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24<sup>th</sup> Annual  
Revenue Cycle Conference

Rev Cycling Through  
Adversity



# Automating the noise to increase revenue yield in a COVID-19 world

January 6, 2021

Virtual Webinar

**Speaker:** Nio Queiro  
**Title:** Senior Vice President  
Revenue Cycle Management  
**Company:** Wellforce

**Speaker:** Bradley Gallaher  
**Title:** Executive Director, AI  
Transformation  
**Company:** Olive

# Agenda



Reorienting: Acknowledging the reality of 2020



Redefining: Tufts' COVID-19 Testing Process



Redirecting: Expansion of efficiencies across the enterprise



Q&A with Nio Queiro

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# Polling Question #1

*To your knowledge, what is your organization's experience with Artificial Intelligence and RPA within Revenue Cycle?*

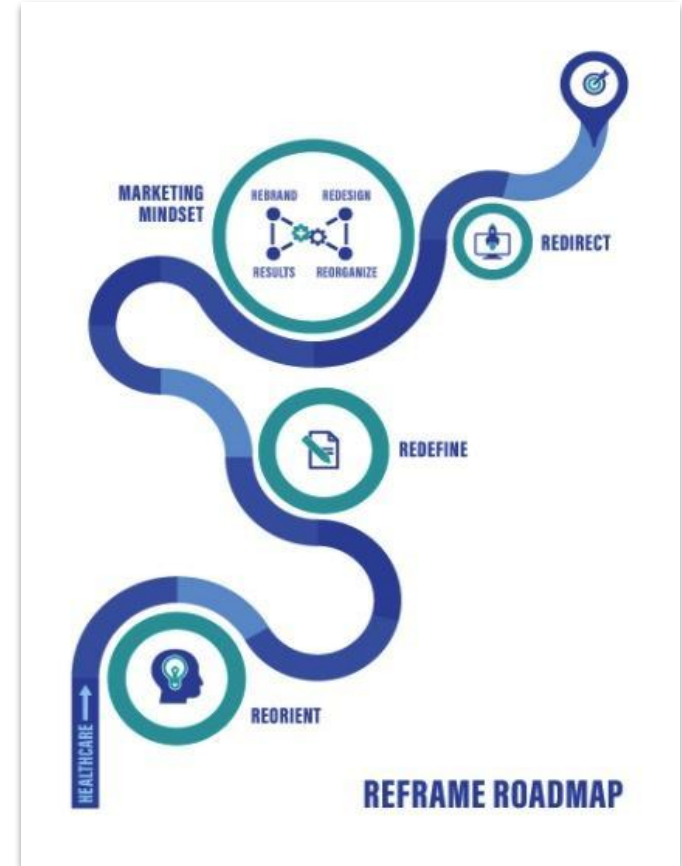
- A. We have already implemented an AI/RPA solution*
- B. We are just about to launch our first AI/RPA solution*
- C. We are in the exploration phase with AI/RPA solutions*
- D. What is AI?*



# Reframing healthcare

## The problem...

*\$ 1 trillion problem of inefficiencies arising from administrative complexity, fraud and abuse, failure of care coordination and more”*





# Step 1: Reorient Acknowledging the Reality of 2020





# 2020 has been a year of unexpected chaos.

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As Covid-19 Crashes the Economy, Workers and Business Owners Wonder if Anything Can Save them from Financial Ruin

**TIME**

Quarantine fatigue: Governors reject new lockdowns as Virus cases spike

**POLITICO**

New normal for job seekers is remote work despite coronavirus reopenings

**FOX**  
BUSINESS

Protests explode across the country; Police declare riots in Seattle, Portland

**The Washington Post**

*Democracy Dies in Darkness*

**Chaos:** a state of utter confusion.

cha`os | kā-,äs

Source: MerriamWebster.com

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# Negative impacts on the Healthcare industry are substantial



## Financial Impact

- Total losses for the nation’s hospitals and health systems expected to be at least \$323 billion in 2020.
- Estimates show a minimum of \$121 billion in financial losses, due in part to lower patient volumes, from July 2020 through December 2020.
- This is an average monthly loss of \$20 billion per month.
- Half of the annual 4.8% decline in US GDP is attributable to pausing elective procedures.

## Care Delivery Impact

- Procedure volume for “elective” procedures significantly impacted.
- Research demonstrates worse outcomes when important elective procedures are delayed.
- Restarting elective procedures and the ensuing deluge of operational and administrative activities creates its own set of potential problems.

## Human Impact

- Highest level of healthcare worker furloughs/ reductions ever experienced.
- Industries with lower skill requirements and lower wages are hit the hardest.
- Mental health and substance abuse issues are expected to increase.
- **The very resources we were counting on to innovate the industry, bend the cost curve, and shift from volume to value are more distressed than ever.**

<https://www.aha.org/issue-brief/2020-06-30-new-aha-report-finds-losses-deepen-hospitals-and-health-systems-due-covid-19>

<https://www.modernhealthcare.com/operations/deferred-procedures-drain-hospital-revenue-60b-month>

<https://hbr.org/2020/08/covid-19-created-an-elective-surgery-backlog-how-can-hospitals-get-back-on-track>

<https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use/>



# The reality of unexpected changes in our health...

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**Car Insurance**

vs.



**Health Insurance**

For insured patients... 1 in 25 who experience a serious medical condition have to file bankruptcy.

According to the **2018 Commonwealth Fund**, experiencing a serious medical condition without insurance results in...

- 33% of people use up all of their savings
- 33% are contacted by a collection agency
- 21% are unable to pay for basic necessities
- 13% had to borrow money to cover
- 4% had to file personal or family bankruptcy





# Polling Question #2

*Has the disruption due to COVID-19 altered your timeline for AI/RPA exploration and/or implementation?*

- A. Yes, we are too busy to think about this right now*
- B. No, we see this as a critical tool in our recovery*



# Step 2: Redefine Tufts Medical Center's COVID-19 Testing Process



# Background on Tufts Medical Center, a part of Wellforce

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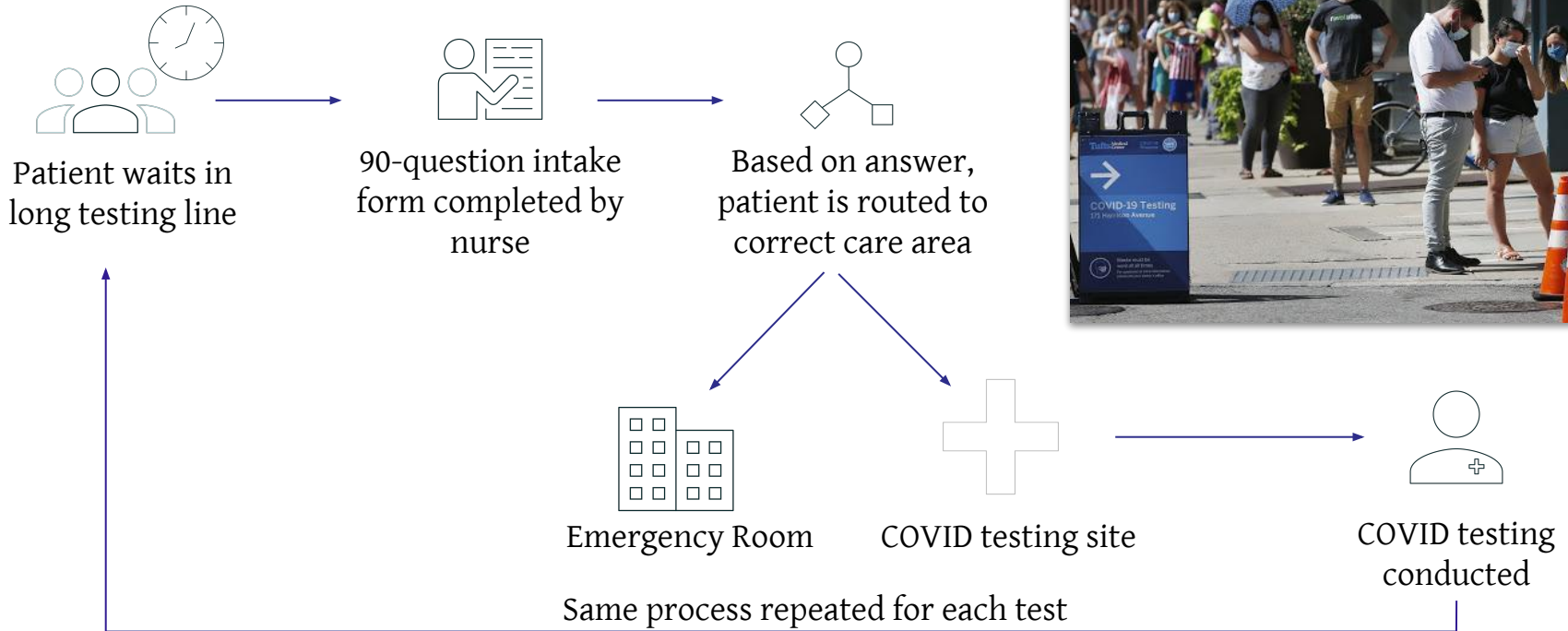
## Tufts Medical Center

- 415-bed academic medical center located in Boston, Massachusetts
- System conversion to occur next 3 years
- \$1.2B Net Patient Revenue

## Wellforce

- Headquartered in Boston, Massachusetts
- \$1.9B Net Patient Revenue
- 11,000 employees
- 1,121 licensed beds

# Tufts Medical Center's prior COVID-19 testing intake process





# Tufts Medical Center's new COVID-19 testing process

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- Intake form online
- Ability to complete the form at home
- Tufts digital front door - the Primacy & Olive
  - Directs patient to correct care setting based on answer: ED, testing site or stay at home
  - Performs the data entry
  - Sends appointment reminders via text to the patient
- Tester is equipped with online form and test performed quickly



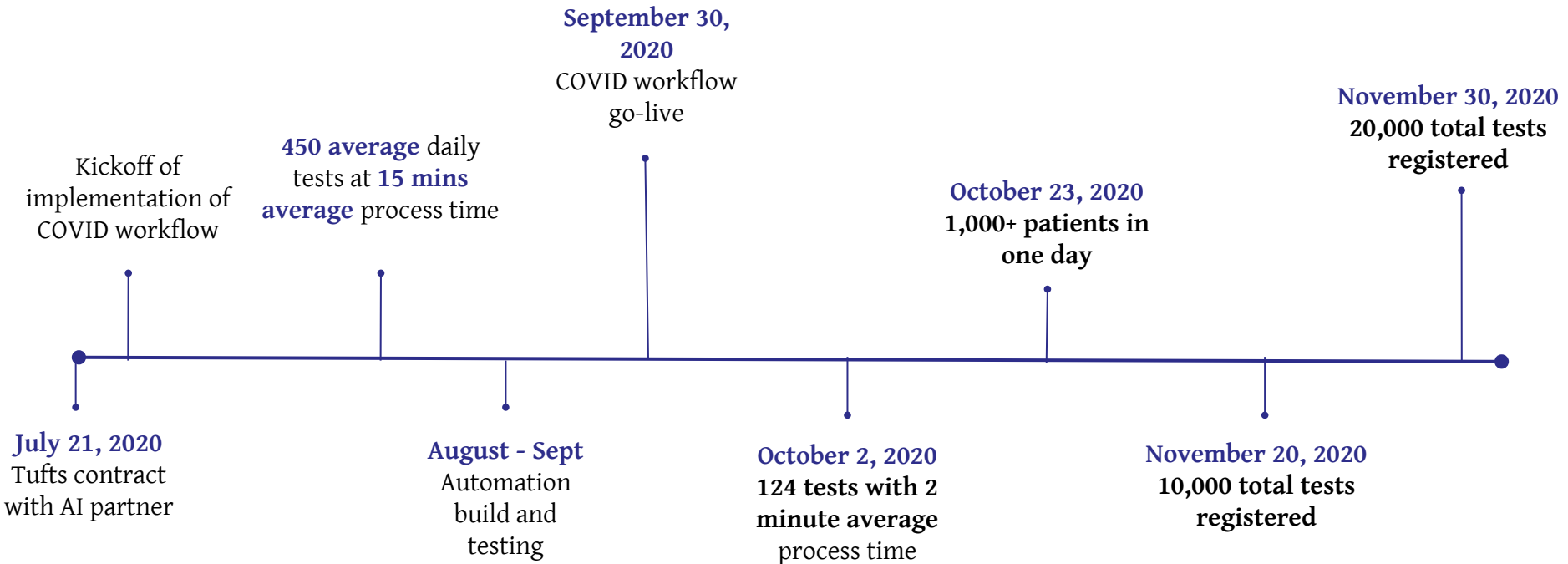
*faster COVID  
registration and  
testing throughput*



*staff hours saved  
through the end of  
November*



# Speed to impact + value





# Polling Question #3

*What is your organization's readiness for an AI & automation program?*

- A. AI is a strategic priority with our organization, and we have, or intend to pull together a team focused on the initiative*
- B. I know there's a need for an AI program, but my organization doesn't consider it a priority and needs more education*
- C. There is alignment within my department to deploy an AI program, but my organization has not prioritized an enterprise-wide strategy*
- D. My department and my organization have not begun to think about how to deploy an AI and automation program*





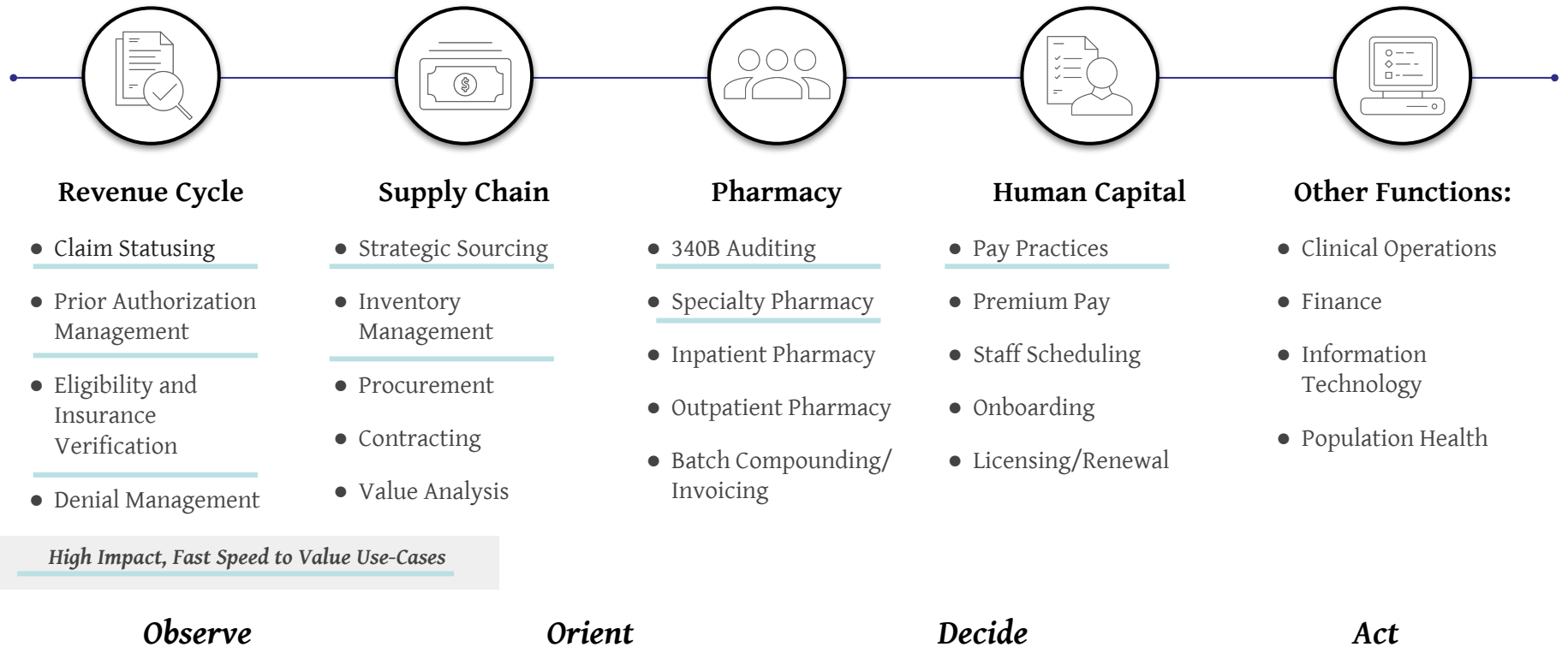
## Step 3: Redirect Where to next?







# Staying agile with automation by using the OODA Loop





# Polling Question #4

*What AI / automation topic are you most interested in next?*

- A. Learning how other health systems are using AI/automation*
- B. Understanding the total cost of ownership of an enterprise AI /automation program*
- C. Learning more about the various AI delivery models*



# Q&A with Nio Queiro, SVP of Revenue Cycle at Wellforce



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**Tufts** Medical  
Center

# Thank you!

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# Q&A with Nio Queiro, SVP of Revenue Cycle at Wellforce

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- As a new leader at Wellforce, you probably timed perfectly a fresh perspective in an urgent time of need. How did you manage this?
- Wellforce leadership - what's their take on automation as a strategic priority?
- Has success with revenue cycle automations led to other rev cycle wins across the organization?
- What has happened to your human talent as you've expanded the automation program?
- How are you managing different priorities across Covid, EMR implementations, and integration with Wellforce?
- How do you see your organization evolving in the Future of Health?