



Assessing the Effectiveness of Revenue Cycle Training

The Trinity Health Journey

Alabama HFMA Chapter, October 2022



Learning Objectives

The learning objectives for this facilitated dialogue are:

- Discover more about both Trinity Health and its Enterprise Revenue Cycle Training Team
- Understand Revenue Cycle Training as an enabler of Revenue Cycle Strategy
- Learn how to evaluate the transfer of knowledge process within your organization
- Engage in a dialogue about anything applicable to your Health System

Who	Why	What	How
<ul style="list-style-type: none">• Trinity Health Overview• Trinity Health Revenue Excellence• Trinity Health Training and Deployment	<ul style="list-style-type: none">• Implementation of a Single-Source EHR• Enterprise-wide Consolidation of Patient Business Service Locations• Creation of Best-in-Class Performance Management & Support Services Team• Pandemic	<ul style="list-style-type: none">• Our Dashboard• Transparency• Accountability• Line of Sight• Performance Improvement	<ul style="list-style-type: none">• Likert Scale• Kirkpatrick Model• Automation



Who

\$20.2B

In Revenue

25

States

1.4M

Attributed Lives

\$1.2B

Community Benefit Ministry

115K

Colleagues

6.8K

Employed Physicians
& Clinicians

25.8K

Affiliated Physicians

88

Hospitals*

17

Clinically Integrated
Networks

131

Continuing
Care Locations*

25

PACE Center
Locations*

125

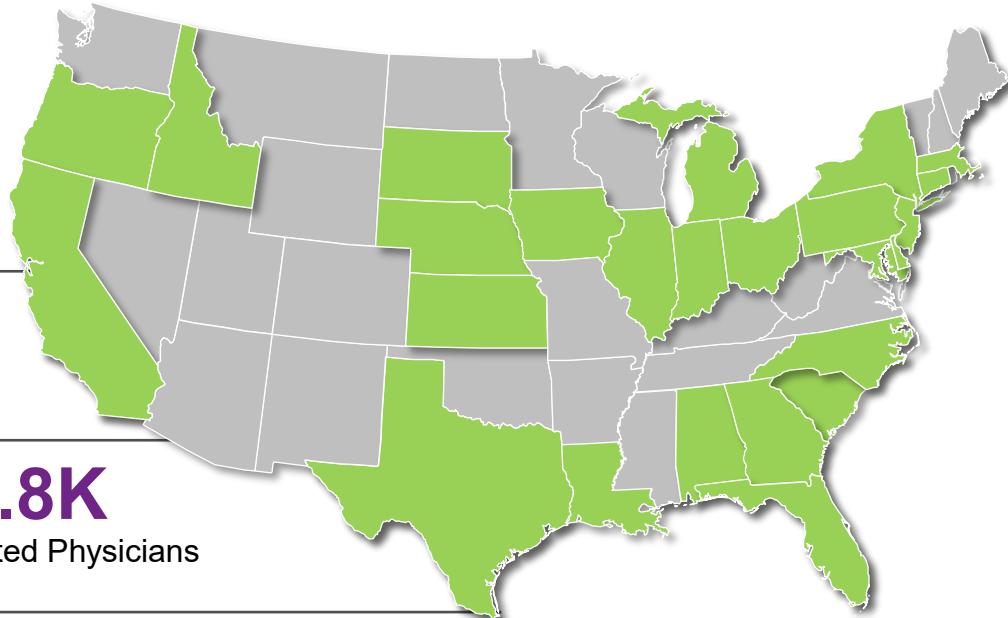
Urgent Care
Locations*

FY21 data unless noted

Exclusions: Mercy Chicago Hospital transitioned to Insight Chicago (June 2021); Mercy Philadelphia Hospital transitioned to Penn Medicine (March 2021)

*Owned, managed or in JOAs or JVs

v: 10.25.21





Who



Our Mission

We, Trinity Health, serve together in the spirit of the Gospel, as a compassionate and transforming healing presence within our communities.



Our Core Values

- Reverence
- Commitment to Those Who are Poor
- Safety
- Justice
- Stewardship
- Integrity



Our Vision

We will be the most trusted health partner for life.



Our Actions

As a Trinity Health colleague, I will:

- Listen to understand.
- Learn continuously.
- Keep it simple.
- Create Solutions.
- Deliver outstanding service.
- Own and speak up for safety.
- Expect, embrace and initiate change.
- Demonstrate exceptional teamwork.
- Trust and assume goodness of intentions.
- Hold myself and others accountable for results.
- Communicate directly with respect and honesty.
- Serve every person with empathy, dignity and compassion.
- Champion diversity, equity and inclusion.



Our Promise

We Listen.

We Partner.

We Make it Easy.



Learning Objectives



"The training delivery model that this team has created far exceeded my expectations and is viewed as the gold standard by our stakeholders. This model has been stress tested and has evolved over time, positioning our team to be able to train over 7,000 trainees over the last three years and to transition to a full virtual model almost overnight. Their outcomes speak for their self!"

Christine Aucreman
VP, Enterprise Performance Management and Support Services
President- HFMA Central Ohio Chapter



What



January 2018



February 2019



May 2019



January 2020



March 2020



What





What

2019 Scorecard

Learner Reaction 86%

Trainer Impact 86%

2020 Scorecard

Learner Reaction 90%

Trainer Impact 89%

2021 Scorecard

Learner Reaction 88%

Trainer Impact 89%

2022 Scorecard

Learner Reaction 92%

Trainer Impact 93%

2023 Scorecard

Learner Reaction 93%

Trainer Impact 93%

March 2020





What

Training Dashboard 2.0

Landing Pa...

Click on icon to view individual sub-dashboards

Data through last evaluation: 7/17/2022

-  Onboarding Evaluations
-  TogetherCare Evaluations
-  Legacy Evaluations
-  Assessments
-  Onboarding Evaluations Archived





How

Our Experience in Defining the Process

How 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 our data are
to achieving our desired
outcome





How

Our Experience in Assessing the Effectiveness of Revenue Cycle Training

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



Process

Knowledge Transfer



Input

Evaluation data from instruments you create

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



Output

End User Ratings

Scores

Dashboard



Supplier

Kirkpatrick Model

Likert Scale

Tableau

HIS Vendor



Customers

End Users

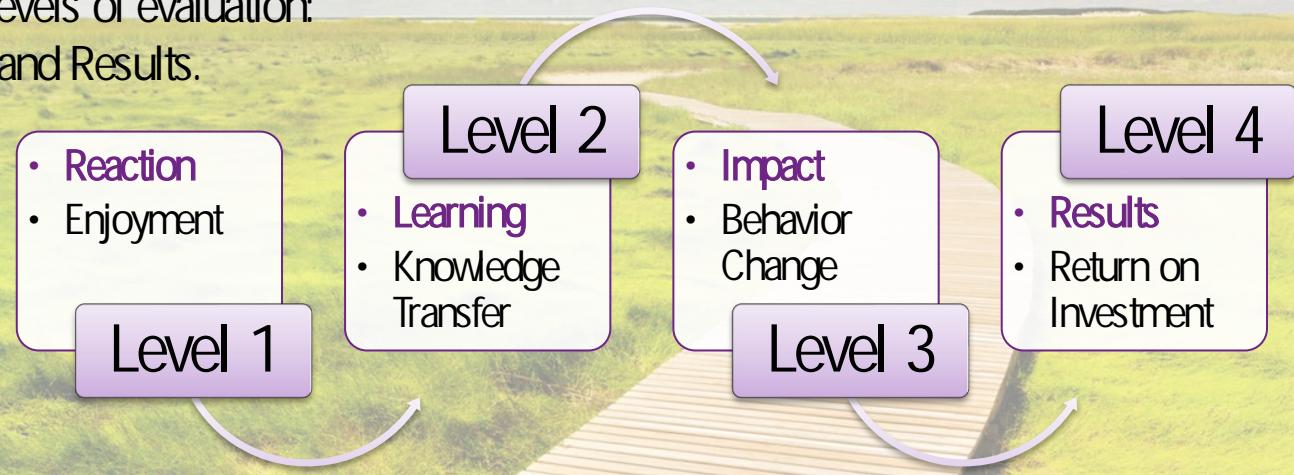
Stakeholders



How

Our Experience in Assessing the Effectiveness of the Process

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 evaluation: Reaction, Learning, Behavior, and Results.





How

Our Experience in Defining the Process

What are you going to measure?

Level 4

Level 3

Begin with measuring
Level 1 and Level 2

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





How

Level 1

Our Experience in developing your Process Inputs

Measurement Scale

Utilize a 5-point Likert Scale

Instrument Design

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

Focus on a single construct

Data Validation

Utilize both quantitative and qualitative techniques



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.

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.

I comprehend the importance of Trinity's Mission and Values.	Strongly agree 67%	Agree 27%	
I have a good understanding of the concepts taught in the course.	Strongly agree 57%	Agree 35%	
I understand how to navigate the main software systems used by my work team. (example: HealthQuest, RWS, MedTech, Athena, IDX, NetGen, or TRAC)	Strongly agree 45%	Agree 39%	Neutral 10%
I understand the connection between applying my learning and achieving Trinity's goals and objectives.	Strongly agree 62%	Agree 32%	
Overall, I am satisfied with this learning experience.	Strongly agree 59%	Agree 34%	
The content was appropriate for my training needs and skill level.	Strongly agree 60%	Agree 34%	
The instructor-led content was presented in a manner that kept my attention.	Strongly agree 62%	Agree 32%	
The learning aids (i.e. manuals, job aids, games etc.) assisted my learning.	Strongly agree 55%	Agree 40%	
The training material was comprehensive and appropriate.	Strongly agree 57%	Agree 39%	





How

Level 2

Our Experience in developing your Process Inputs

Measurement Scale

Utilize a 5-point Likert Scale

Instrument Design

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

Focus on a single construct

Data Validation

Utilize both quantitative and qualitative techniques



Validity Testing

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 a lot 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 a lot on the class.
		Pippa Tooley	The instructor was very thorough and answered all of my questions. I really enjoyed the training class.

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%





How

Our Experience in developing your Process Inputs

Workplace Simulations

Can a trainee navigate the playground-based scenario

Assessments

Demonstrate Proficiency

Validate training content

Validate assessment instrument design



Validity Testing





How

Our Experience in developing your Process Inputs

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

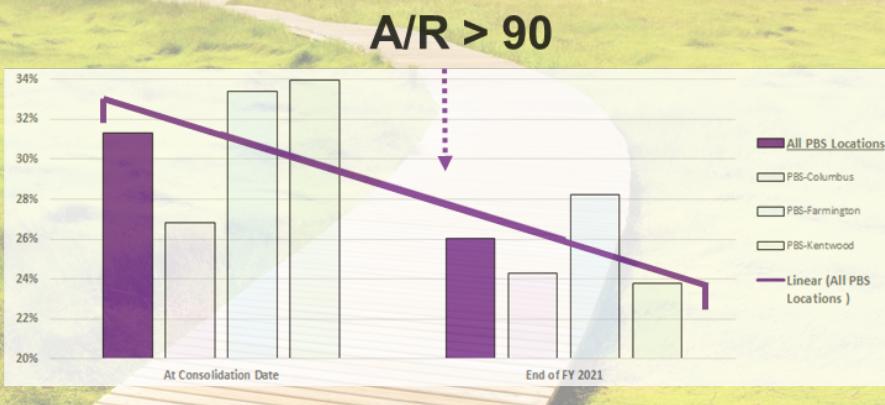
Our team trained those who accomplished this. However, we can only say we were part of a winning team

Future measurements will focus on:

- Trainee time to readiness- or 80% productivity and quality

Accounts Receivable (A/R) less than 90 days:

- Pre-Consolidation 31%
- Post- Consolidation FY 2021 26%





How

Our Experience in Process Outputs

Determine once you have data, how are you going to use it

Transparency

Accountability

Line of Sight

Visual Management

Coaching

Performance Evaluation

Utilize technology

Minimal duration between training and evaluation or assessment preferred





How

Our Experience in Suppliers

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





How

Our Experience with Customers and Stakeholders

They love it

Leadership meets on
Outcomes weekly

We conduct Root Cause
Analysis to isolate
performance issues

We rapidly implement
changes and now fall
forward rapidly

The team reviews the data
weekly

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





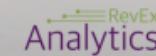
How

Training Dashboard 2.0

Landing Pa..

Click on icon to view individual sub-dashboards:

Data through last evaluation: 7/17/2022





How

Presentation Toolkit

Trinity Health: [Website](#)

SIPOC: Video: [SIPOC Diagram Simplified](#) Adriana Girdler Introductory/ Tutorial

Survey Data Measurement, Validity, and Reliability: [Video](#)

Kirkpatrick Model: Video [Kirkpatrick's 4 Levels of Evaluation in One Minute](#)

Visual Management: Resources: [Agency for Healthcare Research and Quality \(AHRQ\) Visual Management](#)

Formal Education/ Certification: [Lean Manufacturing - Nexus at Michigan Engineering \(umich.edu\)](#)

Contact Email: EdwardThomas@trinity-health.org