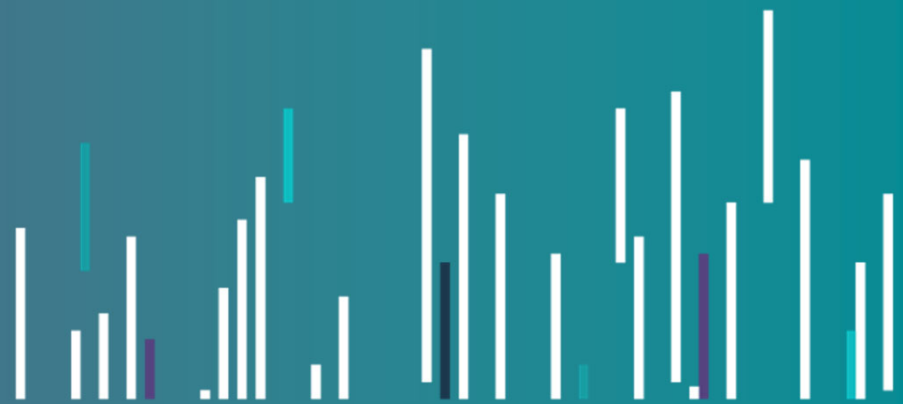




“Let’s take an excruciatingly awkward two minutes for people to trickle in.”

Managing Change When Implementing RPA

May 5, 2022



Introductions



Lynne Hildreth

VP – Workforce
Automation, Cloudmed



Nicole McAdam

Senior Analyst, Operations
Improvement,
Mass Gen Brigham



Kevin Barnes

Corporate Manager,
Automation and Analytics,
Mass Gen Brigham



Agenda

- Background - Our Journeys
- Getting Buy in for your Automation Initiative
- Managing Change during Discovery/Design
- Life after Automation
- Survey Findings
- Closing Thoughts

Time for Q&A is allocated after each topic

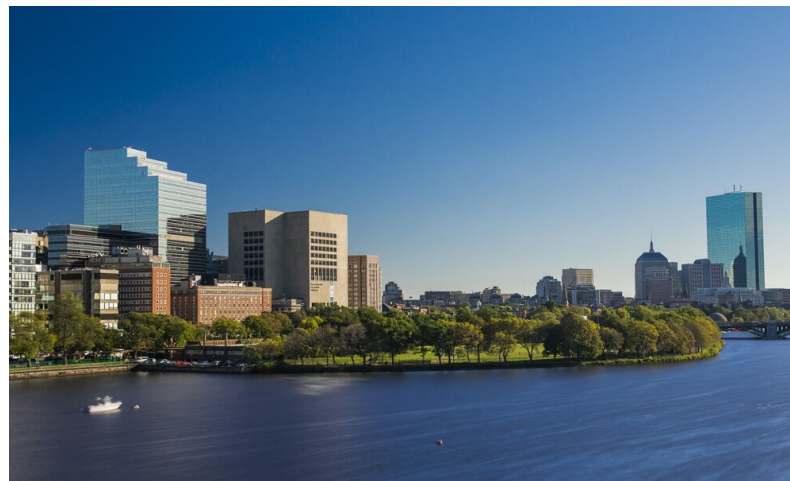
Background – Our Journeys



- Tampa Bay Region
- \$1.6B NPR
- Cerner Millennium
- Soarian Financials
- Automation Journey began in 2015
- Cloudmed Automation, Automation Anywhere, AKASA



- Greater Boston
- \$16B NPR
- Epic
- Automation Journey began in 2019
- Blue Prism



Slide 5

kw0

Updated MGB background

kwbarnes@partners.org, 2022-04-25T17:03:52.744

Revenue Cycle Automation Opportunities

Front-End

Eligibility

Eligibility and Benefits Verification / Pre-registration
 Financial Counseling
 MSPQ
 Insurance Discovery Post Back
 Insurance Verification and Plan Allocation
 Copay assistance / pharmacy patient access programs



Scheduling

Scheduling, Rescheduling, Waitlists
 Order and Referral Management
 Appointment Reminder Integration
 Contact Center Optimization



Authorization

Prior Authorization: Determination
 Prior Authorization: Submission
 Prior Authorization: Status
 Prior Authorization: Verification Post-Service
 Notice of Admission



Registration

Patient Registration Quality/ Duplicates
 Demographic Verification (address checking, emails, phone #s)
 Price Estimates
 Patient Portal
 Registration Electronic Forms Integration
 Arrival / Check In (multi-encounter, same day)
 Virtual / Telehealth Visit Registration
 ABN (Advanced Beneficiary Notice)



Mid-Cycle

Charge Capture

Charge Capture and Reconciliation
 Charge Integrity / Charge Audit
 Duplicate Clean Up (encounters, charges)
 CDM Maintenance



Coding

Hospital Coding
 Professional Coding
 Appending Modifiers
 Coding (Admitting Dx)
 General Supervision / Attending Provider



Medical Records

Release of Information
 Up Front Claim Attachments



Other

System

Worklist Access / System Access Management
 Master File Maintenance (physicians, locations, employees)

Compliance: Credentialling
Compliance: Provider Enrollment
Contracting: Contract Management



Back-End

Billing

Secondary Claim Submission
 Voided Benefit Order
 Patient Statements / Printing
 Pre-Bill Edits
 Clinical Trials Billing (incl Medicare)



Claims / Follow-up

Claim Status Checking
 Claim Prioritization



Denials

Additional Info Request / Medical Record Submission
 Appeals and Reconsiderations
 Coordination of Benefits Denials - Patient Communication
 Submission of Itemized Bills
 Retrospective Authorizations
 RAC Audit responses



Transfers & Adjustments

Small Balance Adjustments
 Balance Transfers
 Credit Balance
 Bad Debt



Payments / Collections

Financial Assistance / Enrollment in Payment Plans
 Payment Posting (Lockbox)
 Guarantor Follow-Up / Collections
 Cash Reconciliation
 Guarantor Refunds



Live



In Progress







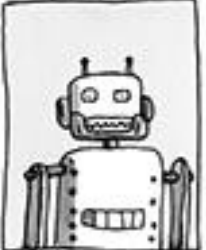
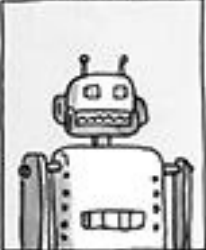
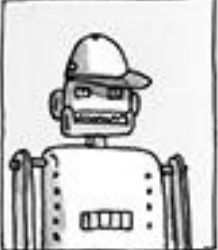
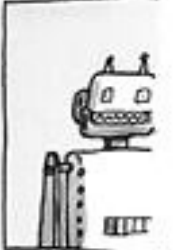


In Queue

Slide 6

- LH0** Should we have some sort of list of what we've automated? Maybe highlight or star items?
Lynne Hildreth, 2022-04-21T13:53:44.600
- BT1** Need color guide to the stars (yes automate, being built, and in the pipeline)
Billy Trujillo, 2022-04-25T16:34:07.212
- kw2** Added Icons - if we can clean up the legend that would be great!
kwbarnes@partners.org, 2022-04-25T17:03:34.227

EMPLOYEES OF THE MONTH

JANUARY  ETHEL	FEBRUARY  MATT	MARCH  FRANK	APRIL  CAROL	MAY  MARJORIE
JULY  TOM	AUGUST  AUTOTRON	SEPTEMBER  AUTOTRON	OCTOBER  AUTOTRON	NOVEMBER  AUTOTRON

Kanin

Slide 7

kw0

Lynne to discuss slide?

kwbarnes@partners.org, 2022-04-25T17:13:09.476

Getting Buy-in to Why Automation is Important

Are there secrets to introducing RPA so that people are excited and not fearful?

What about stakeholders outside the revenue cycle? Who else do you need to convince to support your endeavor?

How do you measure and talk about ROI?

Slide 8

kw0

Lynne - First Bullet
Nicole - Second Bullet
Kevin - Third Bullet

kwbarnes@partners.org, 2022-04-25T17:06:00.419

CK1

[@Lynne Hildreth] Do you want each of these to pop in one by one with animation? Each time you click it would add the next question

Celina Kurani, 2022-04-25T21:28:29.648

LH1 0

no, I think that just adds effort/distraction - but thanks for asking

Lynne Hildreth, 2022-04-25T21:46:48.992

Potential Value of Automation



Quantitative Benefits:

- Revenue
- Expense
- Labor
- Overtime
- Etc.



Operational Benefits:

- Accelerate Cash
- Avoid Need for Appeals
- Improve Slot Utilization
- Reduce Turnaround Time
- Etc.



Qualitative Benefits:

- Quality
- Satisfaction
- Compliance
- Risk
- Etc.

Slide 9

kw0 Kevin to lead into this slide to discuss ROI
kwbarnes@partners.org, 2022-04-25T17:06:23.138

Managing Change During Discovery and Design

Where do people factor in to decisions about what to automate?

How do you involve people in discovery and design?

Slide 10

kw0

Kevin - First Bullet

Nicole - Second Bullet

kwbarnes@partners.org, 2022-04-25T17:10:43.832

MGH Decision Criteria for Botability

✓ Degree of Standardization

✓ Clarity of Business Rules

✓ Degree of Human Judgment

✓ Repetitiveness

✓ Technology

Slide 11

kw0 Nicole to lead into slide to discuss discovery and design
kwbarnes@partners.org, 2022-04-25T17:11:23.630

Life After Automation

Will peoples' jobs change, and how do you prepare for that?

Have you had an automation failure, and what did you do about it?

Slide 12

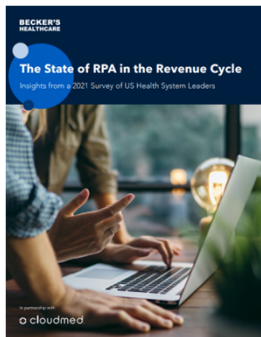
kw0 Lynne to take these questions and lead into Becker Survey
kwbarnes@partners.org, 2022-04-25T17:11:59.287



Becker's Survey Findings

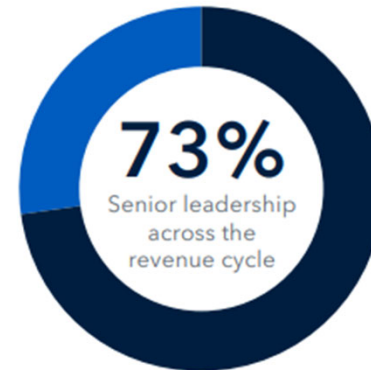
Becker's Survey: Leaders' Perspectives

Survey Background / Methodology



The State of RPA in Revenue Cycle *Insights from a 2022 survey of US health system leaders*

Published by Becker's Healthcare and Cloudmed



Revenue Cycle Role

- Senior leadership across the revenue cycle
- Other revenue cycle roles



Organization Type

- Health system, hospital, or academic medical center
- Other



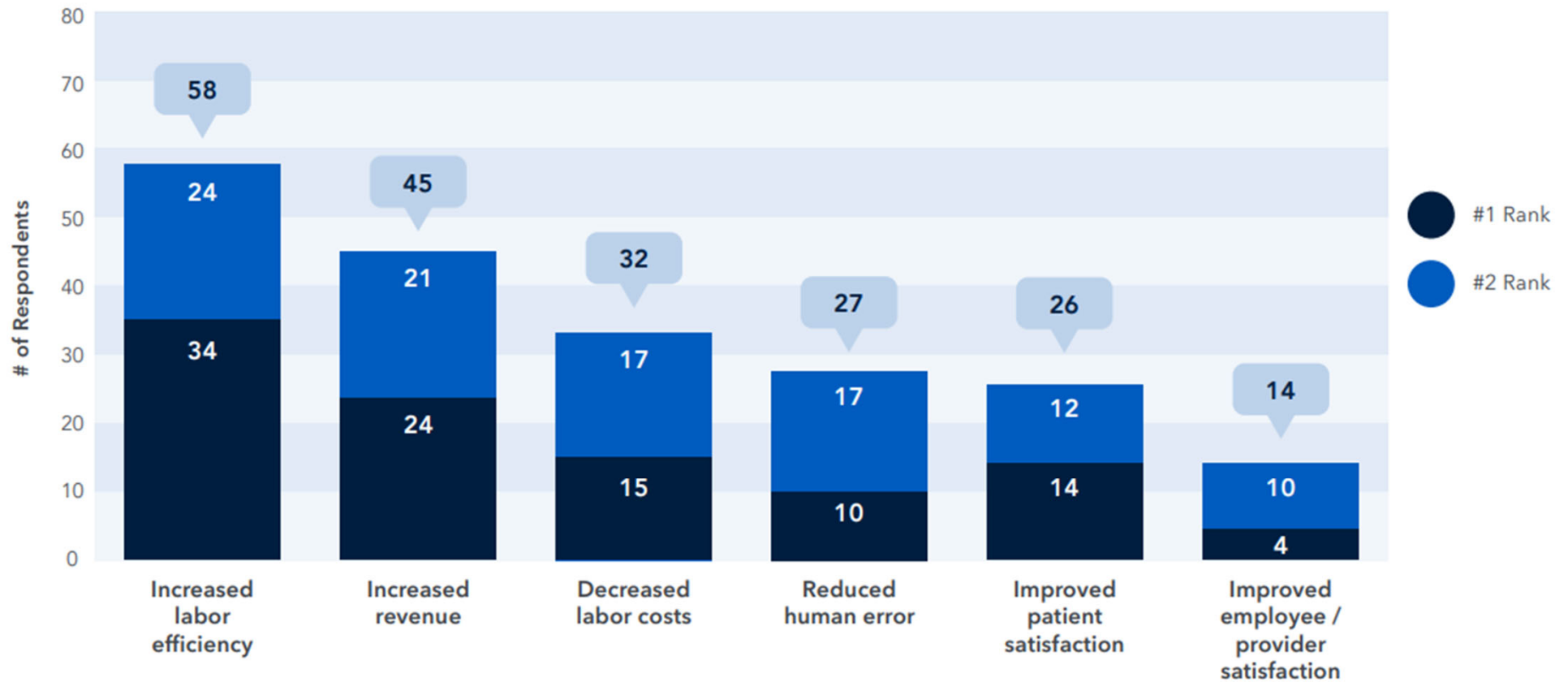
Organization Size

- 400+ beds, 52%
- 200-399 beds, 21%
- <200 beds, 27%

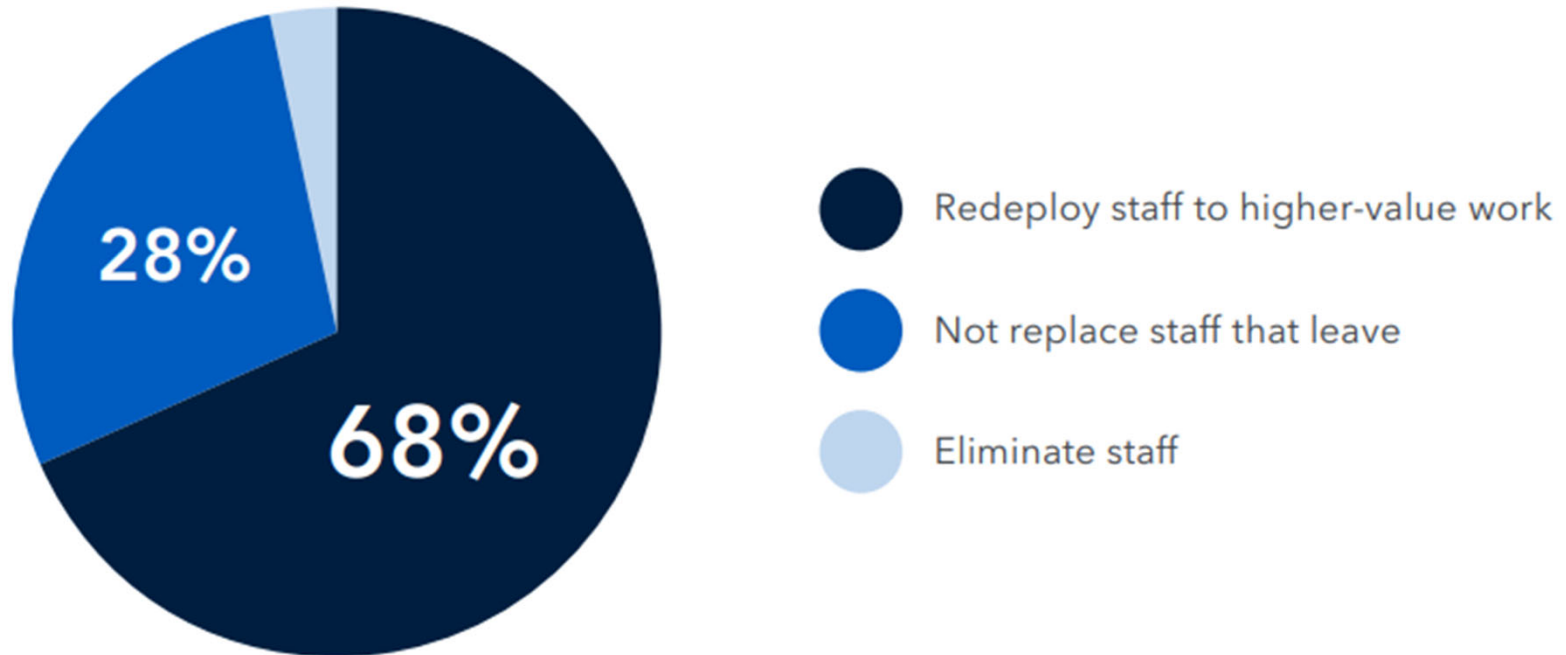
Slide 14

CK0 [[@Lynne Hildreth](#)] I blew out all the graphs so they're easier to read in presentation mode
Celina Kurani, 2022-04-25T21:47:16.430

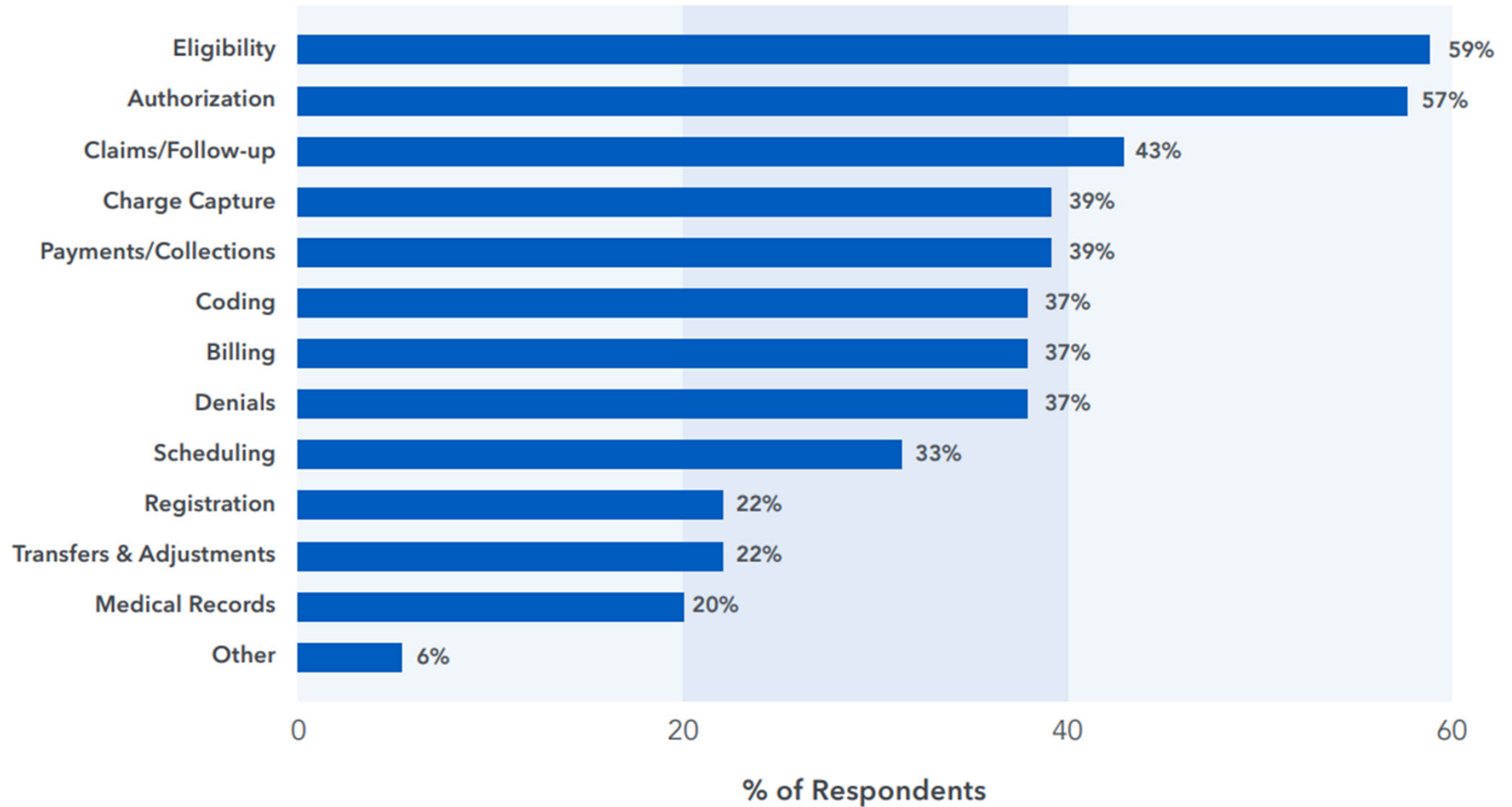
The #1 and #2 expected benefits from RPA in the revenue cycle



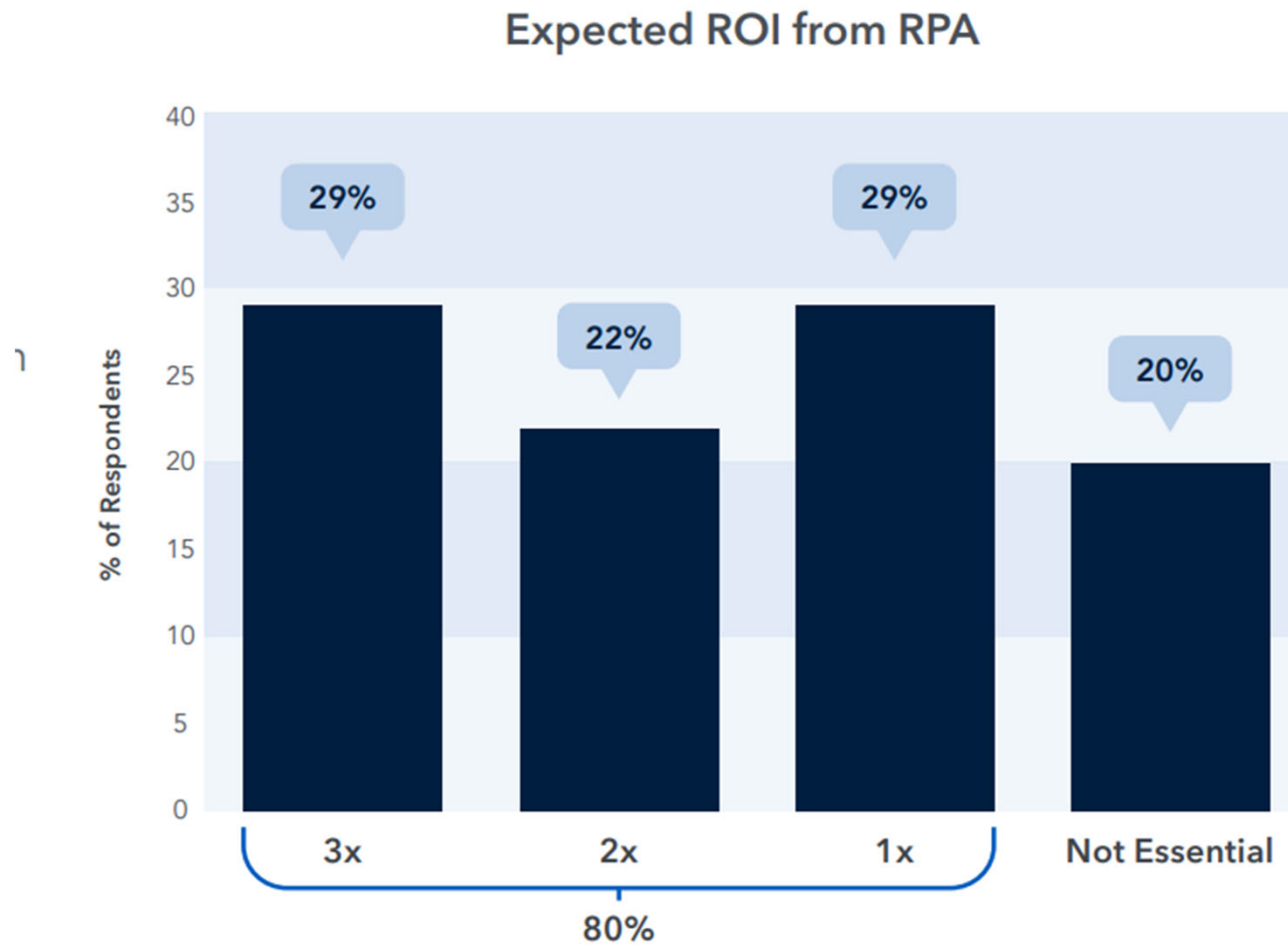
Staffing plans after implementing RPA



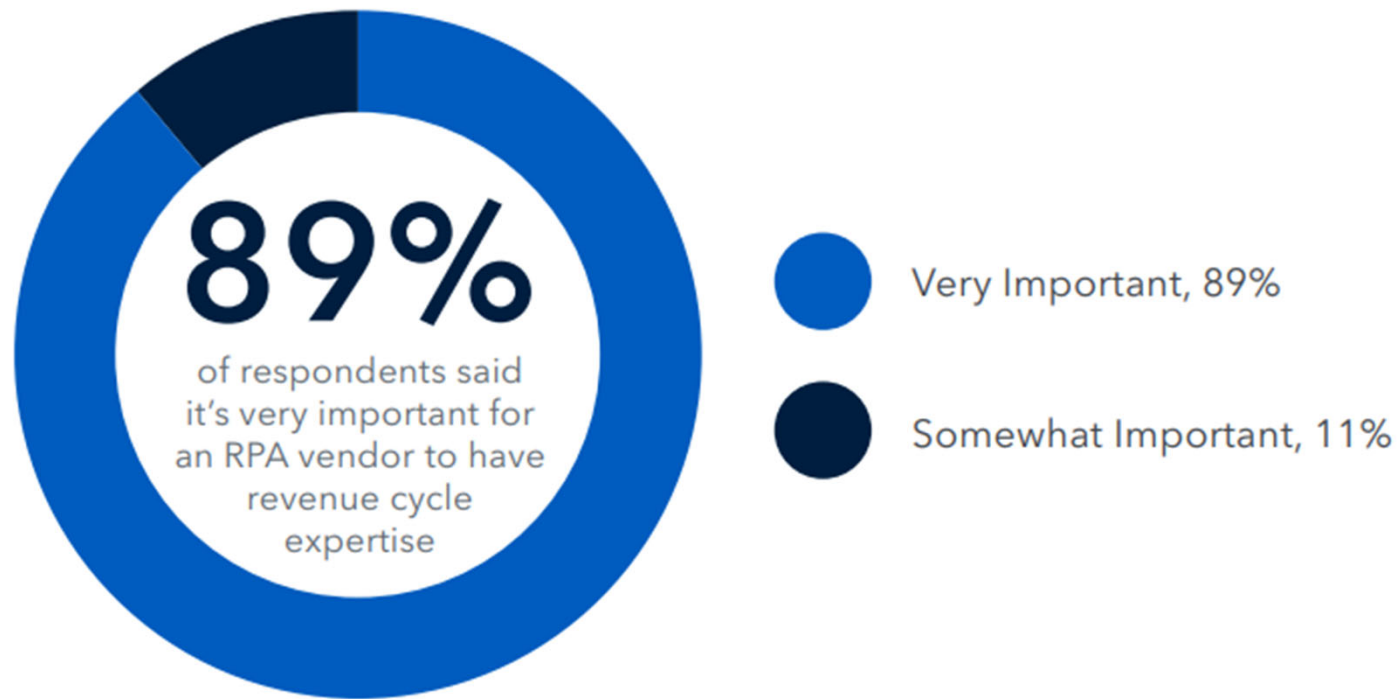
Areas of the revenue cycle where adopters are deploying RPA



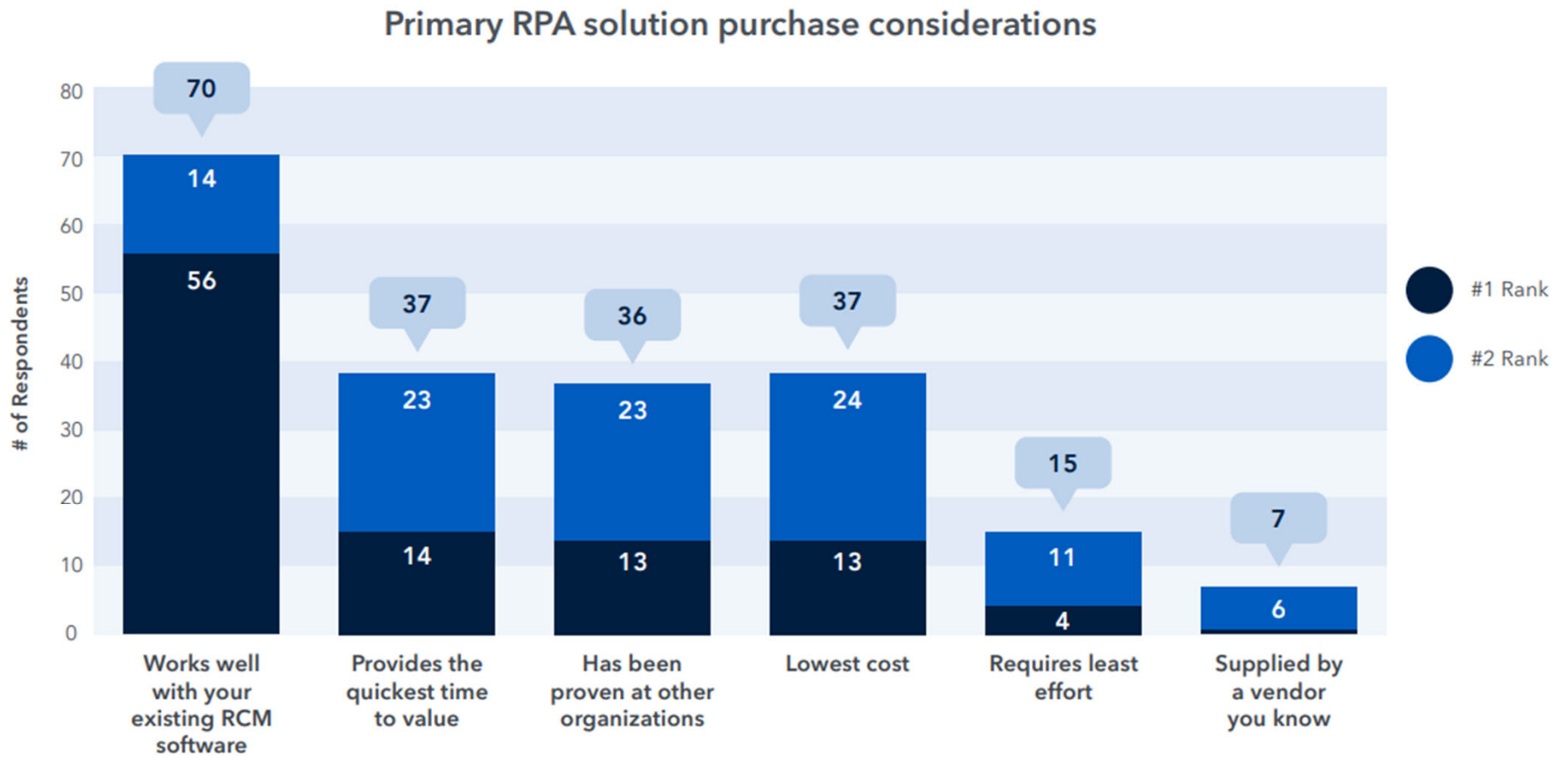
No consensus on ROI expectations; non-financial benefits are top of mind



Important to have Revenue Cycle Experience + Proven RPA solution



Top selection criteria is whether RPA will work with their EHR



Closing Thoughts

The background of the slide is a solid dark purple. In the lower half, there is a decorative pattern of dots. The dots are arranged in a series of overlapping, wave-like shapes that move from left to right. The dots themselves are in two colors: a medium purple and a light pink. The overall effect is a modern, abstract graphic design.