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24ᵗʰ Annual Revenue Cycle Conference

Rev Cycling Through Adversity

Telehealth Maturity Model

January 22ⁿᵈ, 2021
Virtual Webinar

Speakers:

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Jonathan Glazer, Supervisor – Citrin Cooperman

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Introduction

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Polling Question #1

How would you describe your practice or organization's utilization of telehealth services?

a) Early adopter

b) COVID-19 user

c) Non-user

d) None of the above

Status of Telehealth in the U.S.

Telehealth Utilization, 2020

26.8M Telehealth Visits

10.4M Unique Patients

524K Unique Providers

$2.5B Allowed Spend

Telehealth Visits, 2019-2020

Age Group Breakdown

Age Group Monthly Breakdown
Note that claims runout is only complete through May 2020.

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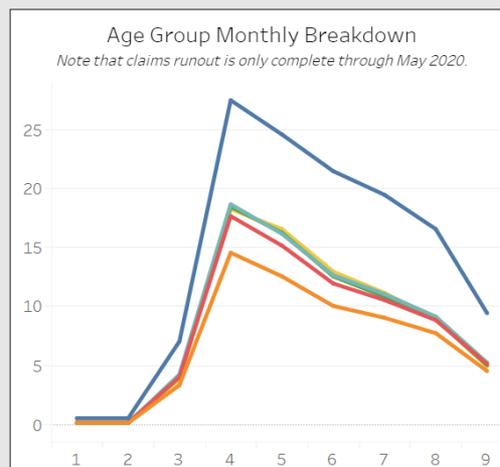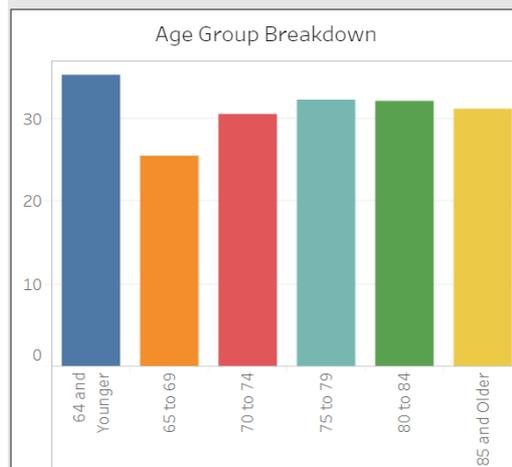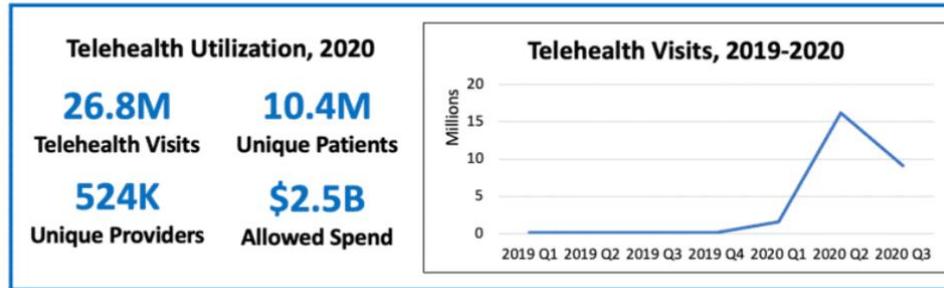
Developing a Telehealth Strategy For Your Practice

CONSIDER YOUR PAYORS
- Payer Mix
- Value Based Care Arrangements
- Capitation Models

CONSIDER YOUR ORGANIZATION
- Compatibility of Specialty with Virtual Model
- Provider Mix
- Service Mix
- Practice Infrastructure
- IT Infrastructure & Cybersecurity
- Financial Position
- Workflow

CONSIDER YOUR PATIENTS
- Market
- Demographics
- Access to/Comfort with Technology

Integrating Teleheath into Your Organizational Strategy

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Telehealth Maturity Model Overview

Initiate

- Emerging, ad hoc telehealth program
- No integration with other parts of the business
- Work to identify and deploy a telehealth solution (build, buy, or partner)
- May need support with the vendor selection process
- Policies in place to ensure regulatory compliance

Develop

- Standard, defined telehealth solution
- Not yet fully integrated with strategy and operating model
- Treated as a bolt on, and perhaps secondary service offering
- Pursue pilots in specific service areas/disease states/conditions
- Able to transmit personal clinical data and education
- Evaluate more complex technology platforms to care for patients at various acuity levels

Optimize

- Innovative, robust digital health strategy
- Fully integrated with operational, financial, and strategic components of the business
- Full interoperability with the ability to transmit and analyze data internally and share with external organizations or platforms
- Offer telemedicine services to patients across the care continuum for multiple specialties/services
- Measure performance for continuous improvement

Core Competencies

- Telehealth Strategy
- Cybersecurity & Compliance
- Infrastructure & Information
- Payor Contracting
- Financial Strategy & Modeling
- Revenue Cycle Management
- Operational Efficiency & Performance

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Core Component: Telehealth Strategy

Definition	Capabilities	Key Questions
The way in which an organization deploys telehealth capabilities to consumers, considers how telehealth fits into a larger digital health strategy, and positions the organization for continued growth and success.	• Consumer Engagement • Partnerships and Growth • Change Management	• How does telehealth fit into the broader digital strategy? • How does telehealth position the organization for success, either through organic growth or strategic partnerships? • How are patients and providers being made aware of telehealth options? • Have you considered potential changes that may be necessary for your provider compensation model based on shifts in productivity standards? • Have you considered regulatory opportunities and barriers to your strategy?

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Polling Question #2

How has your practice or organization promoted the use of telehealth or digital services?

a) Via website or patient portal

b) Via email notifications

c) Via external marketing promotions

d) All of the above

e) None of the above

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Core Component: Payor Contracting

Definition	Capabilities	Key Questions
Definition and explanation of covered telehealth services and codes, reimbursement arrangements and rates, and reporting requirements for delivering services	• Strategic Contracting • Alternative Payment Model Applicability • Clean Claim Requirements	• Have you quantified the value of this additional service in terms of access impact? • How has your organization incorporated telehealth services into your value proposition and care delivery approach? • Does telehealth assist the practice in participation in alternative payment models? • Have you evaluated contract language to ensure payment methodologies are clearly outlined and administrative considerations are well understood?

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Core Component: Financial Strategy & Modeling

Definition	Capabilities	Key Questions
Understanding the upfront costs, the ongoing costs, and the financial implications of a telehealth program. Through performing scenario analyses, evaluating and managing ongoing performance, adopting necessary reimbursement methodologies, and devising a strategy for future investment.	• Cash Flow Monitoring and Forecasting • Telehealth Cost Accounting • Capital Expenditure Planning and Financing	• Are you able to develop dynamic financial models to forecast the potential impacts of reimbursement shifts by payers? • How will telehealth affect the cash flow and enterprise value of your practice? • Have you established a separate cost center for telehealth programming to track costs and revenues? • How are you accounting for potential operating infrastructure shifts?

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Polling Question #3

How have you trained your staff to respond to the regulatory telehealth changes during COVID-19?

a) Educational seminars on policy updates

b) Coding and documentation trainings

c) Test-run virtual visits using the product or platform

d) All of the above

e) None of the above

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Core Component: Revenue Cycle Management

Definition	Capabilities	Key Questions
The administrative workflow and clinical functions that contribute to the management and collection of revenue from telehealth services – from initial scheduling through final payment.	• Revenue Cycle Efficiency Assessment • Workflow Change Management • Denials Management	• Do you understand the documentation requirements to ensure timely and accurate collections? • Is your staff trained to appropriately code for your services? • Do you have the proper front and back office workflows in place to ensure limited disruption in the billing life cycle? • Are you monitoring denials and conducting the necessary education for staff?

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Revenue Cycle Impacts of Telehealth

Pre~Visit

- Patient communication
- Scheduling & confirmation
- Insurance verification and prior authorizations

Visit

- Patient engagement and satisfaction
- Provider documentation
- Coding, including coding edits

Post~Visit

- Payer specific requirements
- Charge capture & claim processing
- Payment posting, appeals/denials & collection process

People

Process

Technology

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Revenue Cycle Challenges and Recommendations

Challenges	Recommended Actions
• CMS changes to approved telehealth service codes • Increased complexity of documentation and coding • Variability amongst commercial payors	• Ensure providers understand documentation requirements for new codes introduced for telehealth services (80+ new codes). • Provide training to coding staff on the application of new codes to appropriately drive reimbursement. • Review billing edits/scrubbing software to make sure it is up to date with new codes to minimize any disruptions in billing. • Monitor billing cycle to quickly identify spikes in denials and compare against last year's benchmarks; implement recurring review calls to address with staff.

Polling Question #4

What will be the #1 Core Competency you will focus on in the near future?

a) Telehealth Strategy

b) Payor Contracting

c) Financial Strategy and Modeling

d) Revenue Cycle Management

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Industry Example

Questions and Answers

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