Staying Agile and Focused on Back-end Collections

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During this session participants will…

- learn best practice methods to prevent denials, increase cash collections, and keep collectors productive and engaged

By the end of this session, attendees will…

- know how to identify risk areas in their current workflows and how to address issues using action plans
- be able to develop a training plan for implementing new processes and workflows

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Average cost to rework a claim is $25

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Impact of Rework

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REVIEW
LISTEN
ACT

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Recipe for Success

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Receivables
- A/R trends
- Denial trending
- Workflows HIS/EDI

Payers
- New Policies
- Reimbursement
- NSA

People
- Quality Reports
- Productivity
- Attendance

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Review

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Billers Have the Answers: Take the Time to Listen

- Regular 15 min huddles
- Bi-weekly 1:1 meetings
- SharePoint form to submit suggestions/barriers
- Quarterly staff surveys
- Manager/Director lunch dates with staff

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Receivables

- Denial Prevention
- EDI edits
- 835 mapping
- Fix workflows
- IT Collaboration
- High dollar team
- Escalation team
- Regular RCA

Payers

- Monthly scorecard
- High dollar meetings
- Accountability
- Payer edits
- Fine-tune contracts
- IDR workflow (NSA)

People

- Training
- Policies & Procedures
- Quality program
- Consistent PIP workflow
- Establish/enhance feedback loop
- Recognition program

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Act

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Department Prevention Meetings Without PFS

- May encourage silos
- Not as productive as cross-departmental collaboration

Distribute Denial Reports Without Discussion

- May seem generic and may not resonate
- Expectation may be unclear

Reporting the Kitchen Sink

- May be inflating denial volume
- Rolling up replicates?
- Denial vs. Delay
- Avoidable vs. Unavoidable

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Denial Prevention: Traditional Methods

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DENIAL

Definition: No payment without re-work

Considered Avoidable

Examples: Medical Necessity, No Eligibility, No Auth, Untimely

VS.

DELAY

Definition: Final decision pending additional information

Considered Unavoidable

Examples: Additional Information Needed, Coordination of Benefits, Accident/Incident questionnaire

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Denial Workflow Maintenance

835 reason and remark (CARC/RARC) mapping

Cash poster using current crosswalk

Payer use of codes

Automated workflows in informatics system

EDI edits based on use of codes

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Department Reports Should be Relatable

- Focus on understanding and buy-in
- Make sure departments understand what they're looking at
- Correlate denied dollars as cost of CT machine, # of FTEs
- Denial percentages should be tied to department revenue and overall revenue
- Explain any delays in results

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Monitor Receivables Through Reporting

- ❑ Workflows IDR (NSA) process, appeals, and underpayments. Be sure to track the date account(s) enter the workflow process and outcomes
- ❑ NSA: monitor reimbursement percentages closely for both in and out of network payers to ensure consistent cash flow
- ❑ Implement and monitor internal weekly dashboard report: AR Days, DNFB, DNFC, pending appeals, posted cash, pending IDR, denials (vol & amount), expected underpayments and aging by FC

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Volume and Amount

- Claims billed, paid, denied and rejected
- Pended claims: I/S, COB, med recs, w/average claim total

Aging

- Percentage of claims paid at 30, 45 and 60 days
- No Response >60 days volume, amount and percentage

Ongoing Issues

- Top 3 or 5 issues

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Monthly Payer Scorecard

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Monthly cross department review of monthly write-offs

- CFO, HIM, Patient Access, Billing Directors, Managers & Supervisors
- Walk through accounts in informatics system

Review monthly bad debt assignment

- Accounts with viable insurance, no payment and no PR reason code

Complete case studies

- High dollar write off
- Aged accounts
- Unsuccessful appeals

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Root Cause Analysis

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Implement a Quality Program

- Get Started/Fortify Existing Foundation
  - Gather data: staff and leadership surveys, productivity reports
  - Consider kaizen event or town hall type meeting
- Develop/enhance quality program
- Go-live and measure success
- Keep up momentum

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Held 4 Two-Hour Sessions

10-12 attendees per session

Existing QA team and billers

Structured Agenda

Assumptions

Emotional experience

What brings them value

GOAL: REBRAND THE QUALITY PROGRAM

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Data Gathering

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Two Day Kaizen Event

VOLUME	CRITERIA
Timed observations with quality staff	Department survey results
Average biller production	Current claim review data
Daily Productivity	Previous score trending
	Feedback from mini sessions

GOAL: DETERMINE ACCOUNT VOLUME AND FINALIZE REVIEW CRITERIA

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Update Existing Materials or Create New Ones

- Procedures
- Infographics, training documents/presentations

Over-Communicate the Changes

- Multiple virtual presentations
- Join team/leadership meetings
- Laminated At a Glance document for all staff

Maintain the Course

- Follow rollout timeline
- Monitor scores closely

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Gear Up for Go-Live

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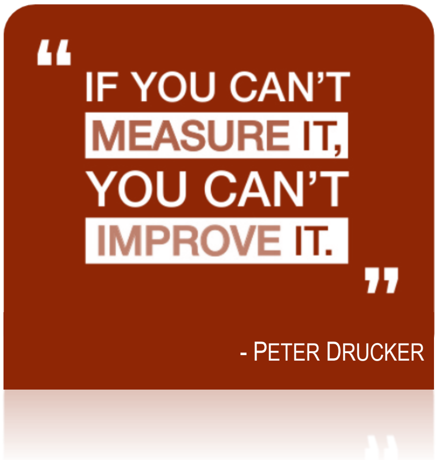

Bi-Weekly and Month End Reporting

- Weekly trending (by Director/Supervisor)
- Six-month trending by biller/phone rep
- Volume of markdowns by criteria trending
- Total # of quality dept. coaching hours and team productivity

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Measure Success

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- Use existing Microsoft tools to push out training
  - PowerPoint/Word = materials
  - SharePoint = resource library
  - MS Teams = presentation/recording
  - SharePoint Forms = surveys/quizzes
- Up-coaching doubles as new hire training
- Include slide with passion/mission

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ACCOUNT T.R.A.I.T.S.

Total Charges

Remaining Balance

Account Notes

Insurance(s) on File

Transactions

Service Date

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- ✓End to end revenue cycle training
- ✓Appeals 101
- ✓Reviewing a primary and secondary EOB
- ✓Reviewing accounts like an auditor
- ✓Avoiding untimely adjustments
- ✓Referrals vs. authorizations
- ✓No Surprises Act

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Action Plans

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- Be mindful of daily responsibilities and factor in "fires"
- Encourage staff level "cheerleaders"
- Schedule Reoccurring Meetings
- Keep action plan visible in shared location (SharePoint)
- Celebrate wins – not matter how small
- All in this together!

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Keeping the Plan Fresh

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Denial Prevention

- Cash posting crosswalk
- Reduce plan choices
- CARC/RARC committee

Training

- Policies & procedures
- Infographics
- Quality & Training program
- SharePoint site

AR Management

- Develop specialized teams
- Payer scorecard

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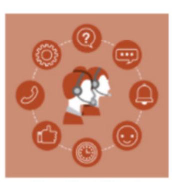
THANK YOU
for joining us today!

Complete Business Office



Early Out Self-Pay

Extended Business Office

HIM Coding and Auditing

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