Journey to Virtualization in the Health Care Revenue Cycle

John Garrett, Vice President, Advisory Services, nThrive
Speaker John Garrett
Vice President, Advisory Services

QA Panel

Steve Nestler
Senior Information Security Analyst

Christy Spilka
Vice President, Talent Acquisition

Derek Anderson
Chief Technology Architect

Sheila Newton
Project Manager

Chelsea Barna
Business Excellence Black Belt
VISION
We empower health care for every one in every community

MISSION
We transform financial and operational performance, enabling health care organizations to thrive

VALUES
We care about health care – today and tomorrow, and we live by these values:
- Courage
- Authenticity
- Respect
- Excellence
- Service

APPROACH
Behaviors we exhibit to operationalize our Vision, Mission and Values:
- Focused
- United
- Nimble
- Accountable

All that we are and everything that we do begins with our vision, mission, values and approach to working with our clients.
It is our promise to you that we will thrive together.
Objectives for Today’s Discussion:

• Review the journey to virtualization
• Showcase how a virtual framework can be enabled
• Discuss tools and takeaways that can be implemented at provider organizations
• Leverage partnerships to transform current processes into a remote workplace
Increasing Demand for Virtualization

- Technology
- Policy & Regulatory
- Telehealth
- Response to COVID-19
Increasing Demand for Virtualization

Technology

- Advancements in technology capabilities, accessibility, cost, security & scale
- Increasing consumer adoption
- Cloud based technology allows for equivalent data security onsite and remotely
Increasing Demand for Virtualization

Policy & Regulatory

- In 2019, 40+ States adopted more substantive telehealth policies
- Evolving payment models
- Acceptance of digital work by State, payors, and hospitals
Increasing Demand for Virtualization

Telehealth

- Growing consumer demand for access and convenience to health care services
- Improved patient access to care, improved patient outcomes, and expanded clinical productivity
- Private insurance providers expanding Telehealth coverage options
- Employers offer telehealth as part of benefits package
Increasing Demand for Virtualization

Response to COVID-19

✓ COVID-19 forced immediate re-evaluation of how work is done and changes accordingly
✓ 4/1/20: CMS added 80 new telehealth services to covered services covered by Medicare
✓ Increase in demand of E-doctor visit platform providers
✓ Telehealth reduces and eliminates the risk of COVID-19 exposure to patients, physicians, and staff safe
Three pillars to creating success through virtualization

- People
- Process
- Technology
Successfully Managing Remote Workforce Requirements

- Solid communication plan to keep colleagues informed & drive enthusiasm among colleagues
- Utilizing technology to enhance communication among colleagues
- Accurate & dependable productivity metrics
- Dependable time management
- Standard procedures for requesting IT support

Challenges / Risks

- Solid communication plan to ensure colleagues are informed about the organization, drive enthusiasm
- Hardware, software, & equipment needs are well known from the start
- Data security infrastructure cohesive to remote work
- Managing the transition: understanding people adjust to change differently
- Adoption of new management styles

Transition to move functions remotely was carefully planned, starting with a pilot group of colleagues and defined productivity metrics
Process

Business Continuity
Minimal Disruption

- Security risks, PHI compliance
- State & federal regulations
- Payor Processes
- Review disparate policies / procedure for same function
- Remote colleague engagement
  - Daily Standup touchpoints

Challenges / Risks

Patient Access
- State Medicaid and Charity Care Regulations vary on electronic signatures.
- In Person Application completion client requirements and additional documentation required (Proof of income, Id)
- FCC collections
- Patient Registration safety for Patient and Colleague

Charge Integrity
- Medical Record printing on site (rotation) — High Volume Printing and Mailing due to Payor process
- HIM Patient Forms

Collections
- Secure Payment Collection
- Payor Correspondence
Technology

Requirements

- Data security
- Data infrastructure
- Equipment standards
- Software standards
- Remote access
- Hospital systems
- End point security

Challenges / Risks

- Intimate understanding of computer hardware & software
- Use of standard experience by role (e.g. Citrix) to maintain governance of data/compliance
- E-signature vendor acceptance by payor, hospitals, State systems (Medicaid, etc.)
- Document management (e.g. forms, EHR, electronic form submission, etc.)
  - Who stores what and for how long
- Regulatory Compliance
  - Payor and Hospital Partnerships (access to internal systems)
  - Enforcement of Information Security Policies through technology (e.g. End Point Security/lockdown)
The nThrive Journey to Virtualization

Guiding Principles

Priority #1: Ensuring colleague safety

Priority #2: Supporting operational continuity

Priority #3: Extending additional support for our clients
The nThrive Journey to Virtualization

Enablement
- Prioritized functions & timeline for teams to move remote

Automation
- Invest in Technology to enable success
- Ensure Policies & Procedures are established

Partnership
- Continue to refine virtualization strategy
The nThrive Journey to Virtualization

**2018**

**Virtual workplace vision and strategy began**: Consolidation of workforce to similar digital experience; Inventory of entire workforce into three categories: Already Remote, Partially Remote, & Fully Onsite. Virtual FUNA Meetings established

**2019**

**Defined Colleague Standards** for our modern / digital experience. Started to utilize Microsoft Teams and Zoom

**46%**

January 2019

**2020**

**During COVID-19 had structure in place** to quickly move colleagues remote

**92%**

April 2020
Phase 1
Enablement

✓ Colleagues trained & set up adequately for working virtually and communication plan established
✓ Equipment, software, VPN requirements
✓ Workplace preparedness checklist:
  • Build strong communication mechanisms, protocols, resources, and plan
  • Ensure alignment to enterprise risk management response
  • Assess workplace continuity by function / teams, geography and work process criticality
  • Understand the requirements to achieve remote work scalability
  • Develop standard procedures for requesting IT support and dependable time management
Progress Towards a Fully Virtual Workforce

Phase 2: Automation

- Modernization / sustainability
  - Robotic Process Automation (RPA)
  - Artificial Intelligence
  - Common integration platform / security framework
  - Remotely enabled HR structure
  - Scalable infrastructure
Progress Towards a Fully Virtual Workforce

Phase 3
Partnership

✓ Proactive approach drives business continuity allowing nThrive to become resource for partners
✓ Leverage alliance partnerships, service providers and vendors:
  • Dependent on cooperation with one another on a communal, social and enterprise level
  • Openness of partnership, ideas, leading practices, resourcing, etc.

✓ Patient and Hospital Perspective
✓ Effect virtualization has on both patient and hospital: evaluate both opportunities and challenges that exist
Leverage Physician Analytics During COVID and Beyond

April 30, 1 p.m. ET

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Presented by:
Kyle Kobe
Vice President
Analytic Services
nThrive
nThrive COVID-19 Coronavirus Portal

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