</td>
<td>Charge capture and compliance</td>
</tr>
<tr>
<td>Hospital Reimbursement</td>
<td>Supports the preparation of monthly state and federal regulatory reports, including but not limited to the monthly and quarterly HSCRC reports and reconciliations. Maintains price compliance by monitoring volume and charge information. Actively participates in discussions and analysis related to quality-based reimbursement opportunities (readmissions, MHACS, QBR, etc.) and other value-based or population health reimbursement initiatives.</td>
<td>Regulatory reporting, price compliance and strategic planning</td>
</tr>
<tr>
<td>Patient Financial Services</td>
<td>Responsible for directing patient financial services to include: billing, collections, customer services, cash posting, and financial clearance. Coordinate the daily activities related to the planning, implementing and maintaining all functions pertinent to the patient financial service areas.</td>
<td>Billing and AR management</td>
</tr>
<tr>
<td>Revenue Cycle Optimization</td>
<td>Coordinates functions with hospital departments; optimizing staff performance through process redesign, policy/procedure implementation, communications and outcome feedback. Consistently monitors processes to enhance revenue cycle performance.</td>
<td>Reporting, analytics and denials management</td>
</tr>
</tbody>
</table>

Professional organizations to support life-long learning

#RCMExcellence | 2022 Fall member retreat
At Luminis health, we value our human capital

- **Human capital**: the skills, knowledge and experience possessed by an individual or population, viewed in terms of their value or cost to an organization.

- **Employee retention**: refers to the ability of an organization to retain its employees.

- **Professional development**: learning to earn or maintain professional credentials such as academic degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage.
After investing $29M into our employees ...  
We still had work to accomplish

How do we fairly assess the talent within our organization?

How do we develop a career path for ambitious professionals?

How do we get non engaged employees engaged?

After investing $29M into our employees ...

We still had work to accomplish

How do we fairly assess the talent within our organization?

How do we develop a career path for ambitious professionals?

How do we get non engaged employees engaged?
Luminis Health used CliftonStrengths analysis to build leadership

Helps you aim your purpose at greater performance. Because CliftonStrengths focuses on your greatest opportunities for development and success (rather than on your weaknesses), you can use your reports to tackle things like your career, working on teams and your personal relationships.

<table>
<thead>
<tr>
<th>My team composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realtor – enjoys close relationship with others</td>
</tr>
<tr>
<td>Learner – the desire to learn and continuously improve</td>
</tr>
<tr>
<td>Ideation – finds connections in disparate phenomena</td>
</tr>
<tr>
<td>Restorative – figures out what’s wrong and resolves it</td>
</tr>
<tr>
<td>Individualization – knows how different people can work together</td>
</tr>
</tbody>
</table>
Why did I select Michaele Pimentel?

Experience

Work Experience

Ambition

Goals

Professional Development Goals

Vision

Transparency

Team feedback
# Revenue Cycle Management at Luminis Health

## Luminis RISE Behaviors

- **Greets everyone in the room**
- **Actively listen**
- **Ask “what matters to you?”**
- **Offer assistance and reassurance**

## Luminis Health RCM core functions

1. **Manages all pre-service processes related to (PAVE) and Registration Quality Assurance**
2. **Coordinates efforts to ensure the effectiveness and efficiency of business practices for Hospital registration areas**
3. **Develops, organizes, manages and directs HIM & CDI activities, establishes work priorities and develops goals and objectives**
4. **Planning, organizing, maintaining and training for Charge capture, CDM and Audit compliance**
5. **Manages all hospital reimbursement functions including Regulatory reports, Price Compliance, HSCRC Audits and Annual Filings**
6. **Manages Accounts Receivable, Cash Posting and Financial Clearance strategies; including customer services**
7. **Leads translation of business performance opportunities into actionable outcomes, revenue reporting, system implementations and Denials Management**

## Luminis RISE Behaviors

- **Relator**
- **Strategic**
- **Belief**
- **Futuristic**
- **Learner**

## CliftonStrengths®

- **Achiever**
- **Positivity**
- **Analytical**
- **Focus**

## Luminis Health RCM core functions

- **Greet everyone in the room**
- **Share your name and role**
- **Make eye contact**
- **Preserve privacy**

## CliftonStrengths®

- **Strategic**
- **Analytical**
- **Relator**
- **Learner**

## Luminis Health RCM core functions

- **Greet everyone in the room**
- **Announce name and role**
- **Actively listen**
- **Say thank you**

## CliftonStrengths®

- **Strategic**
- **Futuristic**
- **Belief**
- **Learner**

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**Sheldon A. Pink Vice President of Revenue Cycle**

**Rosita Green Manager of Patient Access Pre-Services Director**

**Ally Deale Patient Access Operations Director**

**Kim Bussie Director of Health Information Management**

**Martha Patchett Manager of Revenue Integrity**

**Zachary Pietsch Manager of Reimbursement (LHDCMC)**

**Colleen Finnegan Manager of Reimbursement (LHAAMC)**

**Michaele Pimentel Interim Director of Patient Financial Services**

**Director of Revenue Cycle Optimization**
Understanding organizational politics will identify how to select candidates for growth

Understand your organizational politics

Identify gaps in the current organizational structure

Assess your internal team and identify weaknesses

Get feedback from your existing team on talents they feel are required to meet strategic goals

Develop your perfect candidate

<table>
<thead>
<tr>
<th>The FOUR metaphors of organizational politics</th>
</tr>
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<tbody>
<tr>
<td>To have influence, you need to understand the terrain:</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>WHERE POLITICAL ACTIVITY TAKES PLACE</th>
<th>ORG LEVEL</th>
<th>INDIVIDUAL LEVEL</th>
<th>SOURCE OF POWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE WOODS</td>
<td>Formal</td>
<td>Informal</td>
<td>Source: Michael Jarrett</td>
</tr>
<tr>
<td>THE HIGH GROUND</td>
<td>Formal</td>
<td>Informal</td>
<td></td>
</tr>
<tr>
<td>THE WEEDS</td>
<td>Informal</td>
<td>Informal</td>
<td></td>
</tr>
<tr>
<td>THE ROCKS</td>
<td>Informal</td>
<td>Informal</td>
<td></td>
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</table>
The RCM team embraces gamification ...

As a guiding principle for change management

"Culture Drives Great Results"
- Jack Welch

The application of typical elements of game playing (e.g., point scoring, competition with others, rules of play) to other areas of activity

"Gamification is exciting because it promises to make the hard stuff in life fun"
How did we develop the plan?

**Identify issues**
- Vertical silos
- Increased AR
- No mentorship
- Communication barriers

**Stakeholder involvement**
- Feedback
- Denial analysis
- Workgroups
- Process improvement plan

**Objectives**
- Integration of teams
- Training
- Align job duties
- Ongoing communication

**Performance**
- Increase productivity
- Improve quality
- AR management
- Work prioritization

**Annual operating plan**
- Expense reduction
- Revenue maximization
- Operational efficiency

**System goals**
- Integration
- Retention
- Automation

**Employee ambitions**
- Wellness
- Promotions
- Pay
The plan for Michaele

**People**
- Define team role
- Identify gaps in job duties
- Build a strong team
- Develop a supportive relationship with other departments

**Process**
- Measure and analyze current processes
- Identify areas of opportunity
- Create and implement an improvement strategy
- Establish team KPIs
- Provide training and support
- Team expansion with vendor partners
- Foster transparency and ongoing communication

**Technology**
- Establish tools that support both people and process
Luminis Health endured financial instability ...
And had to change the plan

**GBR reimbursement**
HSCRC penalized the state for their undercharges in FY21

**Budgetary constraints**
Our hospitals operate at a fixed margin; we had to adjust budgets to maintain profitability

**Willingness to change the plan as designed**
Employees felt further disengaged when the new plan was delivered

**Reduction workforce**
Reorganization was required to adhere to the new budgetary parameters

**Expanded responsibilities**
Teammates were required to expand into areas outside of their perfunctory tasks

**IT issues**
We identified mapping issues within the system that altered key performance indicators

**Implementations issues**
Vendor implementations and divestitures were creating organizational obstacles

**Retention issues**
Employees started to resign due to new employment opportunities and burnout
The change in our strategic plan affected team members

Especially in the Patient Financial Services department

- Reduced performance
- High turnover
- Attendance
- Project delays
- Motivation
- Trust
Luminis Health used peer examples to develop our plan

The Strategic Fitness Process: A Collaborative Action Research Method for Developing Organizational Prototypes and Dynamic Capabilities

1. Define strategic and organizational direction
2. Train/prepare to interview
3. Interview about strengths and barriers
4. Report unvarnished truth
5. Diagnose “gaps” in direction
6. Organization redesign
7. Confirm/challenge agenda
8. Revise agenda
9. Mobilize organization
What we are doing at Luminis to support the gamification concept

- Game-based learning and employee training
- Social media-style recognition platforms
- On-the-spot recognition
- Qualification-based travel events
- Badging and achievements
The Luminis team had mixed emotions …
That ultimately resulted in positive outcomes
The Luminis Health RCM team attributes several factors to their success:

- Position alignment
- Understanding
- Accountability
- Leadership
- Goals
- Timelines

“\text{The achievements of an organization are the results of a combined effort of each individual}”

– Vince Lombardi

- Joint accountability
- Responsiveness
- Shared decision making
- Leadership training
- Open line of communication
- Partnerships
Thank you!

Questions?

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