



Halley  
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Group

# Physician and Hospital Integration and the Impact on Revenue Cycle Leadership

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# Topics of Discussion

- Understanding our strengths and recognizing our differences
- Systemness
- Creating a Culture of Accountability



# Topics of Discussion

- Patient Engagement
- Vendor Relationships
- Managed Care Contract Management
- Continuous Performance Improvement



# Billing is Billing, Right?

- Episodic care versus provider encounters
- Why is \$6.92 important
- Patient experience
- Resources and alignment of knowledge and talent

# Central Processing Office vs. Central Business Office

- Integration of front and back office operations
- Whoever enters the data, owns the data
- Aligns access to information and patients with accountability for performance measurement and reporting



# Systemness

“...the process of getting input from all participants, using standardization where it makes sense, but allowing legitimate uniqueness to create necessary variation. Systemness is a desirable state of interaction.”

Muntz, David. "Finding 'systemness' and Other Useful Words." Modern Healthcare. Modern Healthcare, 10 Oct. 2011. Web. 1 May 2015.

# Creating a Culture of Accountability

- Measuring for performance
  - Clear performance targets & timelines
  - Clear performance measures
- Return and report (weekly accountability)
- Formal objective review of progress and outcomes
- Consistent rewards and consequences

# Patient Engagement

- Customer service and the concept of a Patient Receivables Office
- Single point of contact enhancing the patient experience
- Common core policies regarding payment options
  - Financial Policy
  - Financial Assistance
  - Access to payment tools such as online billpay





# Management of Increased Out-of-Pocket Patient Responsibility

- Financial Policy
  - Set expectations for patients and maintain a consistent message
- Collect payments at the time of service
  - Payment plans, financial arrangements for surgery, credit card acceptance
  - Understand what patient balances need to be collected
- Self Pay Fee Schedule

# Leveraging Vendor Relationships



Integrated networks have the ability to drive systemness with vendor relationships that support patient care and financial viability

- Eligibility (Including Medicaid and State Sponsored programs)
- Propensity to pay
- External Collection Agencies
  - Early-Out Collections
- Payer Contract Compliance

# Policies and Processes

- Obtaining and updating patient demographic information including scanned documents
- Navigation and coordination of care
- Collaboration is key!
  - Understanding how one change to a process or information system can impact other processes and workflows

# Managed Care Contracting

- Global views and strategies
- Several of the nation's largest health systems and insurers are joining together in a new task force with the goal of shifting 75% of their business to contracts with incentives for quality and lower-cost healthcare.
- Integration of contracting and credentialing resources

# Continuous Process Improvement

- Data-driven approach
- Consistent measurement of performance with a scorecard of key metrics
- Innovative strategies and process improvement



# Continuous Process Improvement

- Change initiatives
- Employee “Ownership”
- Celebrating Successes

What gets measured  
gets managed.



Peter Drucker

