




Efficient Revenue Cycle Processes Project

Informational Webinar February 22, 2024





1



What is Lean?

How will it help us with Revenue Cycle?



2

What is Lean???

Lean philosophy for health care is focused on:

- Defining value in the eyes of the patients
- Eliminating wasteful steps that add no value to the organization
- Creating flexibility and agility to meet the changing needs of the patient and industry
- Empowering frontline staff by incorporating easy problem-solving tools to use daily
- Doing more with less

ERCP: Reducing Claims Denials

Focus: Identify and improve the process where insurance claim denials originate:

- Document Supporting Medical Necessity
- Coding
- Entering Patient Information
- Insurance Verification
- Create “best practices” for reducing denials and their financial impact

ERCP: Reducing Claims Denials

Processes Targeted for Improvement:

- Clinic Registration
- Generating and completing Advance Beneficiary Notices (ABNs)
- Identification of Medications covered by Medicaid
- Emergency Room (ER) to Inpatient Authorization
- Radiology Pre-Authorization
- ER Registration
- Lab Registration Insurance Verification

Revenue Cycle Topics - PYA

- Overview
- Scheduling
- Registration
- POS Collections
- Charge Capture
- Coding
- Billing
- Collections
- Denial Management
- KPIs

Lean Methodologies used for Completion of Project

- Collect data:
 - Hospitals track claim denials
- Project Scoping:
 - Determine the issue, identify the process, develop a team, observe
- Map current process
- Work through the project using A3 Problem Solving Tool
 - Issue, Background, Current State, Root Cause Analysis, Target State, Countermeasures, Implementation Plan, Test Outcomes and Follow Up
- Report out during Wrap Up

Why Lean???

Utilizing Lean in Health Care can Potentially:

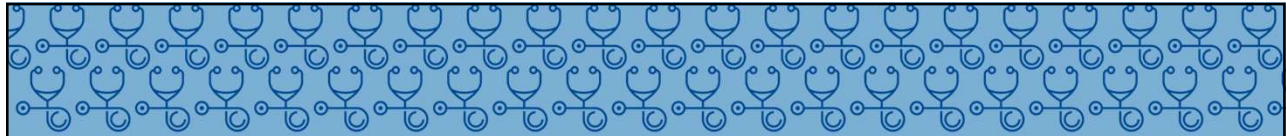
- Reduce costs by 30-35%
- Improve work and patient flow
- Improve patient and non-patient care processes
- Improve morale, productivity and the bottom line

Revenue Cycle Successes

- Improved patient and staff satisfaction
- Project contacts and teams speak of how this project really opens communication between departments
- Reduction of unbillable claims
 - Reduced unbillable ED visits by \$80,000
 - Reduced unbillable Lab visits by \$13,000
- Nearly 90% of post-project evaluations indicated the hospital had reached the goals they set

Positive Outcomes

- Meaningful – building positive team communication
- Breaks complicated concepts into meaningful bites
- Outside content expert coming to the hospital for site visit
- Data tracking and measuring improvements made
- Monthly coaching calls for accountability and support
- Realistic timeframes
- Celebration wrap up



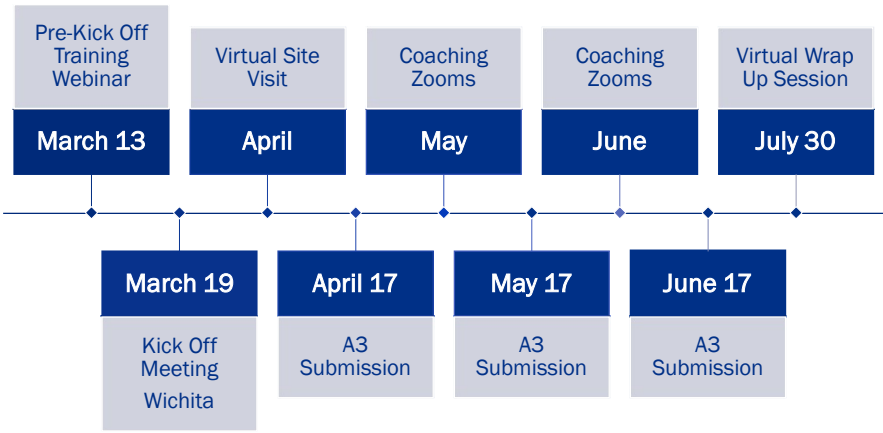
Project Overview

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11

11

Efficient Revenue Cycle Processes Project Timeline



The timeline consists of a central horizontal line with diamond markers. Above the line, five grey boxes contain event names, and below the line, four grey boxes contain event names. Dark blue boxes with white text indicate the months or specific dates for these events.

Event	Date
Pre-Kick Off Training Webinar	March 13
Kick Off Meeting Wichita	March 19
Virtual Site Visit	April
A3 Submission	April 17
Coaching Zooms	May
A3 Submission	May 17
Coaching Zooms	June
A3 Submission	June 17
Virtual Wrap Up Session	July 30

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12

What are you committing to?

- Attend and participate in a pre-kick off lean training webinar on March 13
- Attend and participate in an in-person kick-off session on March 19
- Provide staff time and resources necessary for commitment to the project. This includes project work within your facility, which will be ongoing throughout the duration of the project
- Participate in a virtual site visit and coaching zooms with Healthworks project staff
- Participate in the development of and commitment to an ongoing, sustainable monitoring program
- Maintain and submit progress reports to Healthworks project staff monthly
- Attend and participate in a virtual wrap up session at the conclusion of the project on July 30

13

What will Healthworks provide?

- Basic lean and quality improvement training for revenue cycle management
- A kick-off session to provide a foundation and assist each facility with establishing internal goals
- Facilitation of peer networking
- Assistance on using lean tools and techniques for improvement
- Administration and analysis of organizational culture related to revenue cycle management
- Access to lean expertise and project management assistance
- A virtual wrap up meeting at the conclusion of the project to celebrate successes and build the plan for sustainability within your organization

14

What does it REALLY look like?

- Review of a current revenue cycle process in your hospital
- Establish team and prepare for kick-off session – Susan R helps with this during initial project planning call w/ project lead
- Your hospital’s team will attend a virtual training on lean prior to the kickoff meeting
- Your hospital will bring a team to kick-off training
- During kick-off, subject matter experts will instruct your team on various ways to analyze your revenue cycle along with lean tools and techniques to help you problem solve your project
- You will leave with an action plan and work on your projects at your facility
- Put actual ideas/program improvement to work – bring back barriers/successes to share during coaching calls
- Share process – nursing, medical staff, administration
- Make improvements to processes as needed



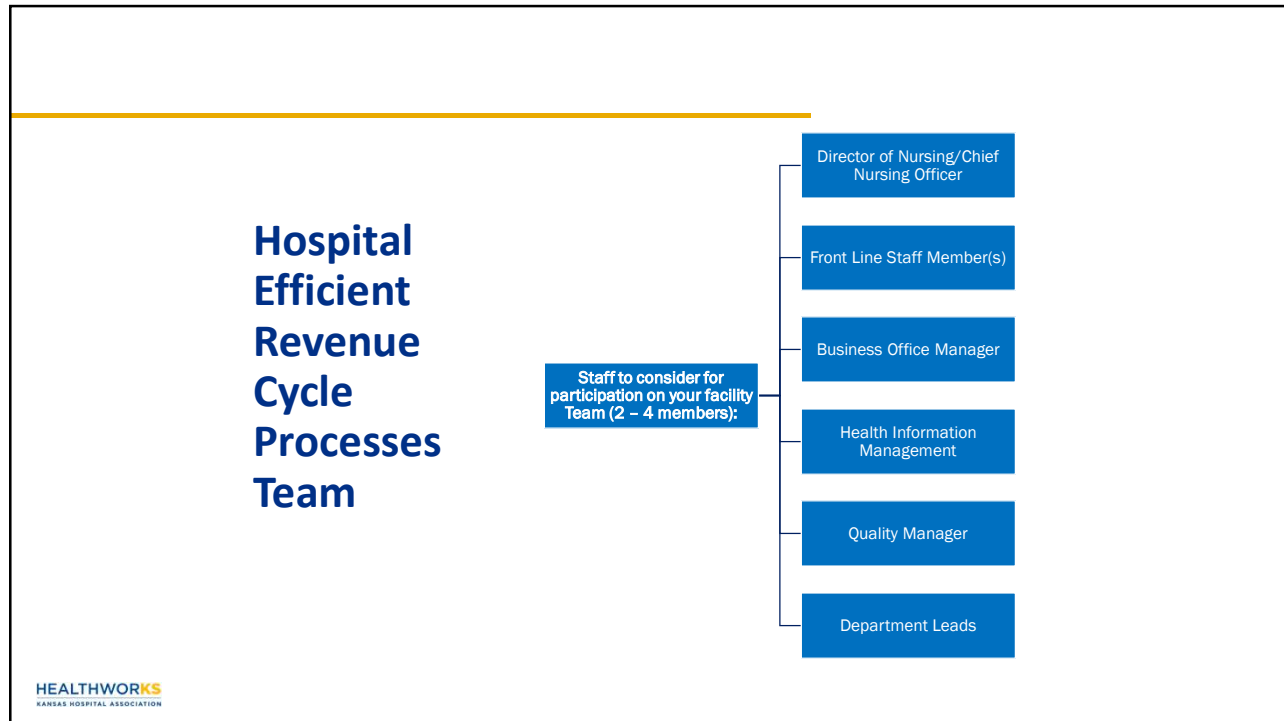
15

Data Submission A3

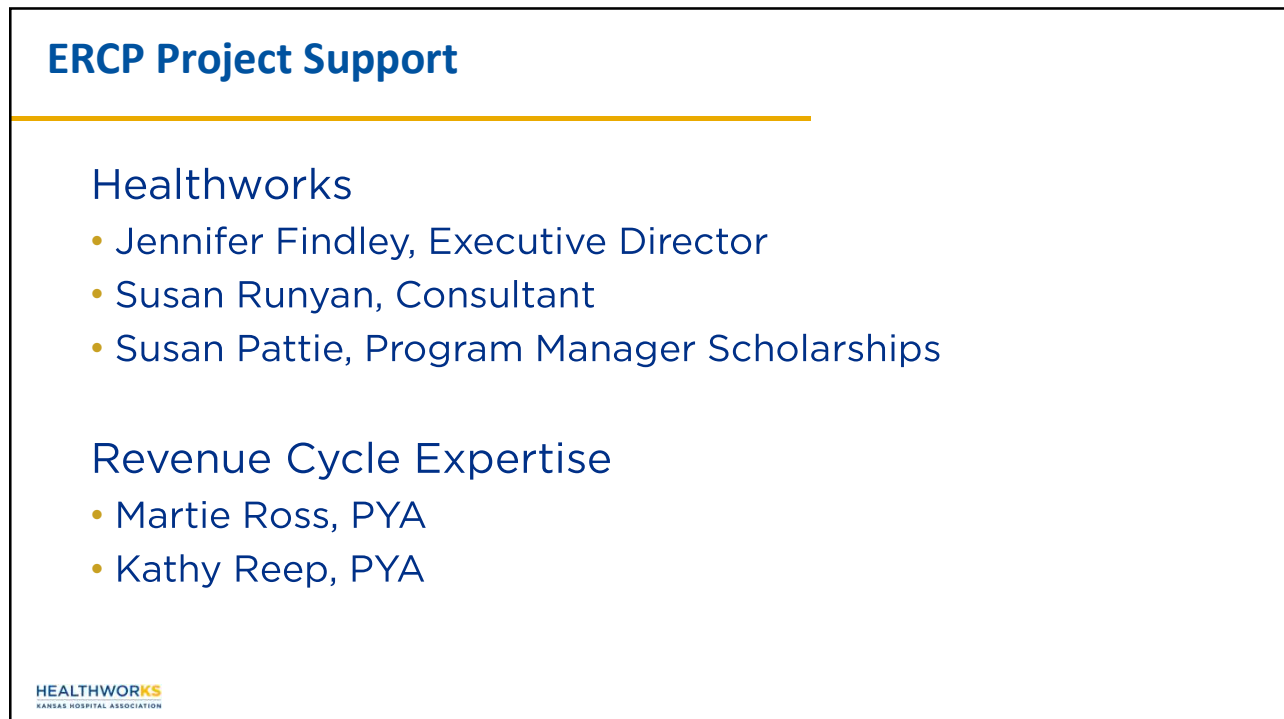
Title:		Fresh Eyes:	SMEs:	Start Date:
Owner:		Team:		Revision Date:
PDCA - A3				Revision #:
Coach:				
PLAN	Background / Current Conditions		Analysis / Root Cause (5 Whys)	
	Problem Statement		Countermeasures to Root Causes	
			Check (Planned vs. Actual Results)	
	Goals/Targets		Act/Adjust	
Stakeholder(s):				
Signatures:				



16



17



18

ERCP Project Support - PYA

Martie Ross, Consulting Principal

- Two decade career as a healthcare transactional and regulatory attorney
- Recognized expert on payment and delivery system reform
- Led hospital, physician, and network strategic and tactical planning for new payment models
- Developed rural health networks and strategic alliances for rural providers
- Worked with community hospitals on service line diversification

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Kathy Reep, Senior Manager

- Greater than three decades of leadership experience in compliance, financial advisory, reimbursement and managed care
- Served as a provider advocate on both state and federal levels
- Authored numerous publications related to healthcare finance and hospital reimbursement
- Oversaw the auditing and reconciliation of billing and patient records with private insurer external auditors

19

Interested in the Opportunity?

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20

Next Steps

- Participant Agreement signed by CEO/Administrator and returned by February 29
 - The \$250 participation fee is not due until you have been accepted. You will be invoiced.
- Notification to participants by March 4
 - Taking the first 6 - 9 CAHs
- Week of March 4 - Susan Runyan calls project contacts to answer questions

Pre-Work

Once notified of acceptance: Susan Runyan will contact each participating facility prior to Kick-Off

- Discuss potential process for improvement
- Discuss observation
- Ensure relevant staff attend meeting
- Ensure adequate data to utilize during Kick-Off
- Allows the team to develop implementation plan at the Kick-Off



23

Contact Us

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24

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