2022 Fall member retreat
Revenue cycle outsourcing done right

Shana Tate
SVP, Revenue Cycle

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

Welcome

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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

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

$2.0B NPR
21-hospital system in rural Appalachia
>300 physician practices
Here’s my story

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

<table>
<thead>
<tr>
<th>CHALLENGE</th>
<th>REQUIREMENT</th>
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<tr>
<td>&gt; We needed more people than we could ever hire or train</td>
<td>&gt; Deep bench of experts solely focused on revenue cycle</td>
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<tr>
<td>&gt; Growing concerns of COVID-19 layoffs</td>
<td>&gt; Maintain existing staff + prevent layoffs</td>
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<tr>
<td>&gt; Lack of technology + analytics to modernize in-house operations</td>
<td>&gt; Advanced analytics, real-time business intelligence, Epic expertise</td>
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<tr>
<td>&gt; Process + workflow gaps decreased revenue</td>
<td>&gt; Best practices + necessary training + tools for staff</td>
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$2.0B NPR
21-hospital system in rural Appalachia
>300 physician practices
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?

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