FUNDAMENTALS

Building RCM in a Non-Traditional Setting

Presented By: Jen Penquite, B.AS, RHIT

AGENDA

INTODUCTION

INSPECTING THE TRDAITIONAL

THE NON-TRADITIONAL

LESSONS LEARNED

SUMMARY

INTRODUCTION

CHICAGO – October 20, 2022 – AHIMA white paper based on research and analysis examining the impact of the evolving needs of the modern healthcare consumer on the health information (HI) field.

Leaders from health systems, insurers, health technology companies, health information exchanges, academic institutions, patient advocacy groups, and trade associations were interviewed for the paper.

Those leaders anticipate a range of shifts for health information (HI) professionals who work in diverse workplace settings which may require an evolution of their current skills and roles.

INTRODUCTION

- HEALTHCARE CONSUMERS

- PATIENT EXPERIENCE

- HEALTHCARE ENVIRONMENT

- GROWTH – VALUE BASED CARE

- GROWTH – HEALTHCARE STARTUPS
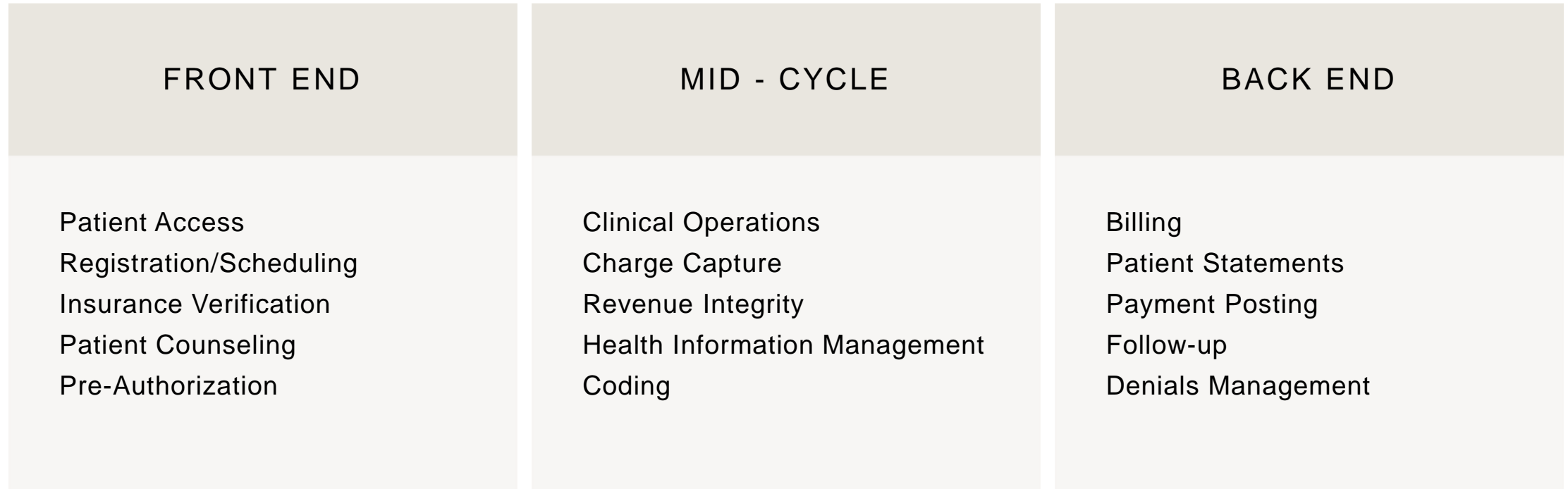
- RESULTING IN DIVERSE WORKPLACE SETTINGS
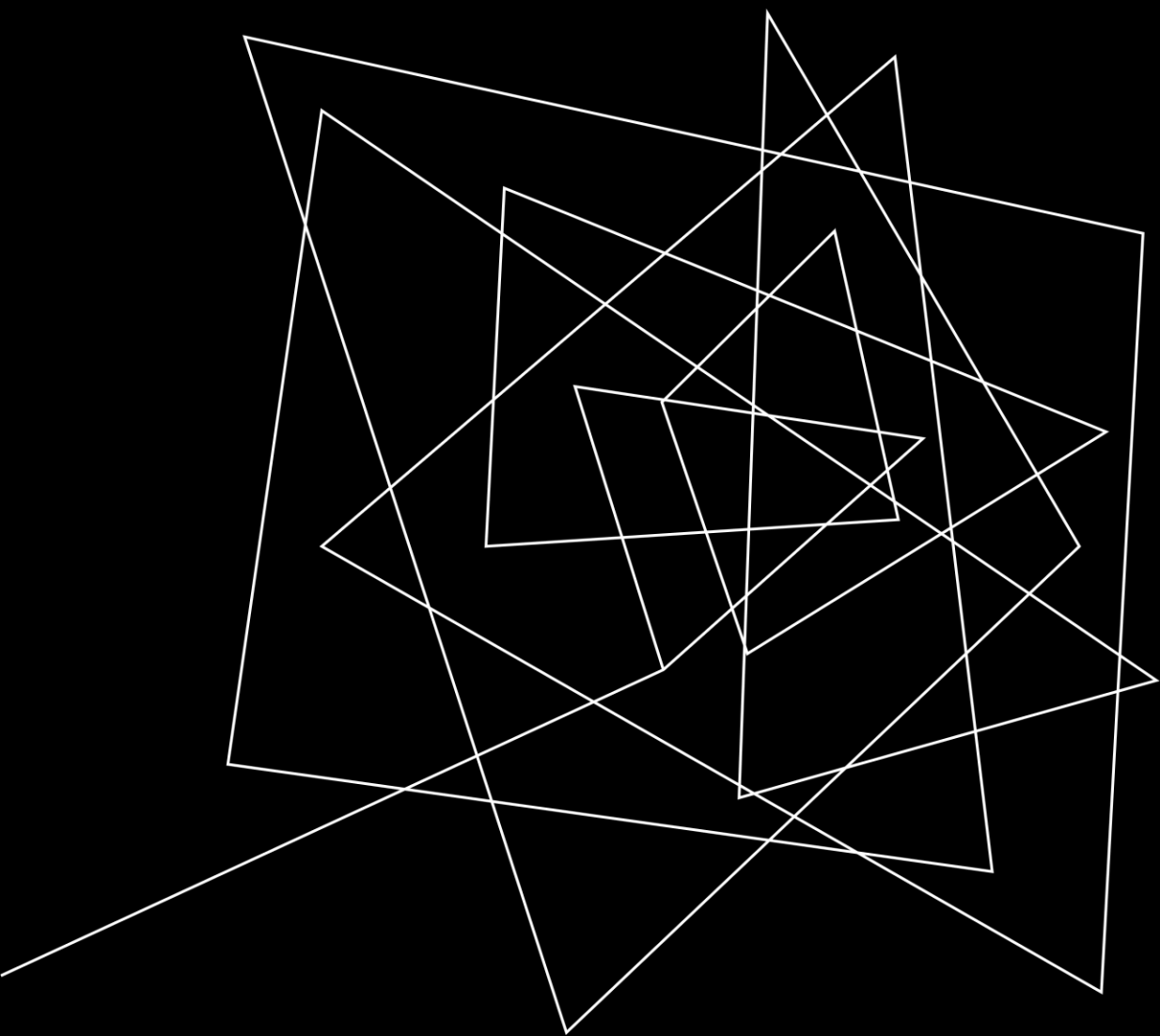
PERSPECTIVE

INSPECTING THE TRADITIONAL

TRADITIONAL SETTINGS

LOCATION	PEOPLE	STRUCTURE	SYSTEMS	METRICS
Established location(s)	Organization & Staffing	Established policies & procedures	Scheduling	Clear KPI
On-site	Roles & Responsibilities Defined	Workflows/Job Aids	Medical Records	Measurements/ Benchmarks
Remote	Clear Annual Goals	Work Assignments	Coding/Charging	Developed Reports
			Billing/Follow-up	

TRADITIONAL ROLES

FRONT END	MID - CYCLE	BACK END
Patient Access	Clinical Operations	Billing
Registration/Scheduling	Charge Capture	Patient Statements
Insurance Verification	Revenue Integrity	Payment Posting
Patient Counseling	Health Information Management	Follow-up
Pre-Authorization	Coding	Denials Management

TRANSFERABLE SKILLS

TRANSFERABLE SKILLS, ALSO KNOWN AS PORTABLE SKILLS, ARE THE SKILLS YOU TAKE FROM ONE JOB TO ANOTHER.
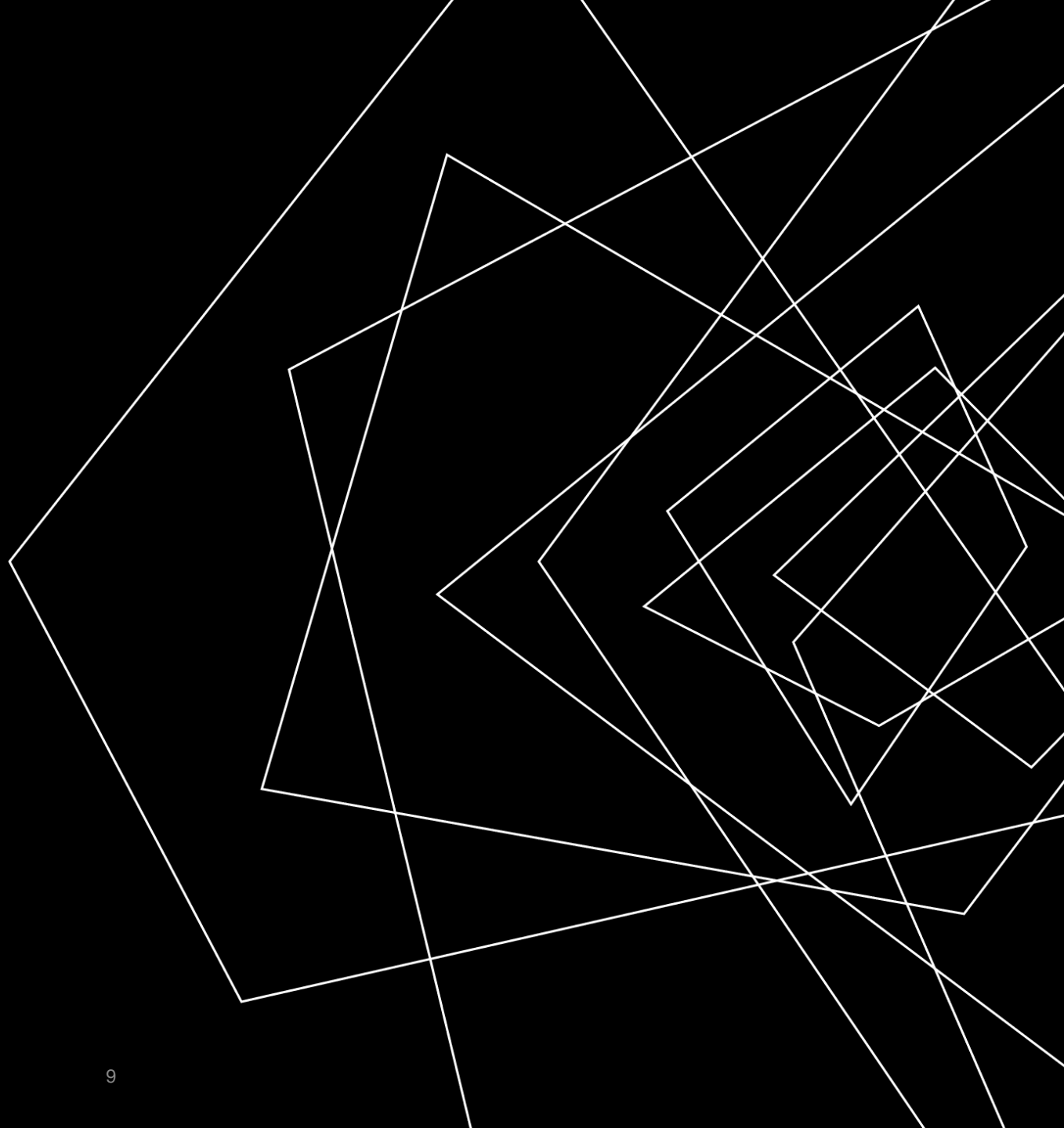
KNOWLEDGE TRANSFER

THE SHARING OR DISSEMINATING OF KNOWLEDGE AND THE PROVIDING OF INPUTES TO PROBLEM SOLVING.

THE PRACTICAL APPLICATION OF TRANSFERING KNOWLEDGE FROM ONE ORGANIZATION TO ANOTHER.

BEFORE EMBARKING

ENCOUNTERING OTHERS

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EXPERIENCE

IF YOU'RE LUCKY, THOSE YOU'LL INTERACT WITH WILL HAVE HIM/RCM OR OTHER OPERATIONAL HEALTHCARE EXPERIENCE.

THE CHALLENGE

BEING PATIENT…WHEN YOU KNOW THAT THE LEADERS OF YOUR NON-TRADITIONAL OR STARTUP ORGANIZATION HAVE LIMITED TO NO KNOWLEDGE OF HIM OR RCM PROCESSES, REQUIREMENTS, METRICS, AND MORE.

UNDERSTANDING YOUR AUDIENCE.
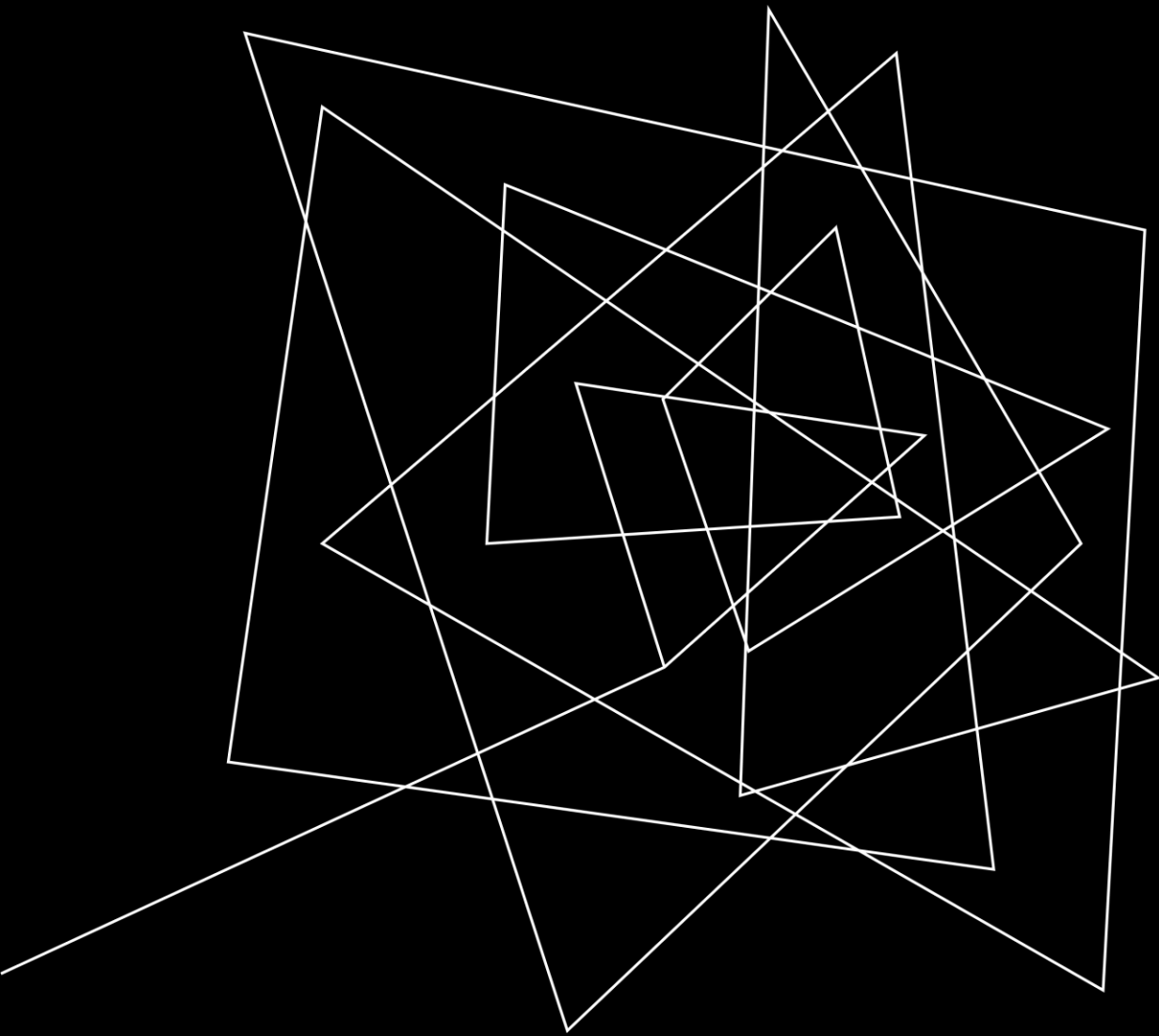
EMBARK

BEGINNING IN THE NON-TRADITIONAL

DISCOVERY —————— WHAT EXISTS, WHAT DOESN'T EXIST, & THE GAPS BETWEEN THE TWO

PLANNING —————— NEEDS ASSESSMENT & CREATION OF A PLAN FOR SUCCESS

STRATEGY —————— LOGISTICS OF THE PLAN, BASIC STEPS, HIGH LEVEL PPT

PROPOSAL —————— TAKING DISCOVERY, PLANNING, & STRATEGY TO SLT

THE AGENDA

DISCOVERY

THERE IS A STRONG LIKELIHOOD THAT THE ORGANIZATION DOES NOT HAVE A DEFINED ROLE FOR THE RCM LEADER OR DEFINITIONS OF THE WORK COMPLETED BY THAT LEADER OR A FUTURE RCM TEAM.

HI PROFESSIONALS MUST BE WILLING TO HAVE THAT SHIFT FROM TRADITIONAL ROLES AND EVOLVE THEIR SKILLS.

DISCOVERY

- RCM OPERATIONAL ACTIVITIES

- RCM RELATIONSHIPS WITH OTHER FUNCTIONAL AREAS

- RCM RESPONSIBILITIES IN OTHER FUNCTIONAL AREAS

  - ROLE EVOLUTION

  - JOB CRAFTING

- RCM SME REGARDING OUTCOMES IN OTHER FUNCTIONAL AREAS

- START TO IDENTIFY AND OUTLINE GAPS

PLANNING

NEEDS ASSESSMENT	RATIONALE	STAFFING
DIG DEEPER INTO GAPS	START WITH INDUSTRY STANDARDS	EXPECTED VOLUMES AGAINST METRICS
CURRENT PROCESSES/PEOPLE	ATTEMPT DATA DRIVEN RATIONALE	RCM EXPECTED WORKFLOWS
COMPARISON TO INDUSTRY STANDARD	FALL BACK ON SME	KNOWN METRICS FOR PRODUCTION, QUALITY, TAT
DESIRED OUTCOME		

WHO — OUTLINE RCM ROLES/RESPONSIBILITIES, DETERMINE WHO WITHIN THE ORGANIZATION IS ALREADY DOING RCM WORK AND FUTURE STAFFING TO FILL GAPS

WHAT — LIST OF RCM FUNCTIONS – WHAT WORK WILL NEED TO BE ACCOMPLISHED COUPLED WITH TRAINING/STAFFING NEEDS AND POLICY/PROCEDURE REQUIREMENTS
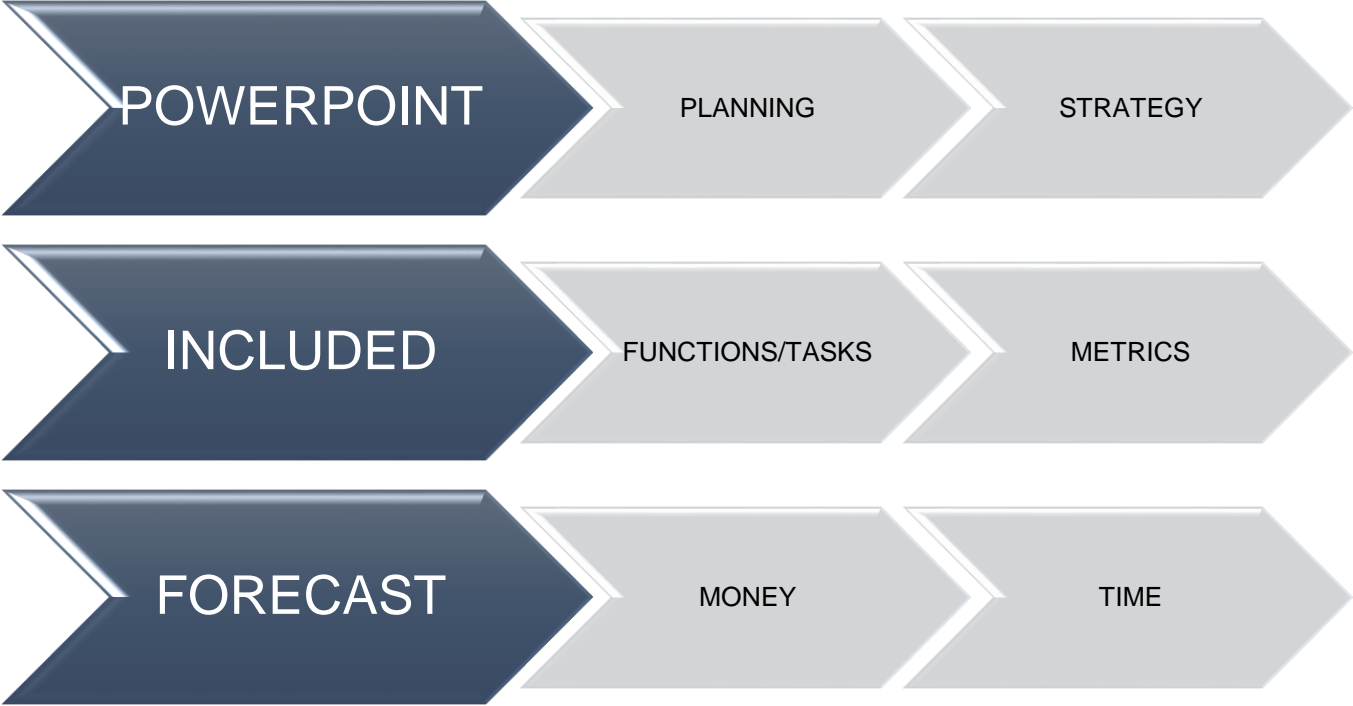
WHY — PREPARE RATIONALE TO EXPLAIN THE 'WHY' AS IT RELATES TO PEOPLE, PROCESSES, POLICIES, AND THE OVERALL PLAN

HOW — OUTLINE THE STRATEGY OF HOW THE PLAN WILL BE ACCOMPLISHED WITH TIMELINES

STRATEGY

PROPOSAL

POWERPOINT	PLANNING	STRATEGY
INCLUDED	FUNCTIONS/TASKS	METRICS
FORECAST	MONEY	TIME

President & COO   Chief Executive Officer   VP of Operations   VP Finance or CFO

WHAT IT WILL TAKE...

CONFIDENCE

SUBJECT MATTER EXPERTISE

PLANNING/STRATEGY

HUSTLE/GRIT

BE PERSUASIVE – SELL IT!

HAVE TENACITY & BE RELENTLESS

PATIENCE

PEOPLE & THE PROCESS

TIME & MONEY

PROPULSION

LESSONS LEARNED & THE JOURNEY

FORWARD

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NOT AFRAID TO...

- BE 'OLD SCHOOL'

- RELY ON YOUR SME OR SME OF OTHERS

- TRY NEW THINGS

- FACE NEW CHALLENGES

- WORK OUTSIDE YOUR 'NORMAL' RCM ROLE

- BE MET WITH FAILURE

- TRY AGAIN

SCALE ——————— SUCCESSFUL HEALTHCARE STARTUPS REALIZE GROWTH AT A RAPID RATE

CHANGE ——————— JUST AS SOON AS THINGS SEEM STEADY – SOMETHING CHANGES

#%$!@ ——————— FRUSTRATION – THIS ISN'T 'NORMAL' OR 'TRADITIONAL' RCM

REWARD ——————— THERE'S NOTHING LIKE IT!

GUARANTEES

SUMMARY

The landscape of healthcare is consumer driven, creating new opportunities for experienced HI professionals to practice in diverse work settings.

This offers the opportunity to take transferable skills and knowledge to an organization which GREATLY needs HIM/RCM subject matter expertise.

THANK YOU

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REFERENCE

To find the AHIMA white paper referenced in this presentation, please navigate to:

https://www.ahima.org/news-publications/press-room-press-releases/2022-press-releases/shifts-approaching-for-health-information-professionals-to-meet-healthcare-consumers-growing-needs/