

# Achieving Revenue Cycle Top Performer Status

## Background and Challenge

Two of the nation's largest health care systems faced a challenging task—implementing Epic while integrating two organizations. In addition to going live on a suite of Epic applications and developing a roadmap for subsequent rollouts, they saw an opportunity to simultaneously modernize their revenue reconciliation processes.

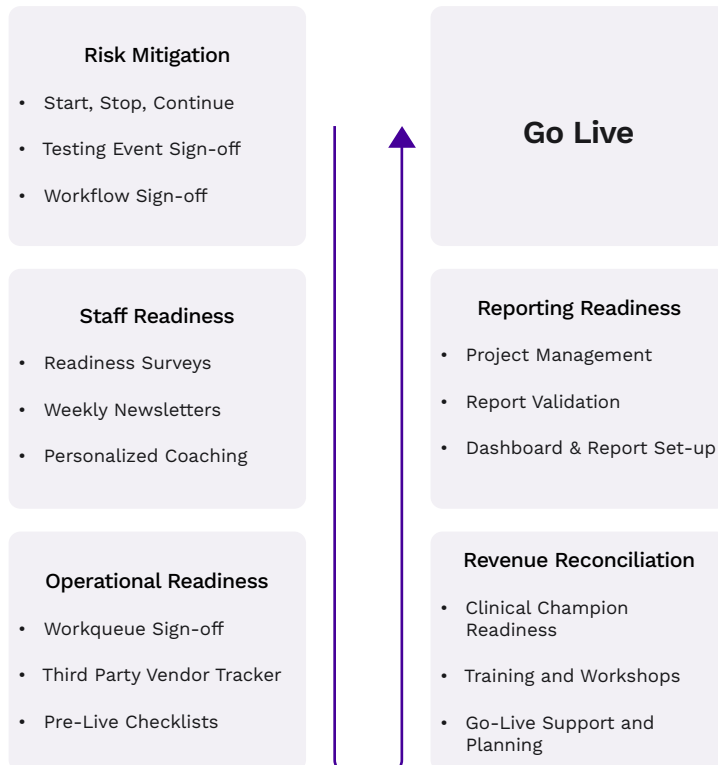
Like most large healthcare organizations, revenue leakage had been commonplace for years due to reactive late charging review processes and lack of clinician involvement. Merging proved to be the perfect reason to completely revamp the status quo, with goals to:

- Increase ADR (Average Daily Revenue)
- Increase net revenue
- Decrease late charge amounts

## Solution

Our partner wanted a proven, collaborative, outcomes-driven partner who could leverage expertise to:

- Lead a comprehensive risk identification and mitigation plan
- Implement a charge generation and reconciliation program
- Implement a coordinated operational readiness strategy as go-live approached



## Risk Mitigation

### Workflow Design & Sign-off

Our partner's initial workflow validation sessions revealed gaps in understanding between Operations and IT. They needed to fully bring Operations up to speed so they could adequately approve workflows before completing the build.

Our revenue cycle advisors spent the first three months holding listening sessions, documenting and auditing workflows, and obtaining sign-off from Operational leadership. We then obtained stakeholder approval of enhanced workflow diagrams that incorporated Epic workflows with operational policy. We also identified workflows that hadn't been fully vetted and held sessions among Epic, IT, and Operations to drive decision-making that enabled completion of the workflows.

### Risk Identification & Planning

Our partner required a proven methodology to document and communicate major workflow and policy changes.

Partnering with us, operational leaders created Start-Stop-Continue documents and Situation-Background Assessment-Recommendation (SBAR) decision documents for all major Epic functional areas to outline differences between current and future state workflows. These documents equipped management to communicate significant changes with staff before go-live. We also developed Operational Risk Workbooks with actionable steps for all serious go-live risks.

At the time of go-live, 92% of supervisors and managers reported they reviewed all Start-Stop-Continue documentation with their staff prior to go-live.

### Revenue Reconciliation Readiness

Adopting a clinical charge reconciliation process represented a major goal and obstacle. Together with our partner's Revenue Integrity leaders, we developed repeatable project plans and collaboratively deployed a comprehensive revenue reconciliation program.

This program educated clinical charging champions to interpret daily charge reports, add missing charges, recognize revenue variances, and prepare Revenue Integrity staff to run daily calls.

Our partner also used our centralized go-live charging support concept, providing time-of-need training for nearly 140 clinical stakeholders over 14 days during go-live at two sites. This program resulted in the healthcare system exceeding revenue capture baselines within four weeks of go-live.

## Operational Readiness

### Work Queue Sign-off

Work queues represent the operational backbone of Epic's revenue cycle ecosystem. Ensuring a full understanding of their logic and holding supervisors accountable for working them can be a significant gap at go-live without intensive pre-live efforts.

We implemented and managed a Work Queue Readiness program by:

- Conducting group and individual coaching sessions to educate managers on the underlying logic of how accounts would qualify for, and be resolved from, each of their work queues
- Ensuring 100% of work queues had supervisors and assigned users in production
- Receiving written acknowledgment from operational stakeholders for all work queues
- Escalating gaps and errors to IT before going live

### Reporting Readiness

We dedicated resources to ensuring end-user reporting readiness in pre-live and—most importantly—post-live settings. These activities included:

- Co-facilitating operational user validation sessions
- Enhancing the master reporting tracker and providing time-of-need project management
- Providing weekly and monthly reporting demonstrations and training to leads
- Conducting post-live report personalization sessions
- Guiding leaders through the Epic Report Repository

### Targeted Management Coaching

Our partner's nearly 1,000 revenue cycle end users and over 70 management-level stakeholders needed targeted coaching and readiness activities to successfully navigate their new system. To provide this individual attention and avoid a risky "one-size-fits-all" approach, our teams provided extensive communication and education

Deploying electronic monthly surveys, we identified readiness gaps and risks at the individual level, allowing meaningful engagement with specific managers requiring help. This mitigated numerous risks that would otherwise have been missed, including:

- Identifying undisclosed third-party vendors requiring access
- Ready managers who were unintentionally overlooked
- Addressing near-universal unease around user security configuration through targeted activities

### Go-live Readiness

By the time of go-live, 94% of their billing office, coding, HIM, and patient access managers and leadership attested they believed they would have a successful go-live. 92% of the same group attested to believing their staff would have a successful go-live. Upon going live, we also:

- Provided extensive onsite at-the-elbow support, coaching stakeholders to be “Epic Detectives”
- Conducted group and individual reporting education and personalization sessions
- Supported daily revenue reconciliation calls and issue resolution

### Outcomes

In the six months leading up to go-live, we worked to outline, review, and obtain sign-off on 101 workflows, compiled 59 Start-Stop-Continue documents to communicate new staff processes, and outlined 78 risk documents with associated mitigation plans and action steps, which represents 90% of the risks defined.

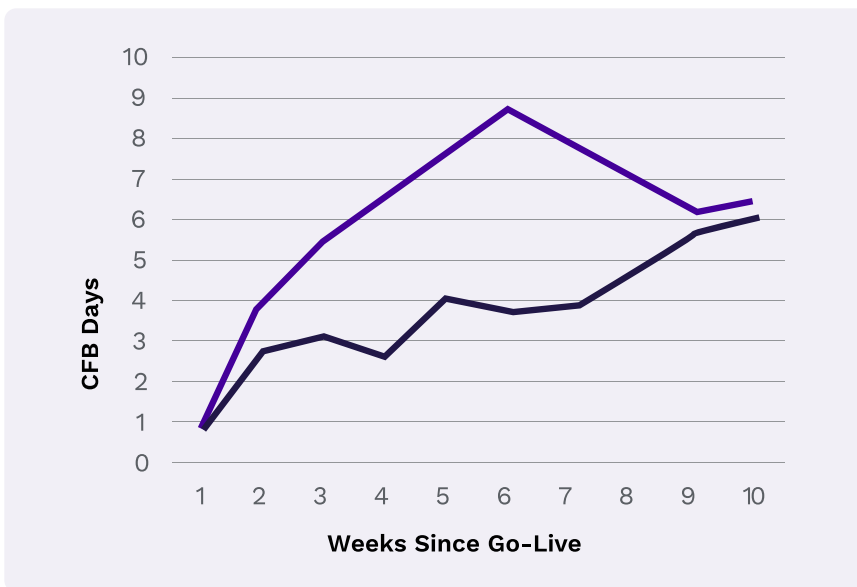
This culminated in them achieving all three engagement success metrics by or before week five of go-live, including:

Metric	Status	Actual	Goal	Top Performer
Candidate for Billing AR Days	<b>Achieved</b>	2.6 on 4th Friday of go-live 6 at the end of week 9 (12/9)	Not to exceed 7.5 by week 10	6.5 by week 10
Cumulative Posted Charges (% of baseline)	<b>Achieved</b>	102% by week 4	101% by week 10	101.5%
Claims Acceptance Rate	<b>Achieved</b>	99.3%	93% by week 9	>99%

### Summary

Our partner exceeded all expectations and ensured quick revenue stabilization in a unique environment following a complex merger and revenue cycle go-live. By allocating appropriate resources across risk mitigation, operational readiness, and build, they not only achieved top performer status, but surpassed it and successfully developed a model for a myriad of extension projects in the years to come.

- Our Partner
- Epic Top Performer



This team provided expertise and innovative solutions in preparation for our Epic go-live. Our consultants were true partners in ensuring that processes were developed and communicated to stakeholders, and that our revenue cycle team was prepared for our go live. We achieved most of our Epic-recommended go-live milestones on time, often with top quartile results, and their core success metrics (CFB, cumulative charge posting, and clean claim rate) were met well in advance of their contractually obligated deadlines. They were instrumental in that success.

—Sandra Frederick Billing Director & ARCR Program Director