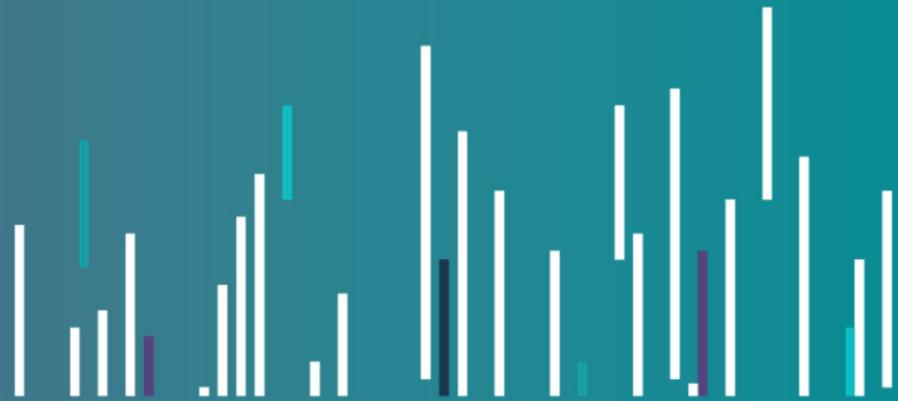




“Let’s take an excruciatingly awkward two minutes for people to trickle in.”

Managing Change When Implementing RPA

May 5, 2022



Introductions



Lynne Hildreth

VP – Workforce
Automation, Cloudmed



Nicole McAdam

Senior Analyst, Operations
Improvement,
Mass Gen Brigham



Kevin Barnes

Corporate Manager,
Automation and Analytics,
Mass Gen Brigham



Agenda

- Background - Our Journeys
- Getting Buy in for your Automation Initiative
- Managing Change during Discovery/Design
- Life after Automation
- Survey Findings
- Closing Thoughts

Time for Q&A is allocated after each topic

Background – Our Journeys



- Tampa Bay Region
- \$1.6B NPR
- Cerner Millennium
- Soarian Financials
- Automation Journey began in 2015
- Cloudmed Automation, Automation Anywhere, AKASA



Mass General Brigham

- Greater Boston
- \$16B NPR
- Epic
- Automation Journey began in 2019
- Blue Prism



Slide 5

kw0 Updated MGB background

kwbarnes@partners.org, 2022-04-25T17:03:52.744

Revenue Cycle Automation Opportunities

Front-End

Eligibility
 Eligibility and Benefits Verification / Pre-registration
 Financial Counseling
 MSPQ
 Insurance Discovery Post Back
 Insurance Verification and Plan Allocation
 Copay assistance / pharmacy patient access programs



Scheduling
 Scheduling, Rescheduling, Waitlists
 Order and Referral Management
 Appointment Reminder Integration
 Contact Center Optimization



Authorization
 Prior Authorization: Determination
 Prior Authorization: Submission
 Prior Authorization: Status
 Prior Authorization: Verification Post-Service
 Notice of Admission



Registration
 Patient Registration Quality/ Duplicates
 Demographic Verification (address checking, emails, phone #s)
 Price Estimates
 Patient Portal
 Registration Electronic Forms Integration
 Arrival / Check In (multi-encounter, same day)
 Virtual / Telehealth Visit Registration
 ABN (Advanced Beneficiary Notice)



Mid-Cycle

Charge Capture
 Charge Capture and Reconciliation
 Charge Integrity / Charge Audit
 Duplicate Clean Up (encounters, charges)
 CDM Maintenance



Coding
 Hospital Coding
 Professional Coding
 Appending Modifiers
 Coding (Admitting Dx)
 General Supervision / Attending Provider



Medical Records
 Release of Information
 Up Front Claim Attachments



Other

System
 Worklist Access / System Access Management
 Master File Maintenance (physicians, locations, employees)

Compliance: Credentialling
Compliance: Provider Enrollment
Contracting: Contract Management



Back-End

Billing
 Secondary Claim Submission
 Voided Benefit Order
 Patient Statements / Printing
 Pre-Bill Edits
 Clinical Trials Billing (incl Medicare)



Claims / Follow-up
 Claim Status Checking
 Claim Prioritization



Denials
 Additional Info Request / Medical Record Submission
 Appeals and Reconsiderations
 Coordination of Benefits Denials - Patient Communication
 Submission of Itemized Bills
 Retrospective Authorizations
 RAC Audit responses



Transfers & Adjustments
 Small Balance Adjustments
 Balance Transfers
 Credit Balance
 Bad Debt



Payments / Collections
 Financial Assistance / Enrollment in Payment Plans
 Payment Posting (Lockbox)
 Guarantor Follow-Up / Collections
 Cash Reconciliation
 Guarantor Refunds



Slide 6

LH0 Should we have some sort of list of what we've automated? Maybe highlight or star items?

Lynne Hildreth, 2022-04-21T13:53:44.600

BT1 Need color guide to the stars (yes automate, being built, and in the pipeline)

Billy Trujillo, 2022-04-25T16:34:07.212

kw2 Added Icons - if we can clean up the legend that would be great!

kwbarnes@partners.org, 2022-04-25T17:03:34.227

kw0

EMPLOYEES OF THE MONTH

JANUARY



ETHEL

FEBRUARY



MATT

MARCH



FRANK

APRIL



CAROL

MAY



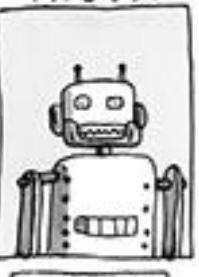
MARISOL

JULY



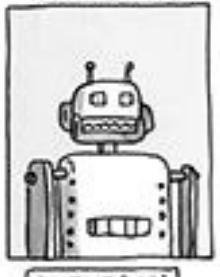
TOM

AUGUST



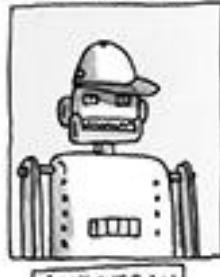
AUTOTRON

SEPTEMBER



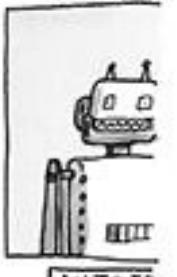
AUTOTRON

OCTOBER



AUTOTRON

NOVEMBER



AUTOTR

Kanin

Slide 7

kw0 Lynne to discuss slide?

kwbarnes@partners.org, 2022-04-25T17:13:09.476

Getting Buy-in to Why Automation is Important

Are there secrets to introducing RPA so that people are excited and not fearful?

What about stakeholders outside the revenue cycle? Who else do you need to convince to support your endeavor?

How do you measure and talk about ROI?

Slide 8

kw0 Lynne - First Bullet
 Nicole - Second Bullet
 Kevin - Third Bullet

kwbarnes@partners.org, 2022-04-25T17:06:00.419

CK1 [@Lynne Hildreth] Do you want each of these to pop in one by one with animation? Each time you click it would add the next question

Celina Kurani, 2022-04-25T21:28:29.648

LH1 0 no, I think that just adds effort/distraction - but thanks for asking

Lynne Hildreth, 2022-04-25T21:46:48.992

Potential Value of Automation



Quantitative Benefits:

- Revenue
- Expense
- Labor
- Overtime
- Etc.



Operational Benefits:

- Accelerate Cash
- Avoid Need for Appeals
- Improve Slot Utilization
- Reduce Turnaround Time
- Etc.



Qualitative Benefits:

- Quality
- Satisfaction
- Compliance
- Risk
- Etc.

Slide 9

kw0 Kevin to lead into this slide to discuss ROI

kwbarnes@partners.org, 2022-04-25T17:06:23.138

Managing Change During Discovery and Design

Where do people factor in to decisions about what to automate?

How do you involve people in discovery and design?

Slide 10

kw0 Kevin - First Bullet

Nicole - Second Bullet

kwbarnes@partners.org, 2022-04-25T17:10:43.832

MGH Decision Criteria for Botability

✓) Degree of Standardization

✓) Clarity of Business Rules

✓) Degree of Human Judgment

✓) Repetitiveness

✓) Technology

Slide 11

kw0 Nicole to lead into slide to discuss discovery and design
kwbarnes@partners.org, 2022-04-25T17:11:23.630

Life After Automation

Will peoples' jobs change, and how do you prepare for that?

Have you had an automation failure, and what did you do about it?

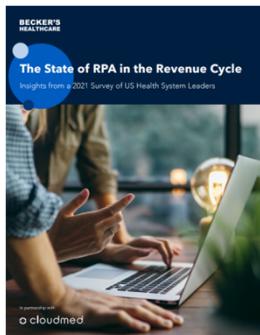
Slide 12

kw0 Lynne to take these questions and lead into Becker Survey
kwbarnes@partners.org, 2022-04-25T17:11:59.287

Becker's Survey Findings

Becker's Survey: Leaders' Perspectives

Survey Background / Methodology



The State of RPA in Revenue Cycle

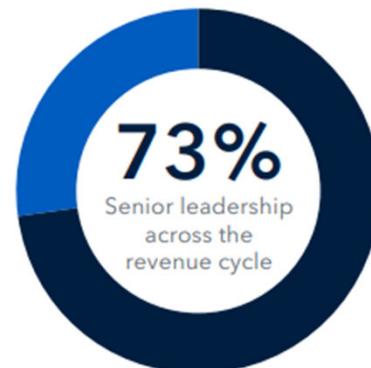
Insights from a 2022 survey of US health system leaders

Published by Becker's Healthcare and Cloudmed



Organization Type

- Health system, hospital, or academic medical center
- Other



Revenue Cycle Role

- Senior leadership across the revenue cycle
- Other revenue cycle roles



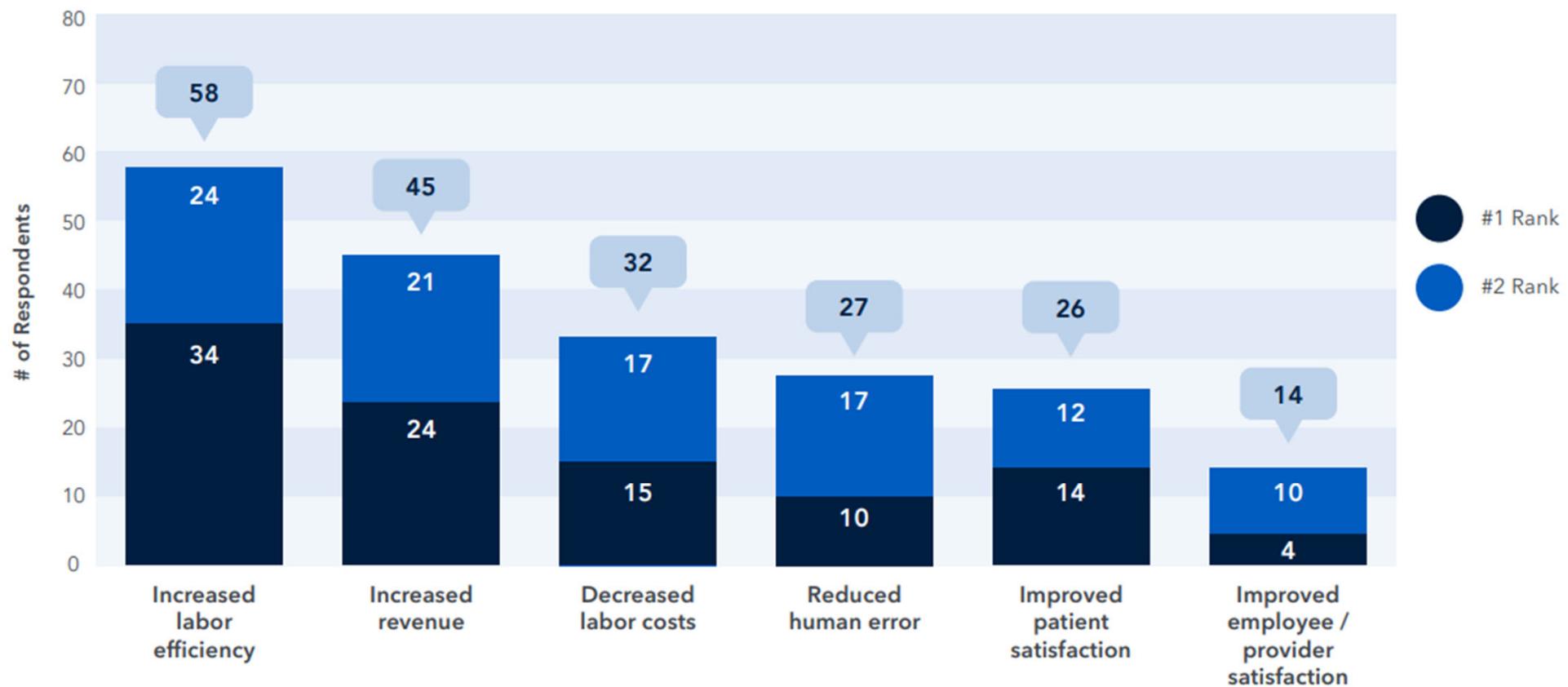
Organization Size

- 400+ beds, 52%
- 200-399 beds, 21%
- <200 beds, 27%

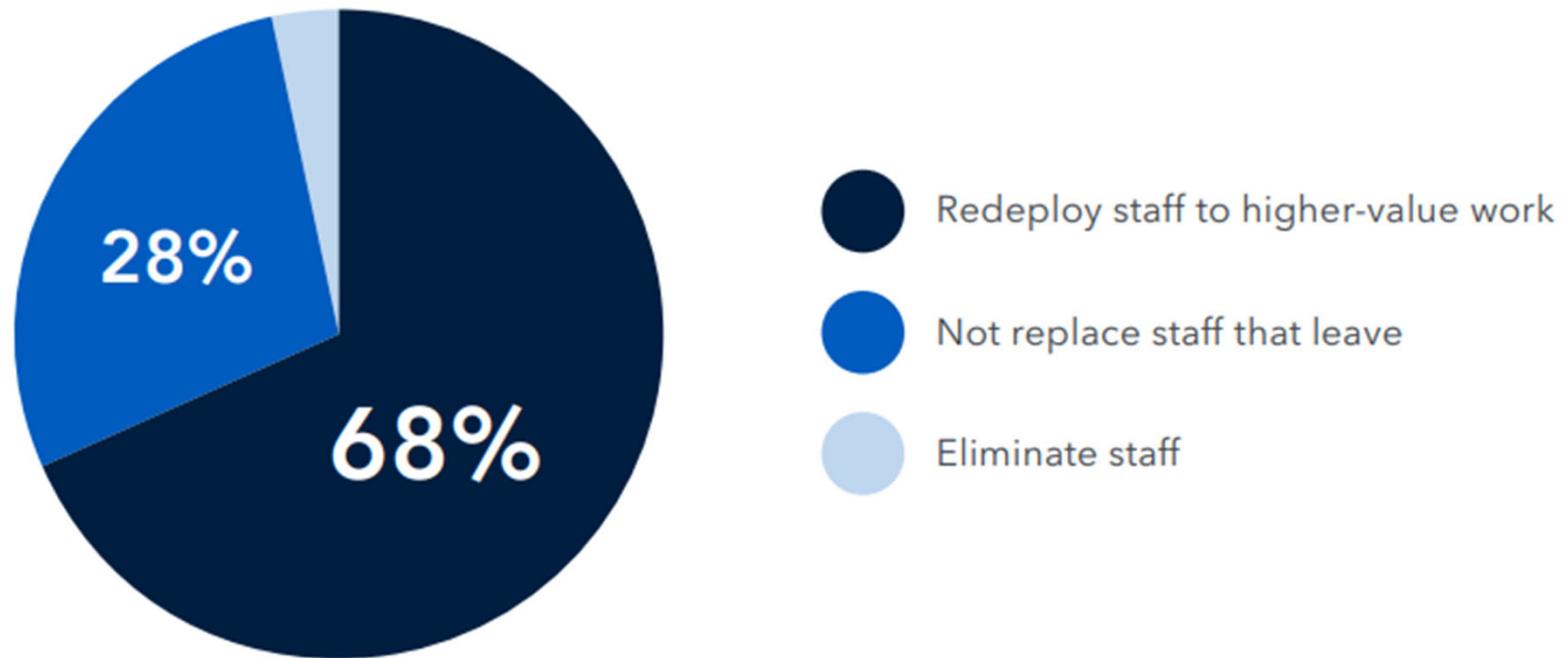
Slide 14

CK0 [@Lynne Hildreth] I blew out all the graphs so they're easier to read in presentation mode
Celina Kurani, 2022-04-25T21:47:16.430

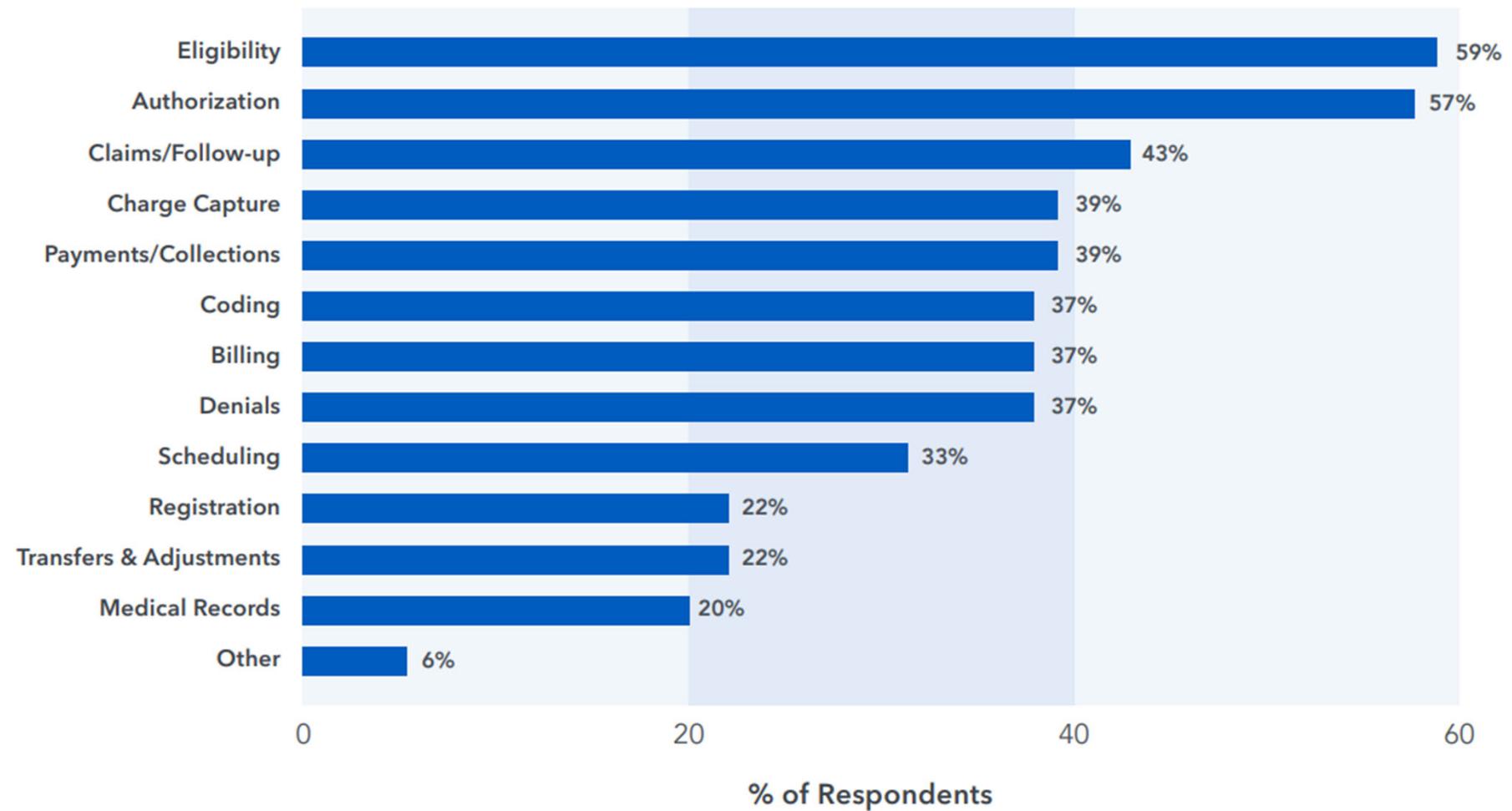
The #1 and #2 expected benefits from RPA in the revenue cycle



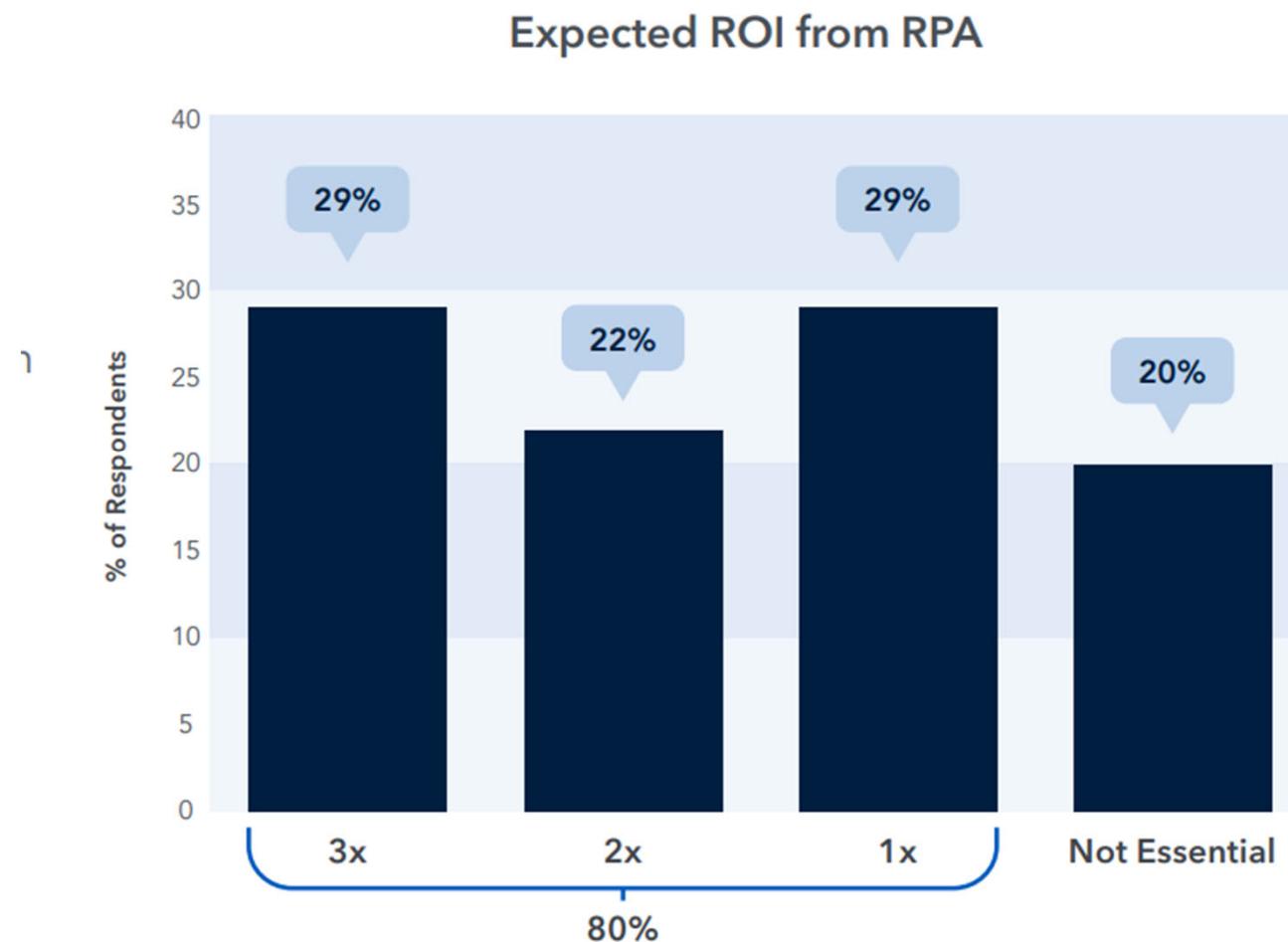
Staffing plans after implementing RPA



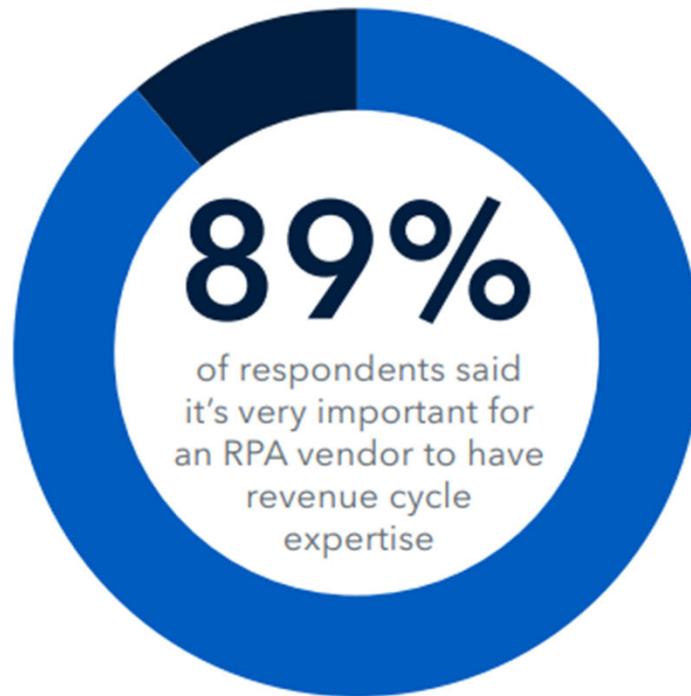
Areas of the revenue cycle where adopters are deploying RPA



No consensus on ROI expectations; non-financial benefits are top of mind

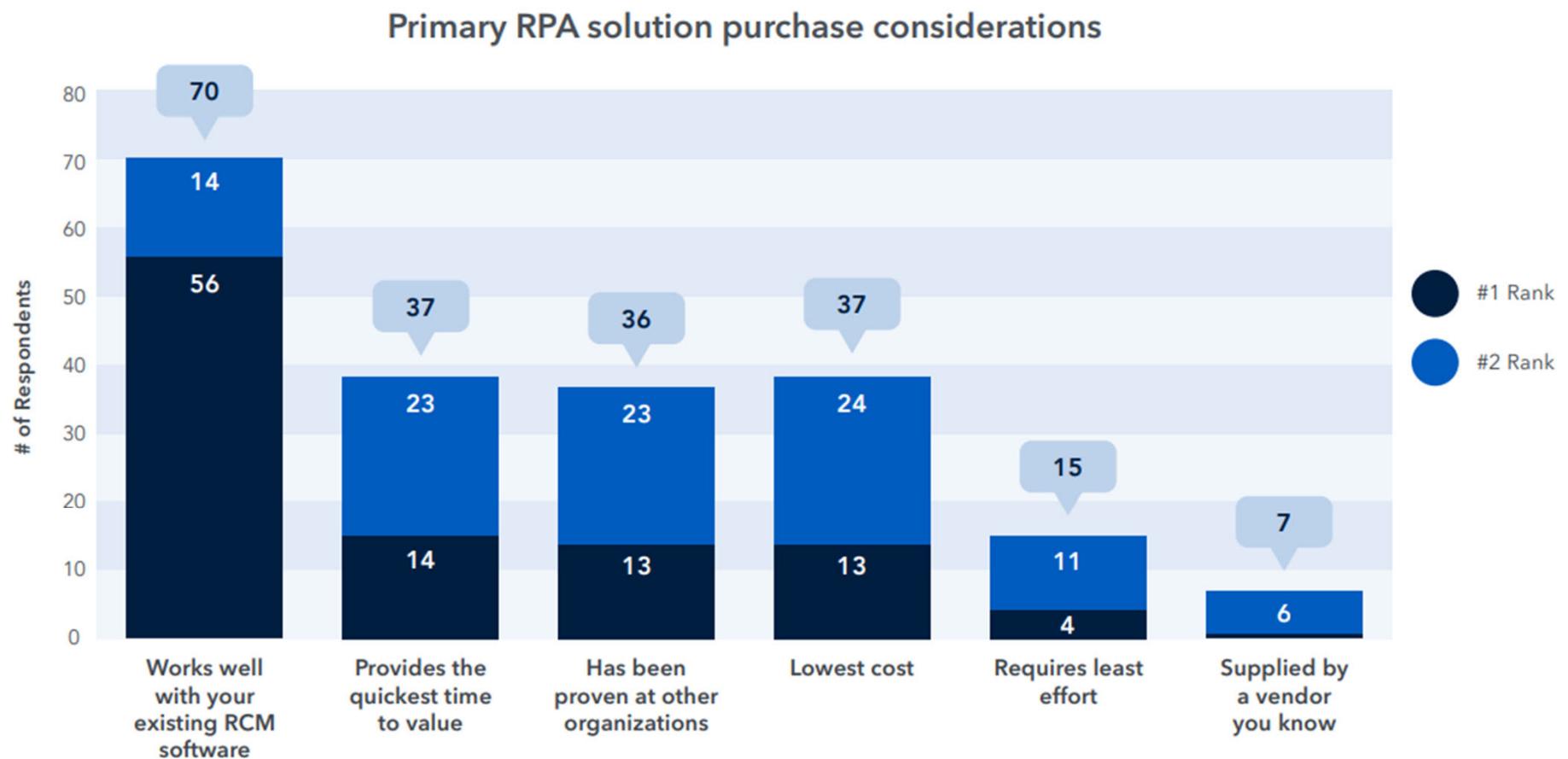


Important to have Revenue Cycle Experience + Proven RPA solution



- Very Important, 89%
- Somewhat Important, 11%

Top selection criteria is whether RPA will work with their EHR



Closing Thoughts