

Optimizing Your Workforce

For Revenue Management Improvement – A Four Step Approach

Speaker Introduction

Governing, Organizing, and Leading Business Transformations



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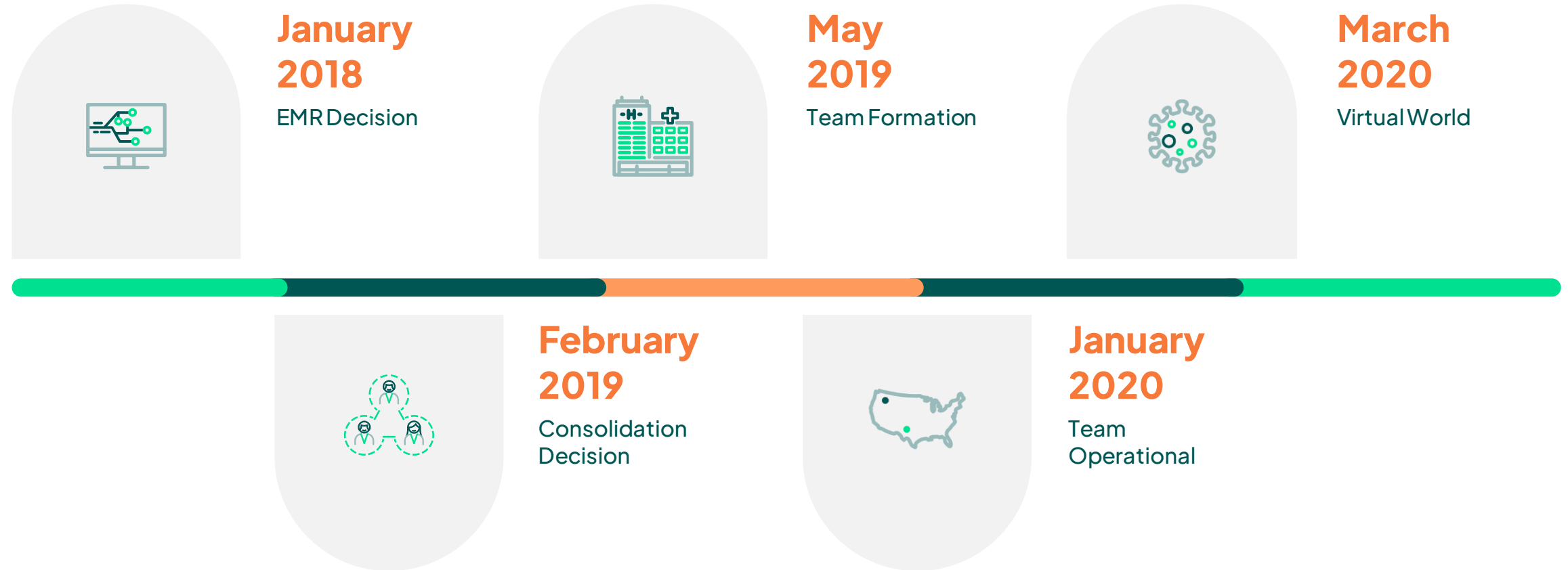
Kim Gallagher

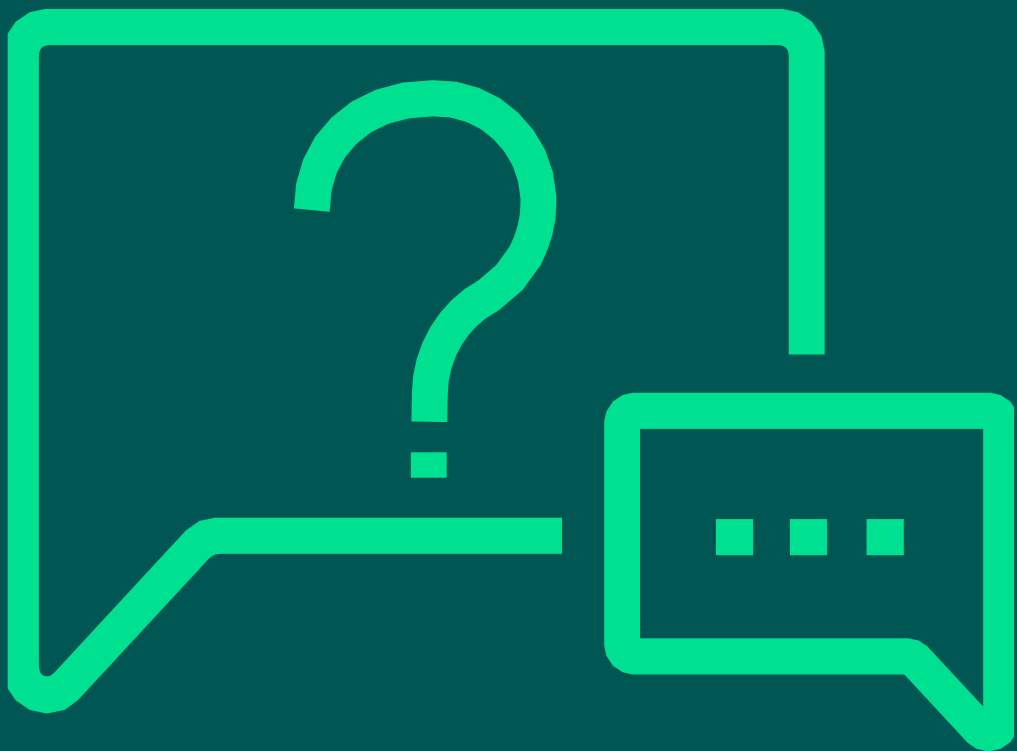
VP, Transformation
FinThrive

Our Agenda

1. Why is Optimizing Your Workforce Important?
2. A Four-Step Approach to Success
 - Prepare Your Interface
 - Plan With the End in Mind
 - Use Data to Measure Effectiveness
 - Plan for Opportunities

Why is this important to an organization like Trinity Health?







75%

Of hospitals and health systems across the country deployed revenue cycle management technology since the start of the pandemic.

But how does that technology look now?

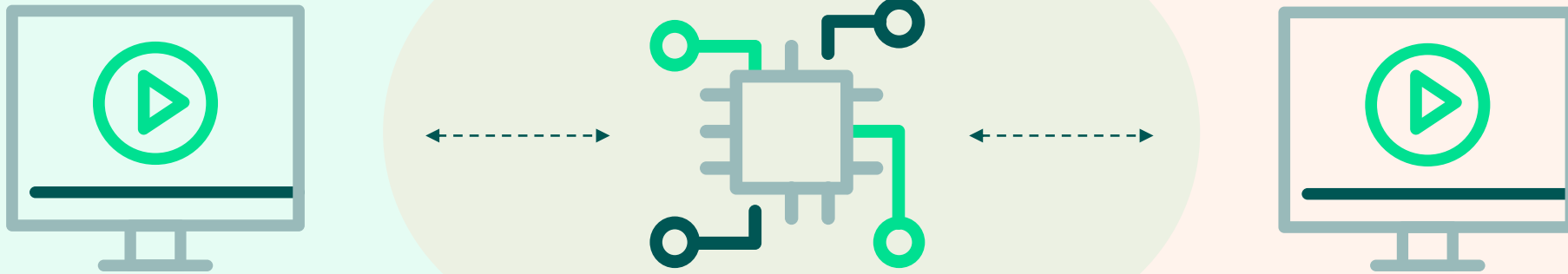


Step 1: Program Your Interface

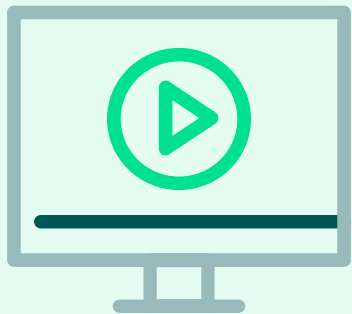
Designing Strategically for Adult Learners

Interface:

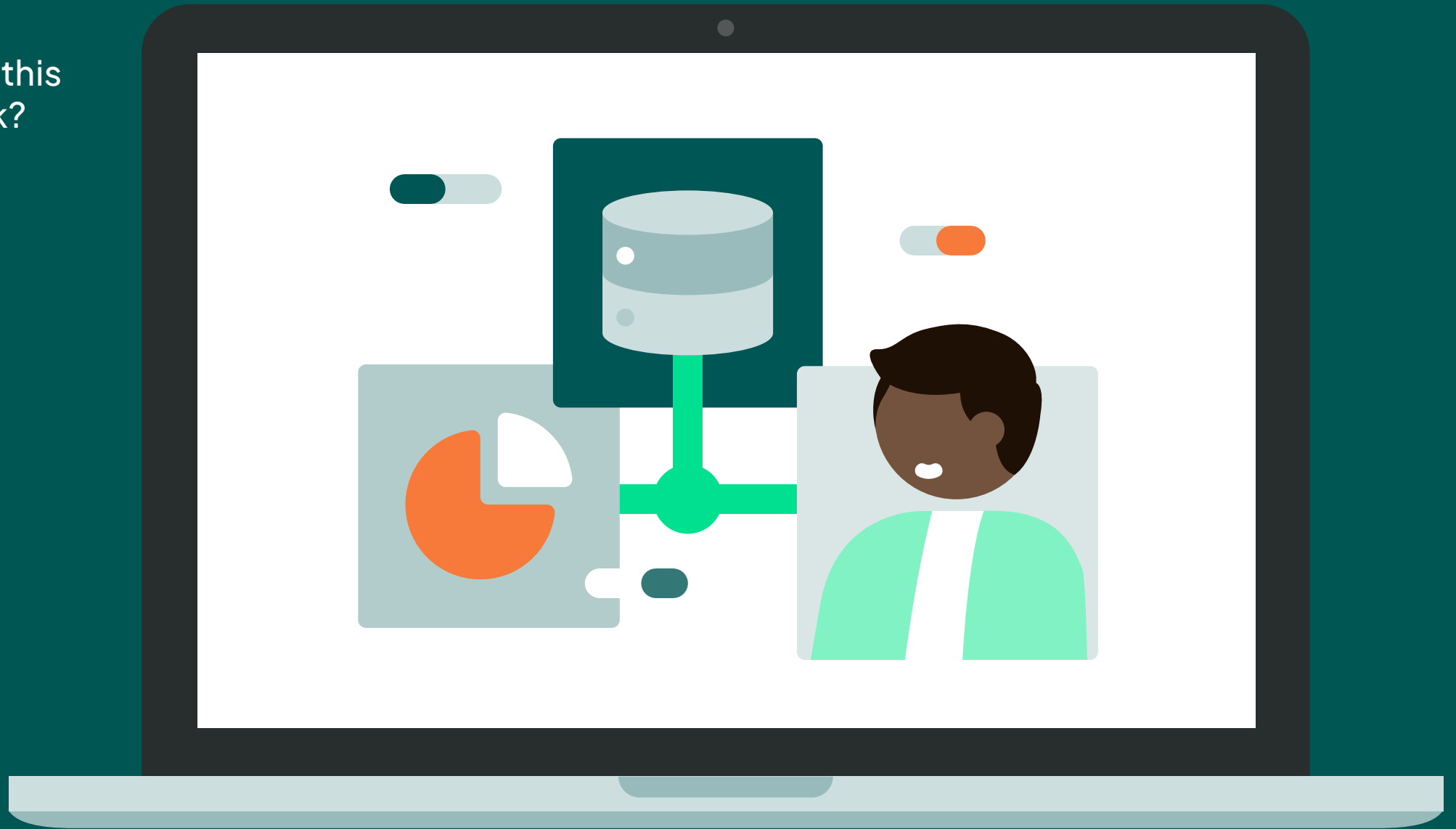
The place at which independent and often unrelated systems meet and act on or communicate with each other



But what is the interface between the technology you own and the outcomes you need from it?



But how does this interface work?



Programming Your Interface

Design Strategically to Ensure Readiness

- Start with the “why” your staff need to learn something new/different
- Incorporate and build on their experiences
- Have self-directed learning content and opportunities available
- Focus on the problems or challenges the learning will help them solve
- Construct learning with examples of real-world scenarios for them to work through
- Find what motivates your learners and incorporate that into your program

Incorporating these elements will shape your training programs to really draw in your audience.



Step 2: Plan With The End In Mind

- Data Collection
- Data Measurement
- Data Organization
- Data Reporting
- Data Display



What are you going to measure?

- Transparency
 - Accountability
 - Line of Sight
 - Visual Management
 - Performance Evaluation
 - Coaching
 - Stakeholder Reporting
- Technology





What are you going to measure?



Reliability

Consistency of results over time

Participants and conditions

However, reliable does not mean valid



Validity

Measuring accuracy

Crosschecking information

Quantitative against Qualitative



Time

Recency impacts results

Recency improves quality

=



Generalizability

How applicable the results of your data are to achieving your desired outcome



Data Organization



Begin with the end in mind by determining
your current state – SIPOC



Supplier

Kirkpatrick
Model
Likert Scale
Tableau
Your Vendors



Input

Evaluation data
from instruments
you create
Assessment data
from instruments
you create- or
from the HIS
System vendor



Process

Design and
Delivery of your
program
Knowledge
Transfer



Output

End User
Ratings
Scores
Dashboard

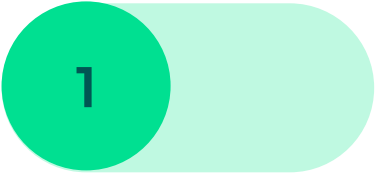
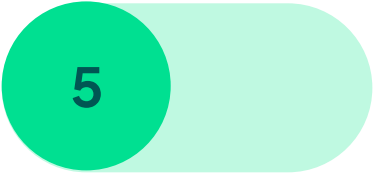
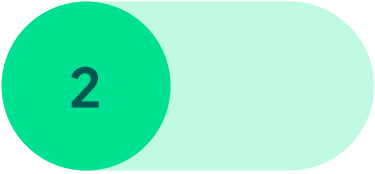
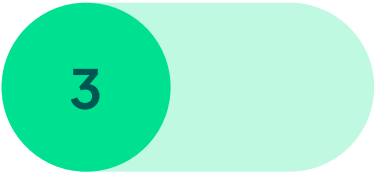


Customers

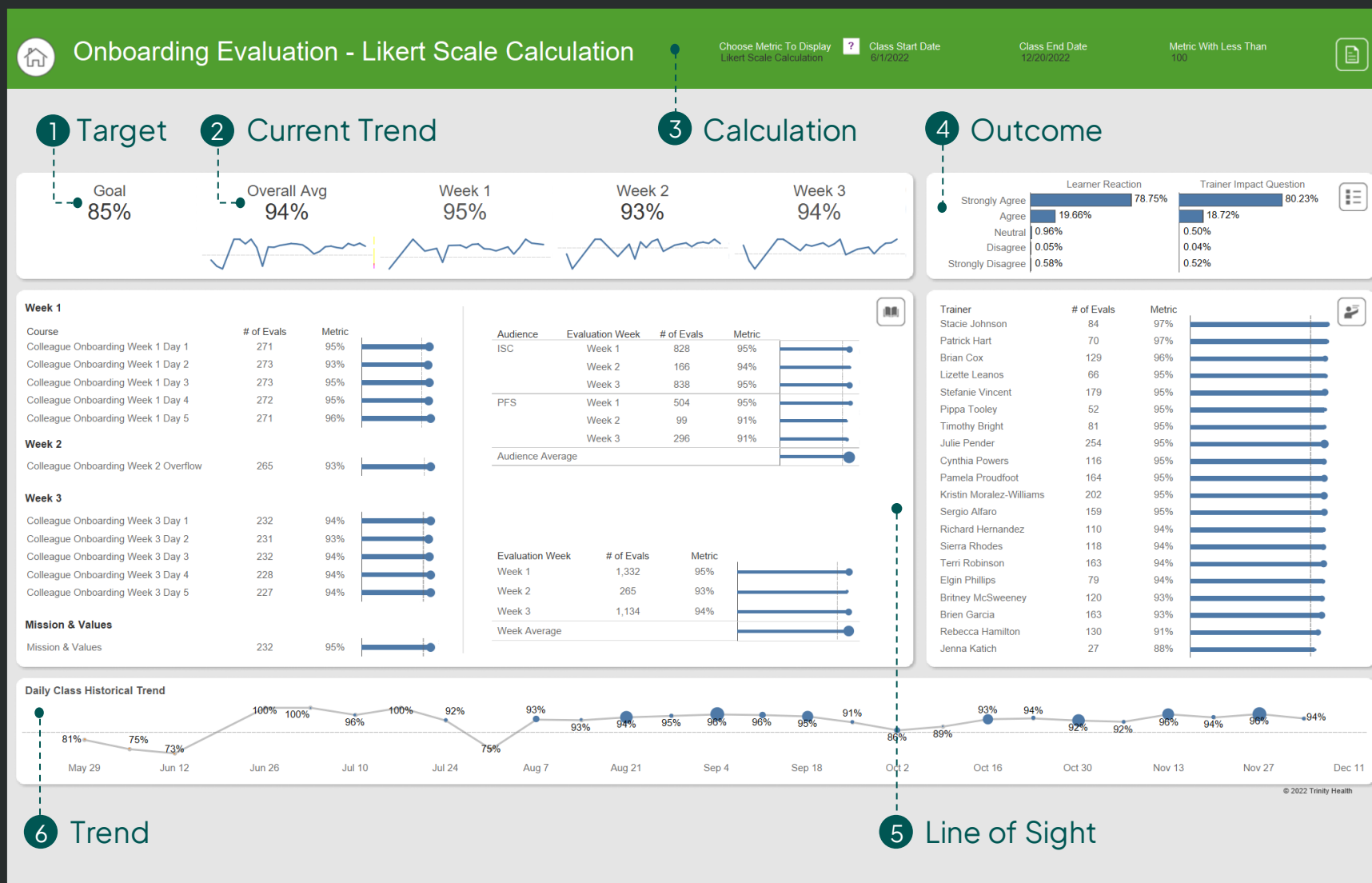
End Users
Stakeholders



Data Reporting

	Onboarding Evaluations		Onboarding Evaluations Archived
	TogetherCare Evaluations		Training Metrics
	Legacy Evaluations		Metrics Explorer
	Assessments		Metrics by Fiscal Year

Data Display: Visual Management



Step 3: Use Data to Measure Effectiveness

The Kirkpatrick Model

Measurement Using Kirkpatrick's Model



The Kirkpatrick Model is an internationally recognized tool for evaluating and analyzing the results of educational, training and learning programs.

It consists of four levels of measurement.

Level 1

- **Reaction**
- Enjoyment

Level 2

- **Learning**
- Knowledge Transfer

Level 3

- **Impact**
- Behavior Change

Level 4

- **Results**
- Return on Investment

Measurement Using Kirkpatrick's Model



Level 4

Level 3

Begin with Measuring Levels 1 and 2

The degree of difficulty in determining true causality increases with each level



Kirkpatrick Model: Level One



Instrument Design

Design survey questions which lead your audience towards a specified level of agreement

Questions should focus on a single construct

Measurement Scale

Utilize a 5-point Likert Scale

Data Validation

Utilize both quantitative and qualitative techniques

1 Construct Being Measured

Enjoyment of the Learning Process

2 Quantitative

The instructor created a positive learning experience.	Strongly agree 68%	Agree 27%
The instructor encouraged questions and participation.	Strongly agree 68%	Agree 27%
The instructor engaged learners and built a rapport with the audience.	Strongly agree 67%	Agree 28%
The instructor explained concepts clearly.	Strongly agree 68%	Agree 28%
The instructor was effective and listened well to questions asked.	Strongly agree 67%	Agree 28%
The instructor was knowledgeable about the subject matter.	Strongly agree 67%	Agree 28%
The instructor was organized and prepared to teach the subject matter.	Strongly agree 68%	Agree 29%



Validity Testing

3 Qualitative

What portion of the training was least effective?	7/29/2022	Richard Hernandez	NONE
	5/20/2022	Pamela Proudfoot	I thought the whole entire training experience was amazing I have never had training like that before!
		Patrick Hart	some days the classes seem too long with doing alot of reading.
What feedback would you provide the instructor?	7/29/2022	Richard Hernandez	NONE
	5/20/2022	Pamela Proudfoot	Thank you for everything!!!
		Patrick Hart	Patrick Hart keep being you, you were a fantastic trainer. I enjoyed alot on the class.
		Pippa Toolwy	The instructor was very thorough and answered all of my questions. I really enjoyed the training class.



Kirkpatrick Model: Level Two



Same

Measurement Scale

Instrument Design

Data Validation

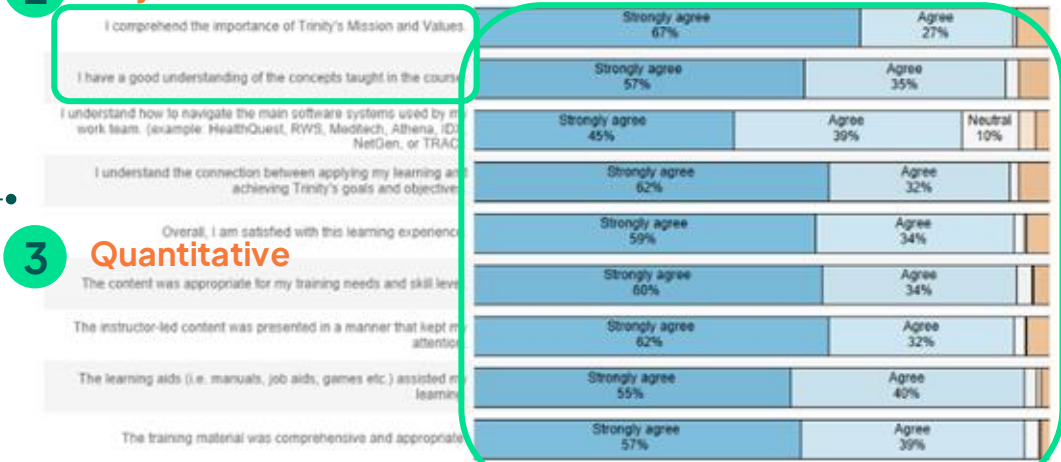
Different

Constructs measured

1 Construct Being Measured

Knowledge Transfer Against Training Objectives

2 Objectives



3 Quantitative



Validity Testing

If you selected disagree or strongly disagree to the above question, please indicate which software you need additional assistance navigating.	5/13/2022	Julie Pender	this was a great learning experience
		Pamela Proudfoot	Pamela and Teri Jones explained the systems in a very clear cut way and made me feel welcome
		Stefanie Vincent	NA
		Tim Bright	the trainer only allowed us breaks in 5 min intervals which made a stressful day and overwhelming.

4 Qualitative

What suggestions do you have to make the learning experience more relevant to your job?	7/29/2022	Richard Hernandez	NONE
	5/20/2022	Pamela Proudfoot	I do not have any, this training experience has already went beyond what I was expecting!
		Patrick Hart	Have more break out sessions/times available for the system learning Epic, in case we need further help on one to one level with the exercises.



Kirkpatrick Model: Level Three



Workplace Simulations

Can a trainee navigate the playground-based scenario?

Assessments

Demonstrate Proficiency by knowledge application

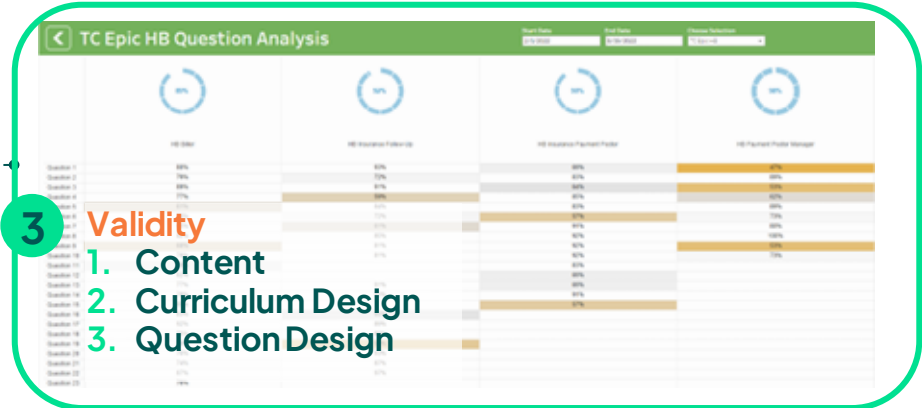
1 Construct Being Measured

Ability to Apply New Knowledge to a Business Goal

2 Proficiency



Validity Testing



3 Validity

- 1. Content
- 2. Curriculum Design
- 3. Question Design



Kirkpatrick Model: Level Four



Measures would typically be business or organizational key performance indicators, such as volumes, values, percentages, timescales, return on investment, and other quantifiable aspects of organizational performance

Enterprise Point of Service Cash Collections:

Pre-Intervention (Baseline)

Post-Intervention

1 Construct Being Measured

Results and ROI

Row Labels	July	August	September	October	November
⊕ California	0.44%	0.54%	0.68%	0.60%	0.66%
⊕ Florida	1.34%	2.29%	1.68%	1.21%	0.71%
⊕ Georgia	1.86%	1.89%	2.14%	2.38%	1.16%
⊕ Illinois	0.58%	0.55%	0.59%	0.50%	0.61%
⊕ Indiana	1.03%	1.51%	1.03%	1.00%	1.04%
⊕ Iowa - Nebraska	0.54%	0.62%	0.76%	0.88%	0.49%
⊕ Maryland	1.21%	1.14%	1.19%	1.05%	1.01%
⊕ Michigan	0.53%	0.66%	0.65%	0.66%	0.69%
⊕ Mid-Atlantic	1.03%	0.96%	0.95%	0.77%	0.31%
⊕ New York - Albany	0.80%	0.74%	0.79%	0.76%	0.83%
⊕ New York - Syracuse	0.81%	1.00%	0.90%	0.80%	0.68%
⊕ Ohio	1.13%	1.19%	1.09%	1.18%	1.10%
⊕ Oregon - Idaho	0.95%	1.08%	0.94%	1.21%	1.04%
⊕ THONE	0.49%	0.47%	0.57%	0.56%	0.59%
⊕ Trenton	0.37%	0.53%	0.20%	0.23%	0.24%
Grand Total	0.76%	0.84%	0.83%	0.80%	0.73%

2 Change in POS Collection Amounts from Baseline

Step 4: Plan for Opportunities

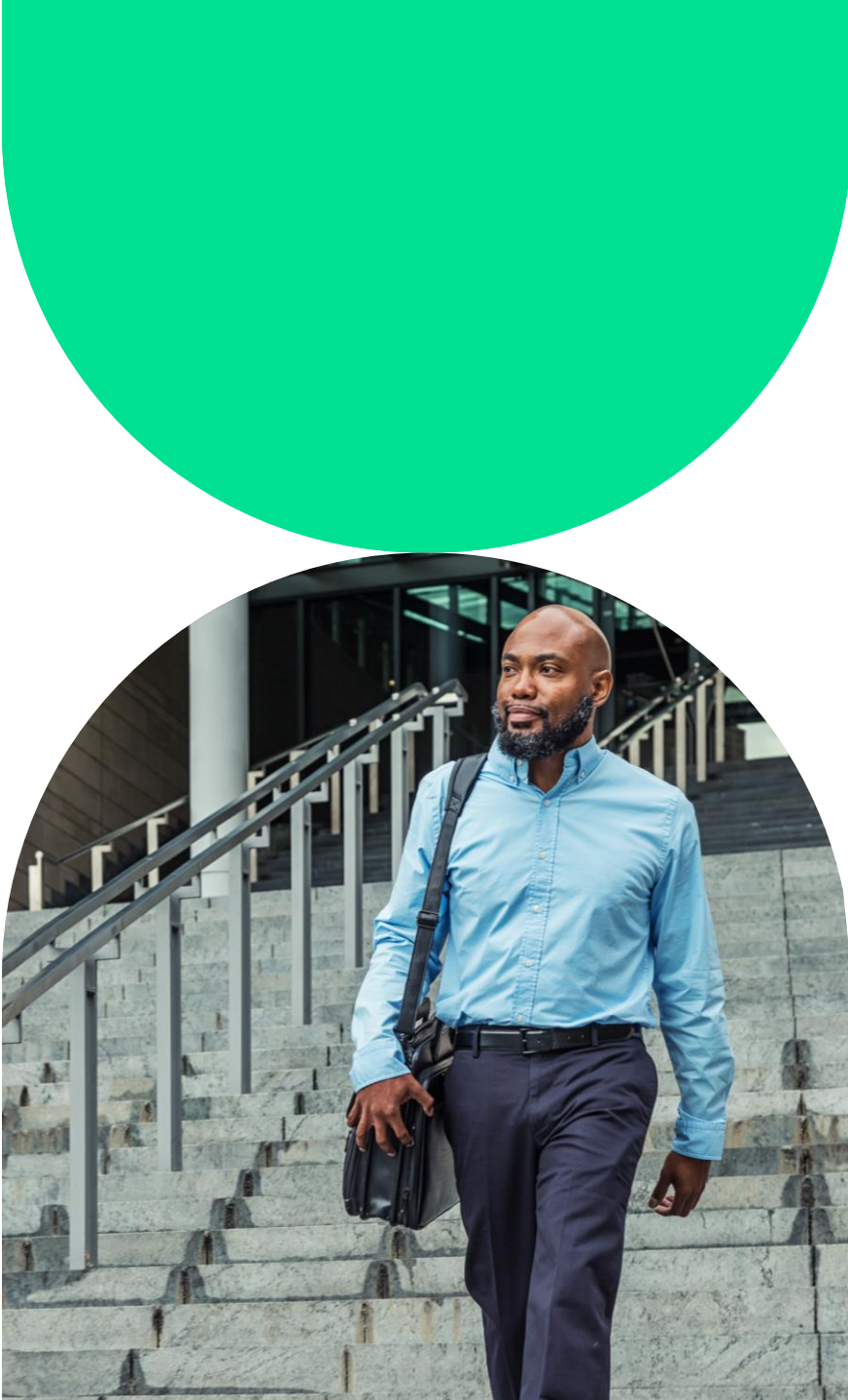
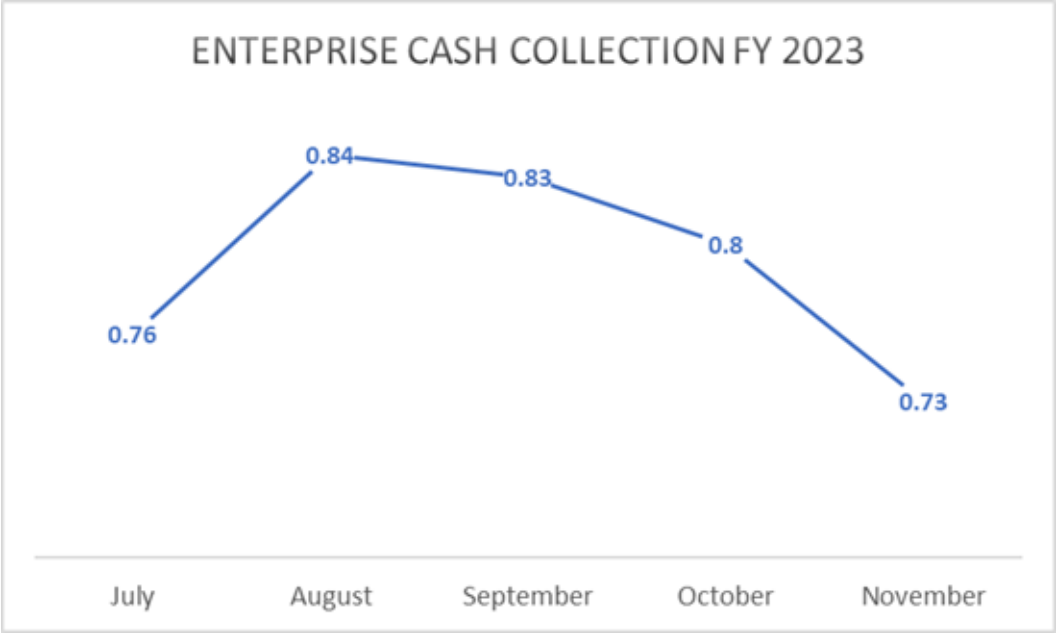
Plan, Do, Study, and Act

PDSA: Five Moments of Need



Identify and Plan for Opportunities

PDSA (Plan, Do, Study, Act)



Identify and Plan for Opportunities



Data Review Process

- The team reviews the data weekly
- Leadership meets on Outcomes weekly
- We conduct Root Cause Analysis to isolate performance issues
- We immediately implement changes and fall forward rapidly
- They create Individual Development Plans if needed
- We review and revise content consistently with a Review Committee
- Customer Recovery happens immediately
- We are objectively able to quantify our Value Equation
- We are amazingly effective and display an amazing trend



Bringing it All Together

Step 1: Program Your Interface

Design and execute
strategically

Start with the “why”

Incorporate experience and
personal motivators

Have self-directed
opportunities available

Use real examples during
training for problem solving

Our Experience



Once you know what you have, use that

We started with paper evaluations.

We started with paper assessments and manual scoring.

All of which were then scanned and uploaded daily from 3 different brick and mortar locations.

We used Excel for a Visual Management dashboard.

We had no standardized content.

We had not yet implemented Epic.

Data Analytics was not yet created.

It was one step at a time.

Questions?

Thank you!

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