



# Revenue Cycle Challenges + COVID = Operational Chaos

# About Renae Thomas



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Renae Thomas, FACHE

Chief Financial Officer, Heart of Texas Healthcare System

Principal, Thomas & Thomas Financial Management Services

Renae has been the CFO at Heart of Texas Healthcare System since 2016. Additionally, she and her team at Thomas & Thomas Financial Management Services have provided remote CFO services since 2011, for multiple small rural facilities throughout Texas that cannot recruit and retain in their executive finance positions. Renae holds a fellow in the American College of Healthcare Executives, serves as Treasurer for the HFMA South Texas Chapter and is working on her Certified Healthcare Financial Professional certification.

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# About Pat Murphy



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Pat Murphy, FHFMA, CHFP  
Senior Vice President, TruBridge

With the company since 2011 Pat's focus has always been on improving the efficiency of our clients' revenue cycle performance. Earlier in his career, Pat served as the National Director of Professional Services for Ontario Systems, CFO for Gulf Health Hospitals, Revenue Cycle Director for Thomas Hospital and Senior Associate with PricewaterhouseCoopers. He's a Certified Healthcare Financial Professional, holds a Fellowship with HFMA and is a recipient of the William G. Follmer Bronze Award.

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# About TruBridge

TruBridge is in the business of helping healthcare organizations get paid faster and get paid more through a combination of people, products and process optimization. With an arsenal of HFMA Peer Reviewed® products and services, TruBridge has been helping organizations improve their financial performance for more than 20 years. Today, over 1,000 healthcare organizations call TruBridge a partner.

# Revenue Cycle Challenges + COVID = Operational Chaos

## We will cover:

COVID  
impact on  
the  
revenue cycle

Top revenue cycle  
challenges  
vs.  
best practices

5 takeaways  
that will make a  
big impact on  
your success

# COVID Impact on the Revenue Cycle

## Patient Related Impact of COVID

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- Fear Factor
- Deferring care/risk vs. benefit for non-COVID treatments
- Confusion about new check in procedures
- Influx of unemployment and uninsured

## Operational Impact of COVID

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- Significant reduction in revenue and cash
- Increased cost to take care of patients
- New billing and coding requirements

## Staff Challenges

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- Health of staff and their families
- Different work environment
  - Connectivity issues
  - Production/Quality
  - Interruptions to work
  - Disengaged from team

# Top Revenue Cycle Challenges vs. Best Practices



Four areas to touch upon:

- Improving Patient Engagement
- Reducing A/R and Increasing Cash Flow
- Reducing and Managing Claims Denials
- Making Effective and Timely RCM Decisions

# Improving Patient Engagement



- Patients are potentially uninformed and confused
- Patients do not know their liability prior to service
- Patients do not understand their balances or how to make payments in a safe way
- Unemployed, uninsured patients who are unable to pay

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- Communicate with your patients detailing the safety measures in place
  - Embrace technology for communication, social media, website, etc.
  - Adopt a Price Transparency Solution
  - Provide easy to read statements and online payment options for patients
  - Enhance charity care policies, more favorable payment plans, financing options

# Reducing A/R and Increasing Cash Flow



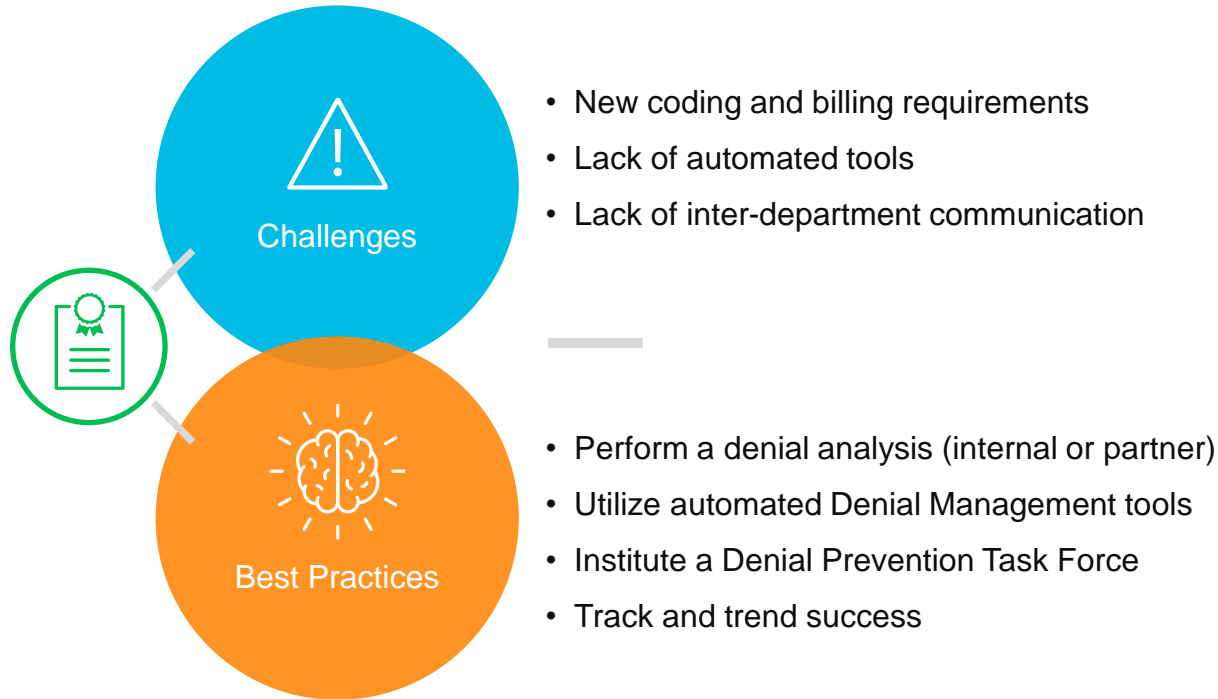
- Decentralized workforce, decreased collaboration
- Turnover in staff
- Inconsistent Strategies (front and back end)
- Patient volumes down

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- Invest in technology that enables collaboration (i.e. WebEx)
  - Keeping your employees happy!
  - Automation, POS Collections, follow-up strategies
  - Consider creating new revenue channels like a Chronic Care Management and/or Proactive Annual Wellness Visits

# Poll Question # 1

## Poll Question # 2

# Reducing and Managing Claim Denials



# Example of Denial Reports

## Denials by Category

	Total #/Claims	Total #/Lines	Total \$\$\$/Denied
<i>Noncovered Services</i>	312	1,355	\$ 2,012,850
<i>Info Needed</i>	74	206	\$ 654,014
<i>Duplicate Claim</i>	61	345	\$ 550,218
<i>Eligibility/COB/Registration</i>	49	368	\$ 434,789
<i>Technical Billing</i>	86	190	\$ 319,444
<i>Prior Authorization</i>	32	124	\$ 241,712
<i>Timely Filing</i>	19	136	\$ 232,823
<i>Provider</i>	22	82	\$ 95,920
<i>Coding</i>	14	24	\$ 67,409
<i>NCCI/MUE</i>	2	5	\$ 6,702
<i>Charging/Chargemaster</i>	2	5	\$ 3,564
<i>Medical Necessity</i>	0	-10	\$ (21,095)
<b>Grand Total</b>	<b>675</b>	<b>2,830</b>	<b>\$ 4,598,350</b>

## Top 15 Denied Payers

	Total #/Claims	Total #/Lines	Total \$\$\$/Denied
<i>Blue Cross Blue Shield of KS</i>	139	878	\$ 1,181,177
<i>Paper Claims (All Payers)</i>	93	476	\$ 799,244
<i>Aetna</i>	102	176	\$ 607,852
<i>United Healthcare</i>	53	370	\$ 599,650
<i>Medicaid Kansas</i>	31	219	\$ 335,806
<i>Sunflower State Health Plan</i>	74	157	\$ 266,912
<i>Aetna Better Health KS</i>	59	158	\$ 255,446
<i>UHC Community Plan KS KANCARE</i>	70	176	\$ 229,309
<i>Meritain</i>	16	92	\$ 182,075
<i>Benefit Management Inc of KS</i>	6	31	\$ 58,403
<i>Medicare A KS J5</i>	14	59	\$ 34,729
<i>Humana</i>	9	15	\$ 30,442
<i>Cigna</i>	8	22	\$ 10,033
<i>Coventry Health Care of Kansas</i>	1	1	\$ 7,272
<b>Grand Total</b>	<b>675</b>	<b>2,830</b>	<b>\$ 4,598,350</b>

# Making Effective and Timely RCM Decisions

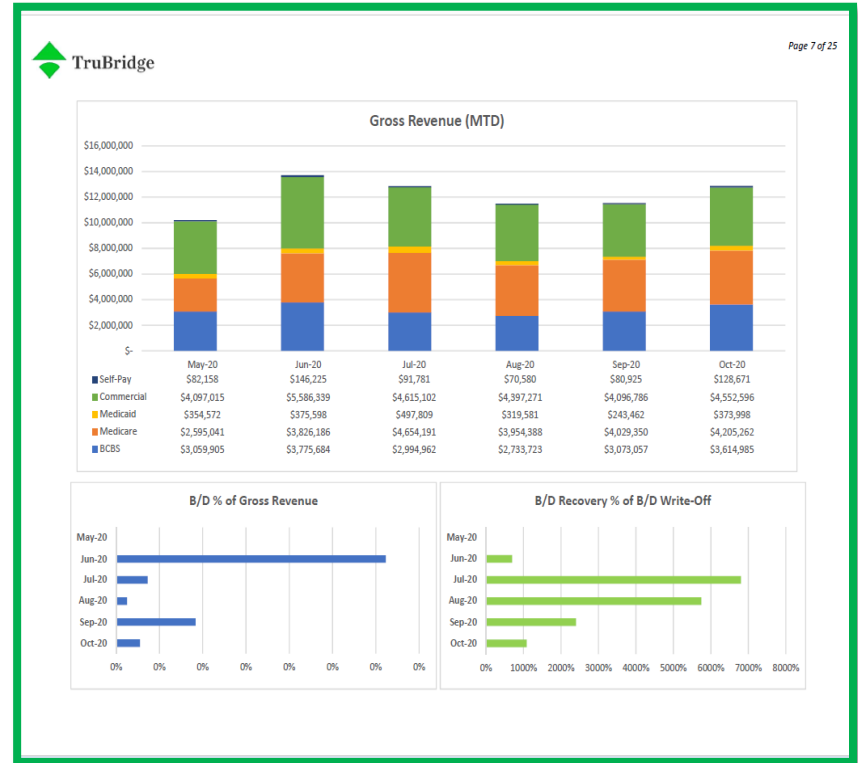
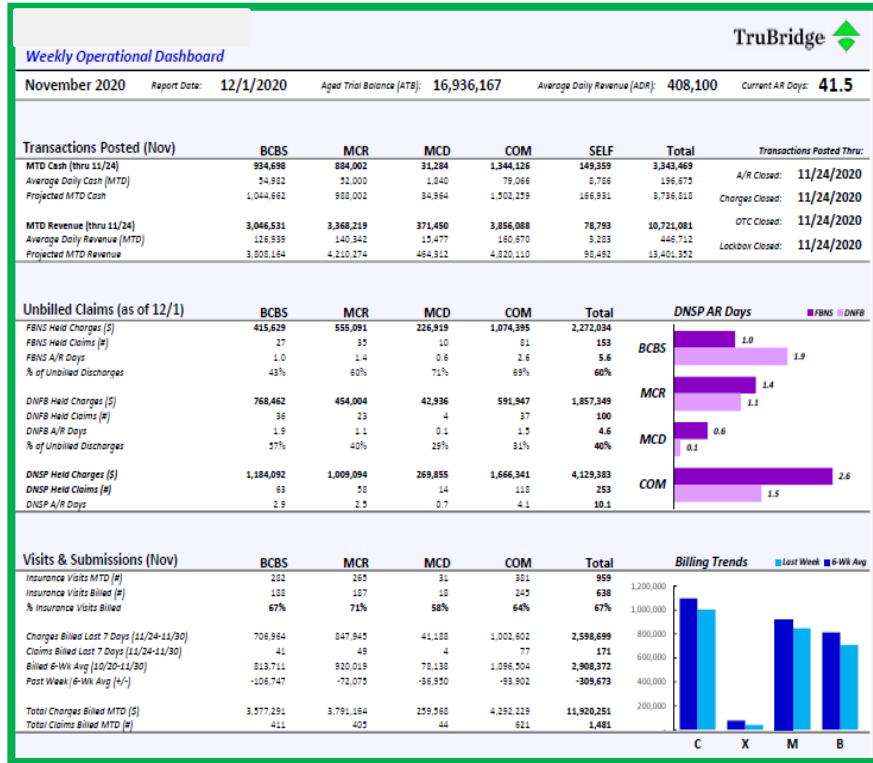


- Don't know what RCM metrics to track
- Don't have the tools to track RCM metrics
- There is no RCM steering committee to collaborate on problem solving

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- HFMA map keys
  - RCM metrics reports / dashboards
  - Create an RCM steering committee to problem solve



# Example of RCM Analytic Reports



# Example of RCM Analytic Reports



# Poll Question # 3

# 5 Key Takeaways For Success

# Top Five Takeaways for Revenue Cycle Success

1 ✓

Focus on **patient**  
and **employee**  
**satisfaction**

2 ✓

Apply **Analytics**  
for informed RCM  
decisions

3 ✓

**Reduce Waste!**  
Institute  
performance  
improvement  
initiatives,  
LEAN  
techniques

4 ✓

**Establish**  
**partnerships**  
to complement /  
support your  
RCM needs

5 ✓

**Be bold** in  
your initiatives!  
Do not fear  
failure!  
CELEBRATE  
success!

# Thank you!

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## Polling Questions?

- 1. How did COVID-19 impact your RCM organization? (Check all that apply):**
  - A. Staff productivity due to shift to remote
  - B. Decrease in staff due to layoffs or reduced volumes
  - C. Erratic and unpredictable claim volume
  - D. Increased billing workload due to COVID 19 coding requirements
  - E. Other: Please Note
- 2. What RCM metrics were impacted the most by COVID-19? (Check all that apply)**
  - A. Decrease in Cash Flow
  - B. Increase in Account Receivable Days
  - C. Decrease in Patient Revenue
  - D. Increase in Self Pay AR
  - E. Other: Please Note
- 3. What strategies are you looking to implement to bolster your RCM organization and related performance? (Check all that apply)**
  - A. Increase RCM staffing
  - B. Focus on Patient Engagement and Pre Service Collections
  - C. Leverage technologies to enhance RCM productivity
  - D. Consider RCM outsourcing options
  - E. Other: Please Note