



**The downside of doing more
with less:** Adapting to address
the current state of healthcare
labor



Agenda

- Introductions
- The impact of staffing shortages on the revenue cycle
- The impact of staffing shortages on the revenue cycle

Speakers

Adam Leach, *Regional Vice President, Flywire*

Julia Egebrecht, *Director, Revenue Cycle Beloit Health System*

- Effective strategies for soft hiring
- Beloit Case Study
- Key takeaways



Who is Flywire?

*Using digital tools to create better
payment experiences*

¥ \$ ₪ £ € R ₹ ¥ \$ ₪ £ € ₪



Solving healthcare's most complex payments

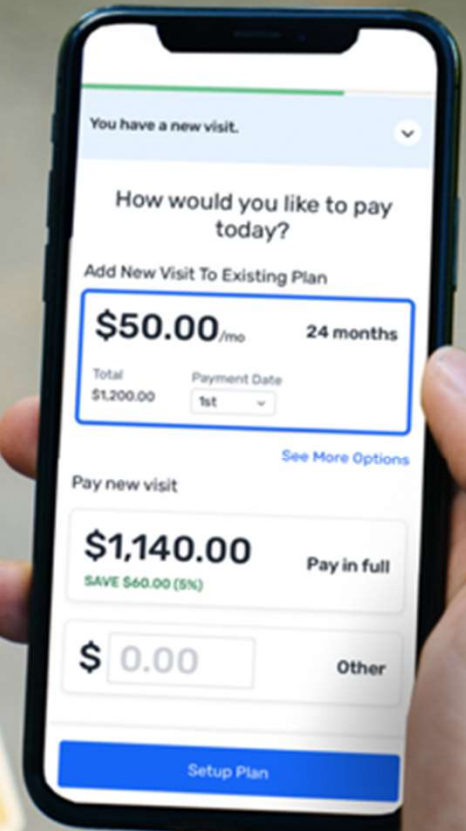
Flywire's financial engagement & payment platform modernizes the way provider organizations communicate and collect out-of-pocket balances, improving both the patient experience and self-pay performance.

\$16B

In Patient
Responsibility

21M

Patient Bills
Processed



Pioneers of Patient Financial Care

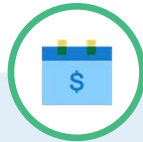
2010

First consumer digital wallet for healthcare bills



2015

Healthcare's 1st automated self service payment plan



2016

Consolidated workflow augmentation



2017

Personalization driven by machine learning



2018

Self-service pre-service experience



2021

Omni-channel engagement & AI-enabled conversational chatbot



2023

Fully integrated & automated financing solution



Who is Beloit Health System?

*Committed to Our Community and Dedicated to
Their Health*

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣



Quick Stats

Located in south western WI, right on the border of Illinois.

Encompasses:

- Beloit Memorial Hospital
- Family Practice Clinics
- Sports Medicine & Occupational Health Center
- Beloit Regional Hospice & At Home Healthcare
- BHS-UW Cancer Center
- NorthPointe Health & Wellness Center
- NorthPointe Birch Center





Julia Egebrecht

Director, Revenue Cycle

Role:

- Central Scheduling
- Patient Access
- Financial Counseling
- Patient Accounts
- Cash Processing
- Revenue Integrity
- Third Party Payor Contracting
- Reimbursement



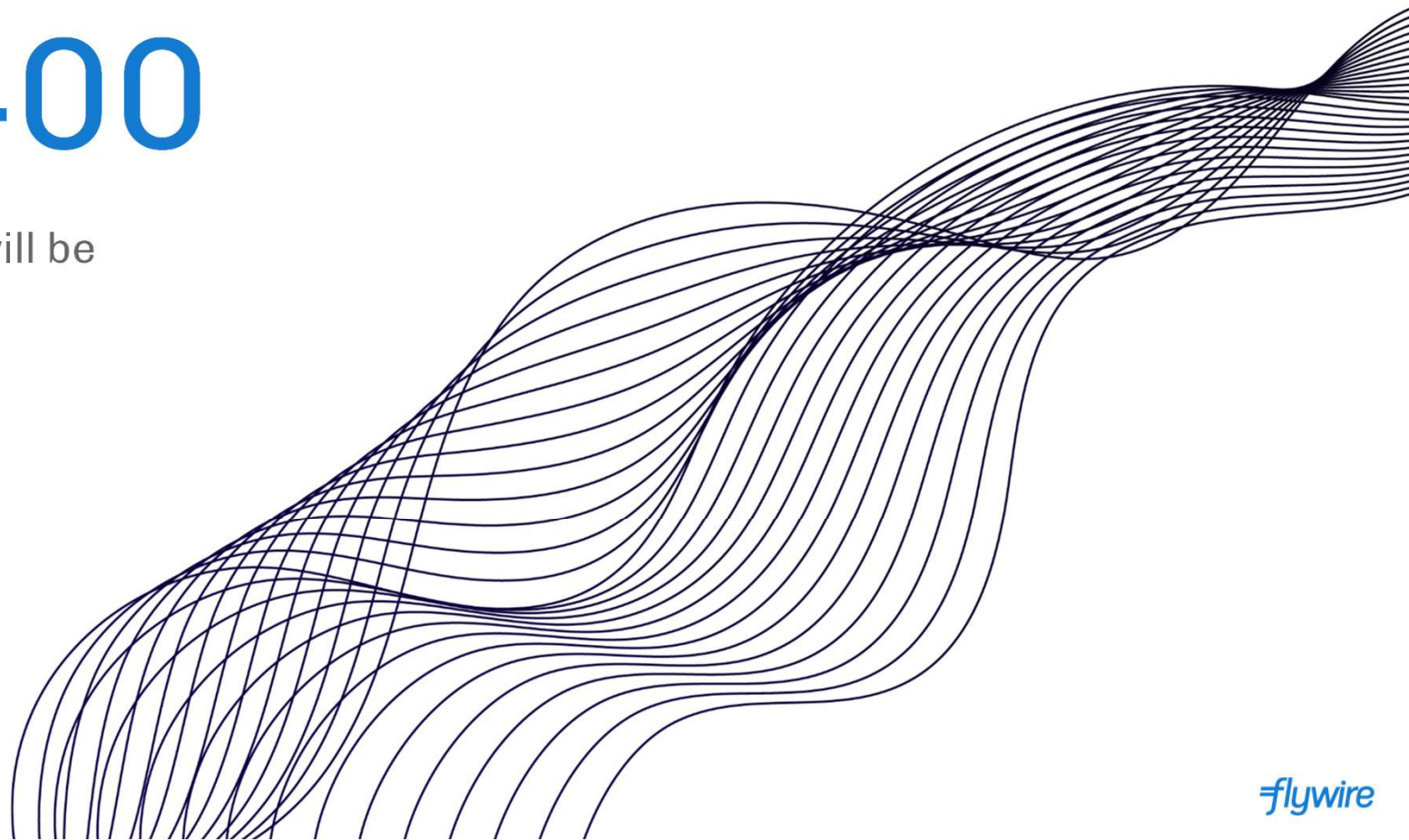
The impact of staffing shortages on the revenue cycle and beyond

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

Resignations among healthcare workers have increased steadily from about 400,000 per month in 2020 to nearly 600,000 per month in 2023.

195,400

Nursing position will be
vacant by by 2031



The revenue cycle is being hit hard

63%

Of providers report dealing with revenue cycle staffing shortages

Staffing shortages have deep implications for revenue cycle performance



100 percent of respondents stated that staffing shortages have significantly affected revenue cycle management

Increased labor costs lead to a rise in hospital expenses, with hospitals experiencing a 15.6% increase in labor expenses per adjusted discharge compared to pre-pandemic levels.

Why is there a shortage of healthcare workers?

- Aging staff retiring
- More patients to take care of
- Increased staff burnout
- Competing wages in less challenging industries
- Hiring and retention issues





The impact of Capital Hill

New regulations are putting increased strain on healthcare workers

- A. Increased manual labor across the patient financial experience
- B. Increased patient education on their billing
- C. Increased billing disputes by patients and payors
- D. Increased financial burden on health systems

Audience question #1

Where is your organization feeling the staffing shortage in healthcare the most?

- A. Environment services
- B. Engineering
- C. Patient Access
- D. Patient Billing
- E. Revenue Cycle

Let's talk

Breakout #1

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

The Patient Perspective

Staffing shortages and its impact on the patient

¥ \$ ≠ £ € R ₹ ¥ \$ ≠ £ € ₪

Patient demand is growing at a rapid pace

And the demand for care is growing faster than supply can handle.

The over-65 population will grow by **48% by 2032**, putting a huge strain on staff across the continuum of care including the revenue cycle.



Its trickling down to the patients

80%

*of healthcare professionals say
patient experience suffers due to
gaps in staffing coverage*

Staffing shortages are negatively impacting the patient experience

Patients are feeling the churn. A 2023 survey on staffing shortages highlights the significant strain those shortages have placed on patients.



50%

of patients say they're likely to avoid going to the hospital for care over concerns of the impact of staffing shortages.

48%

of patients say hospitals need to add more support staff.

**You only get one chance at the right
impression**

63%

*of patients will drop healthcare
providers over a bad revenue cycle
experience*

Audience question #2

In your opinion where are patients most likely to feel a staffing shortage in the Revenue Cycle?

- A. Patient Access
- B. Patient Billing
- C. Financial Counseling

Let's talk

Breakout #2

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

The Downside of “Doing More with Less”

Lost opportunities and negative office culture

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₹



When less isn't more

“Doing more with less” can be a slippery slope, that leads to real negatives, if not handled properly.

1. **Burnout:** Without the proper strategy, training, and processes, burnout can quickly happen.
 2. **Implied permanency:** Instructing workers that the organization is moving to a do more with less approach can imply that known gaps will never be filled.
 3. **Negative chemistry:** Taking the wrong do more with less approach can lead to negative team chemistry and morale
 4. **Unsolved problems:** Errors can easily occur and quickly pile up.
-

Strategies for adapting to a lean Healthcare Workforce

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₪

*In 2021, the number of health systems
using revenue cycle automation
increased by 12 percent, rising from
66 percent to 78 percent.*

How automation can help alleviate staffing shortages in the revenue cycle

Digitize manual tasks



Refocus staff on higher-value areas



Provide 24/7 support



Lower cost of production

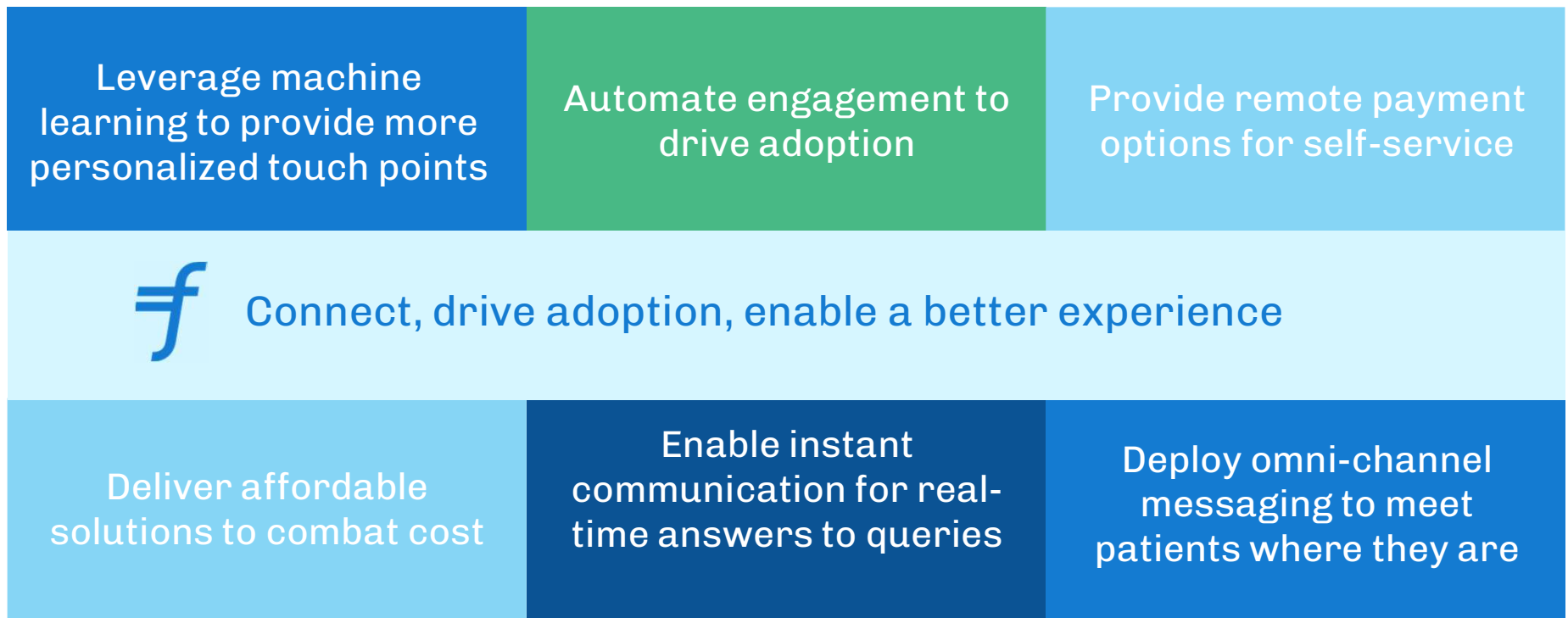
Cost



Efficiency



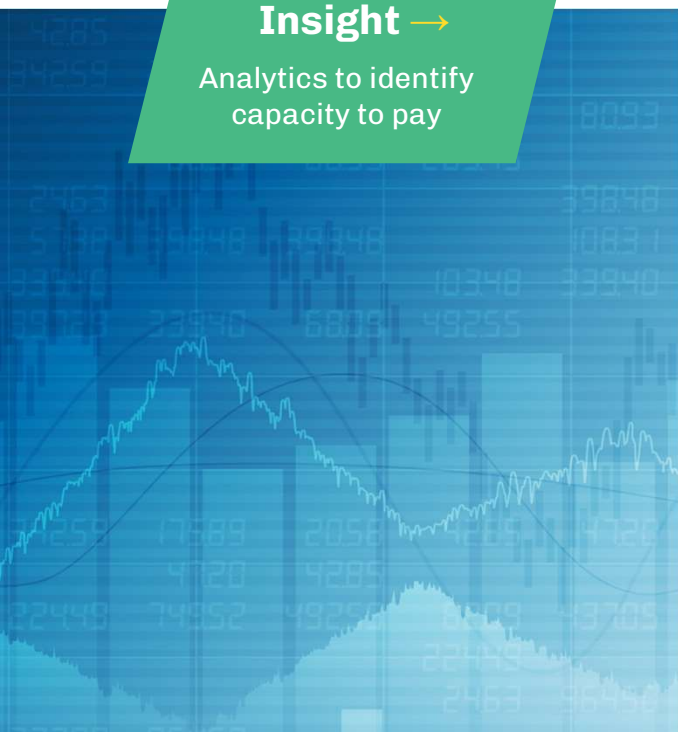
Recommended areas for automation around the patient payment experience



Leverage innovation to drive patient response

Insight →

Analytics to identify
capacity to pay



Engage →

Interactions driven
by personalization



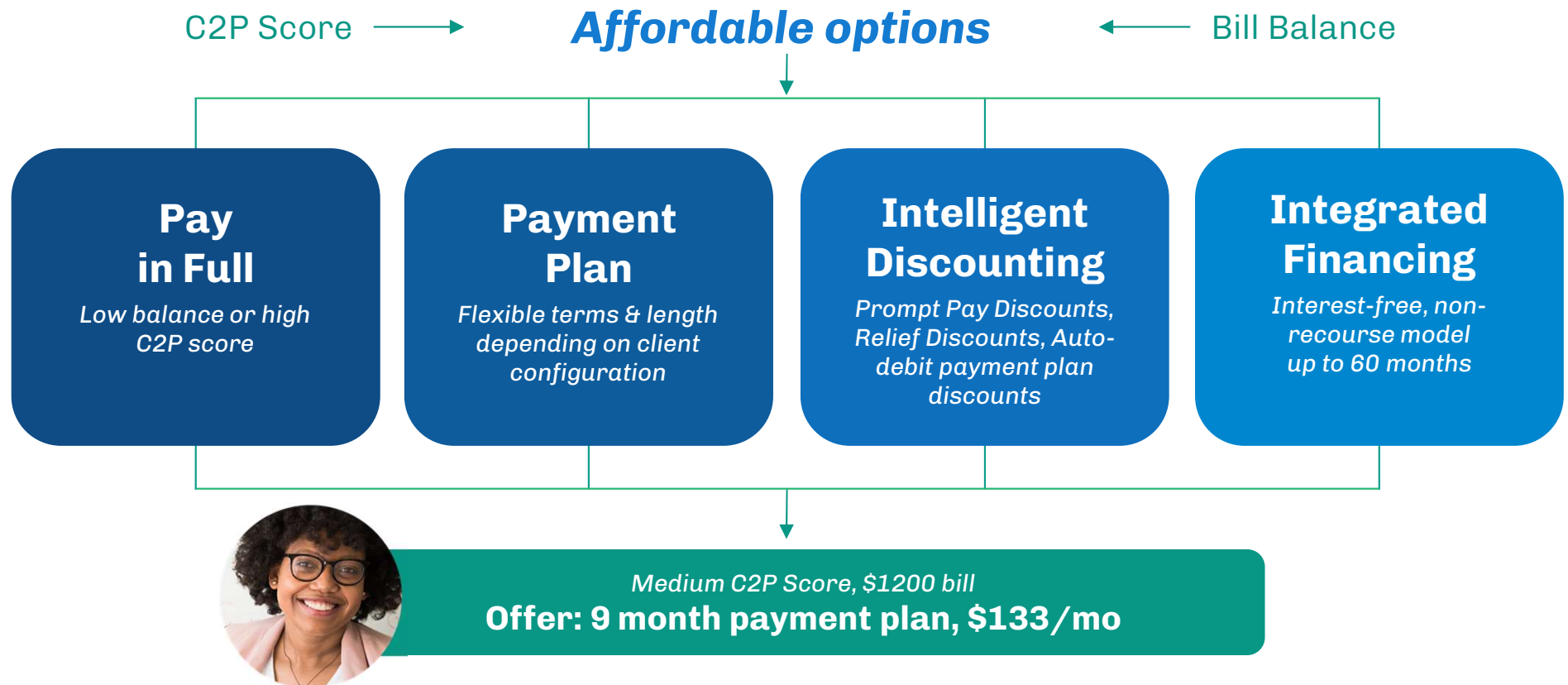
Response →

Drive patients to action
& increase collections



Creating an end-to-end solution powered by analytics

A suite of payment options is the foundation of a better patient journey



Effective strategies for soft hiring

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₪

Soft hiring is when organizations cross train an existing employee to thrive in a new role, specifically to mitigate staffing shortages.

The benefits of soft hiring



Continuity across turnover

With turnover rates reaching as high as 40% within the revenue cycle space, hiring and training new workers can be a daunting task. Soft hiring ensures work continues to be delivered at the high standard set by your organization.



Better Patient Service

Soft hiring ensures that the employees handling patient responsibility are seasoned veterans. This helps to mitigate some of the mistakes new hires might make.



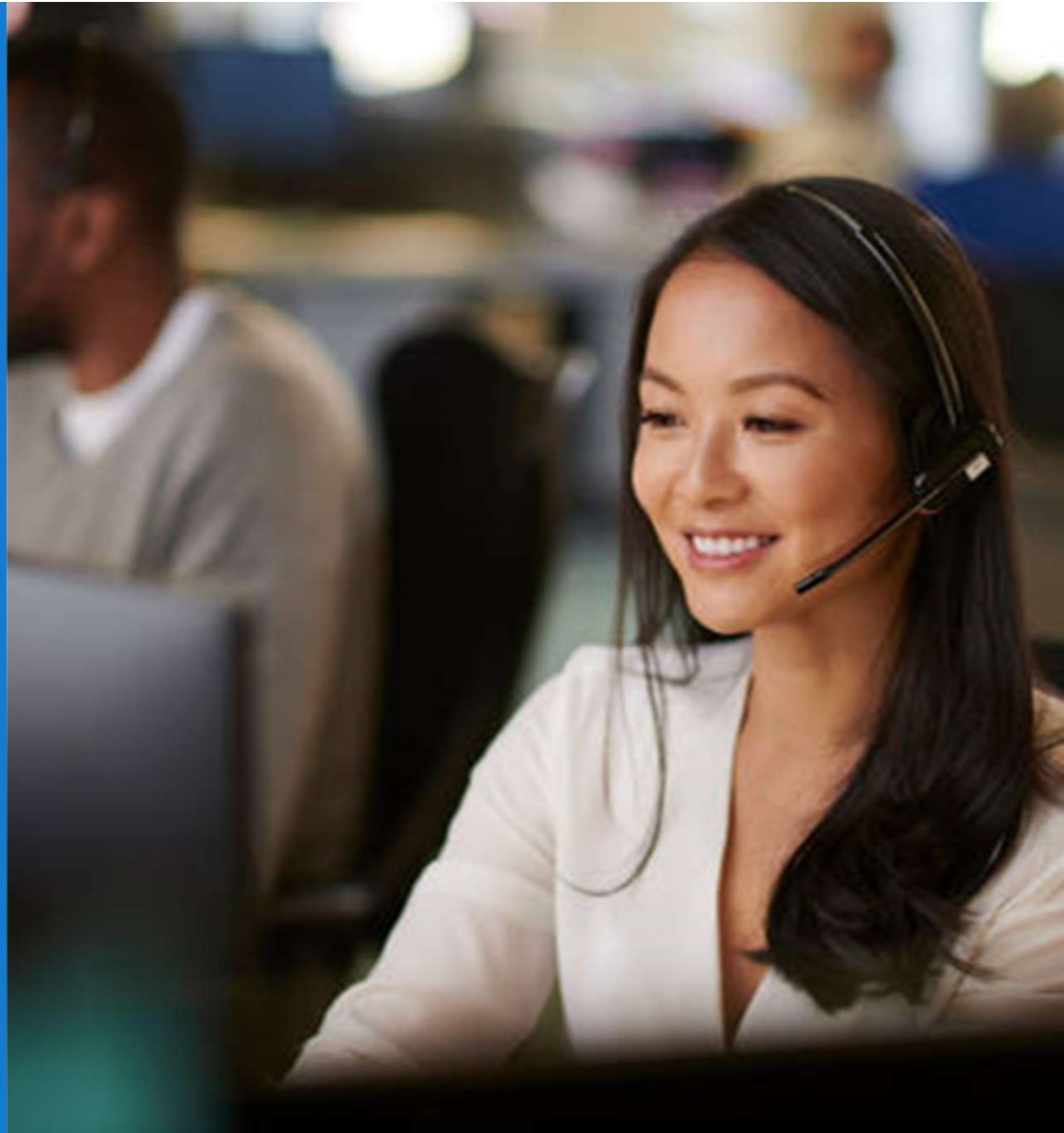
Empowering

Delivering a more well-rounded skillset to employees makes them more valuable. Ultimately, soft hiring can have a positive impact on an employee's career. .

Soft Hiring considerations

Things to keep in mind when cross-training employees

- Define your processes
- Clearly communicate new goals
- Choose employees carefully
- Have clear measurements for success





Achieving Executive Buy-In

... Sometimes it just takes a good pitch.

The Education: Selling leadership on a strategy to achieve your goals at times can be difficult. Have a clear picture of what is important to leadership. To buy into your ideas the right stakeholders must be on board.

The pitch?: Use facts and data about current team performance and desired outcomes. Ensure you have all areas of impact thought out. Be prepared to answer questions and respond to criticism.

The reason: Be clear and concise about your reason. Avoid mixed messages about the assumed success of your idea. Your reasoning must be ironclad to impact change.

Sharing the load: Cross collaboration with other departments

Are there ways that you can coordinate with other departments to offload some activities?

Try to think through ways that departments like patient access, patient billing, and IT can lean on each other to complete complex tasks.



Open discussion: How Beloit Health System is adapting to a lean workforce

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣



Establishing Vision + Strategy

Beloit Health System set out to transform traditional revenue cycle channels into digital advantages.

- Leverage digital channels to meet patients where they are
- Allow patients to clearly understand their financial obligations after insurance
- Statement redesign to eliminate billing confusion
- Multiple payment options for the patient based on their needs and capacity to pay
- Actionable analytics to drive the best patient experience

Audience question #3

What is your organization's primary strategy for adapting to a lean workforce?

- A. Automation
- B. Soft hiring/cross training
- C. Increasing employee benefits
- D. We haven't figured it out yet

Let's talk

Breakout #3

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

Wrap Up

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

Key takeaways to adapt to staffing changes

1

Re-wire staff

Create the right environment to encourage staff to take on new roles and challenges. Staff can still be specialized, but need to be flexible enough to incorporate new abilities.

2

Lean on Automation

Automation has benefits for both the staff and patient. IT can enhance the patient financial experience with deep, personalization in all aspects of engagement while reducing burden on staff.

3

Collaborate

Creating workflows across departments can help ensure that the burden doesn't get too high in one area while leading to unforeseen innovations.



Increased
adaptability



Decreased staff
burden



Increased
productivity

Q&A

¥ \$ ~~≠~~ £ € R ₹ ¥ \$ ~~≠~~ £ € ₣

Contact Us

Adam Leach

- Email: adam.leach@flywire.com
- LinkedIn:

<https://www.linkedin.com/in/adam-leach-34374612>

Julia Egebrecht

- Email: jegebrecht@beloithealthsystem.org
- LinkedIn:

<https://www.linkedin.com/in/julia-egebrecht-330a7a19b>

