

Optimizing Your Workforce

For Revenue Management Improvement – A Four Step Approach

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Speaker Introduction

Governing, Organizing, and Leading Business Transformations



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FinThrive

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Our Agenda

1. Why is Optimizing Your Workforce Important?
2. A Four-Step Approach to Success
 - Prepare Your Interface
 - Plan With the End in Mind
 - Use Data to Measure Effectiveness
 - Plan for Opportunities

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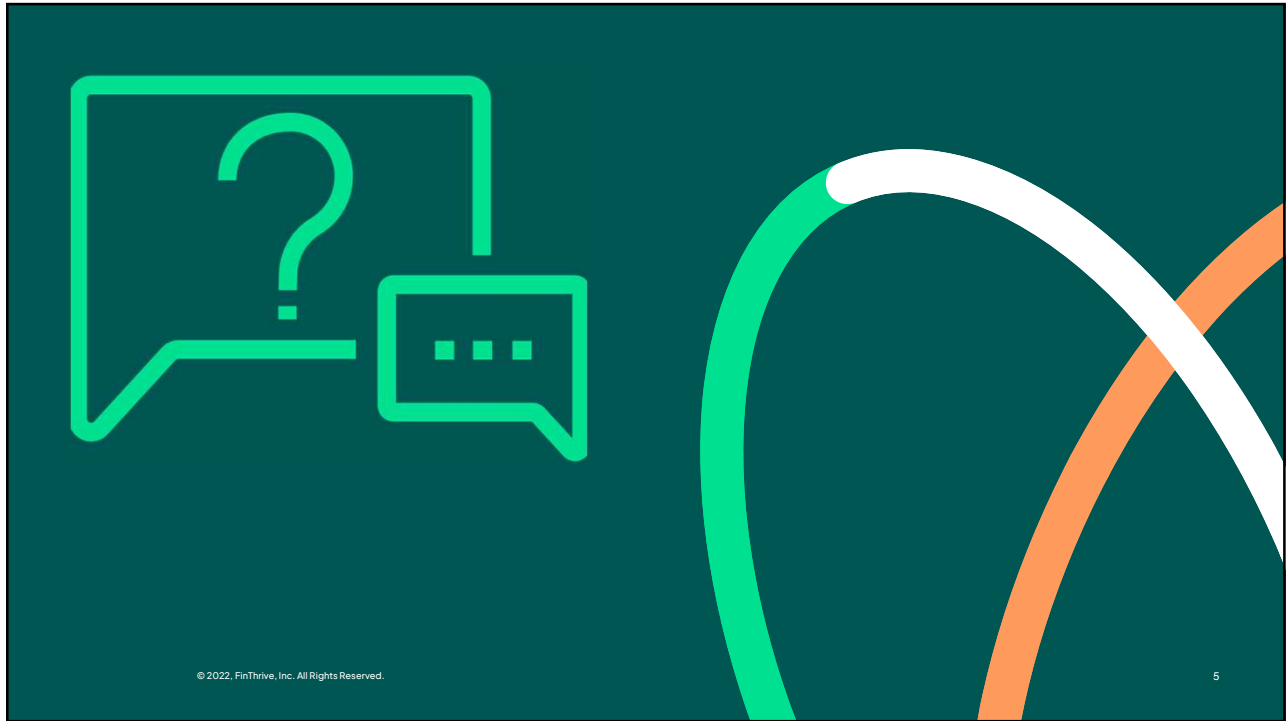
Why is this important to an organization like Trinity Health?

A horizontal timeline with a central bar divided into segments of green, orange, and dark green. Six milestones are shown in rounded rectangular boxes above and below the bar, each with an icon and text.

Month	Year	Milestone
January	2018	EMR Decision
February	2019	Consolidation Decision
May	2019	Team Formation
January	2020	Team Operational
March	2020	Virtual World

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An infographic on a dark teal background. On the left, the text "75%" is displayed in a large, white, sans-serif font inside a teal rounded rectangle. To the right of this, the following text is written in a white, sans-serif font: "Of hospitals and health systems across the country deployed revenue cycle management technology since the start of the pandemic." At the bottom left, there is a small white copyright notice: "© 2022, FinThrive, Inc. All Rights Reserved." At the bottom center, there is a small white copyright notice: "© 2022 Trinity Health".

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But how does that technology look now?



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Step 1: Program Your Interface

Designing Strategically for Adult Learners

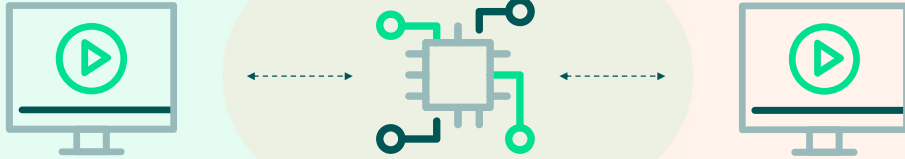
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Interface:

The place at which independent and often unrelated systems meet and act on or communicate with each other



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But what is the interface between the technology you own and the outcomes you need from it?



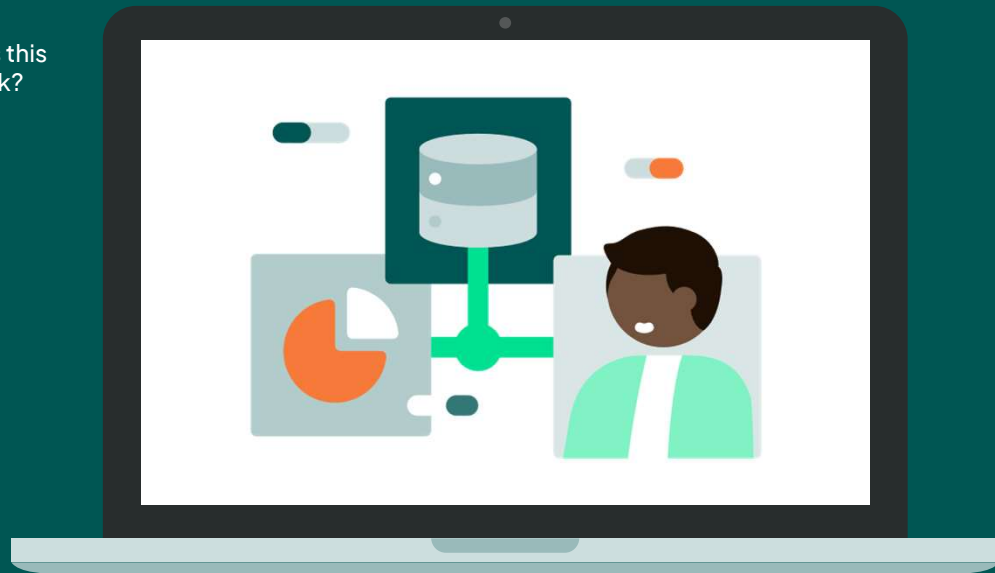
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But how does this interface work?



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Programming Your Interface

Design Strategically to Ensure Readiness

- Start with the “why” your staff need to learn something new/different
- Incorporate and build on their experiences
- Have self-directed learning content and opportunities available
- Focus on the problems or challenges the learning will help them solve
- Construct learning with examples of real-world scenarios for them to work through
- Find what motivates your learners and incorporate that into your program

Incorporating these elements will shape your training programs to really draw in your audience.



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Step 2: Plan With The End In Mind

- Data Collection
- Data Measurement
- Data Organization
- Data Reporting
- Data Display

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Data Collection

What are you going to measure?

- Transparency
- Accountability
- Line of Sight
- Visual Management
- Performance Evaluation
- Coaching
- Stakeholder Reporting
- Technology

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Data Measurement

What 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

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Generalizability

How applicable the results of your data are to achieving your desired outcome



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Data Organization

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



Supplier

Kirkpatrick Model
Likert Scale
Tableau
Your Vendors



Input

Evaluation data from instruments you create


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



Process

Design and Delivery of your program

Knowledge Transfer



Output

End User Ratings
Scores
Dashboard



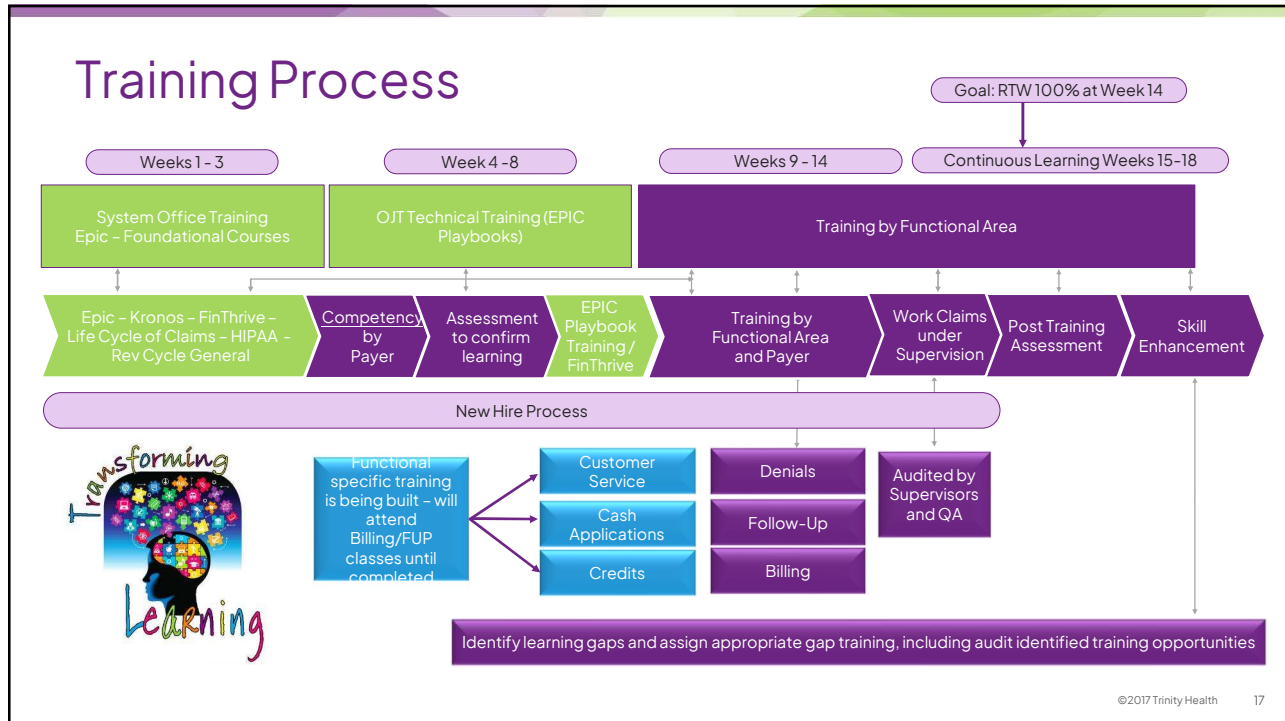
Customers

End Users
Stakeholders

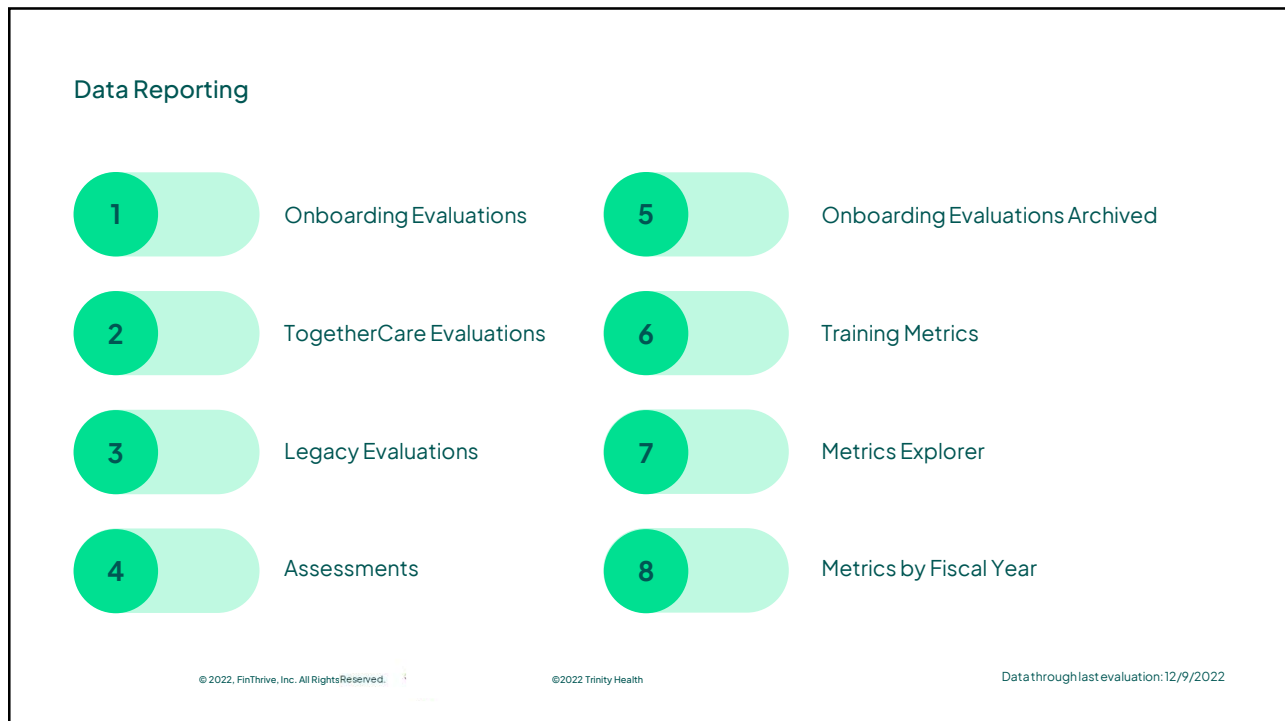


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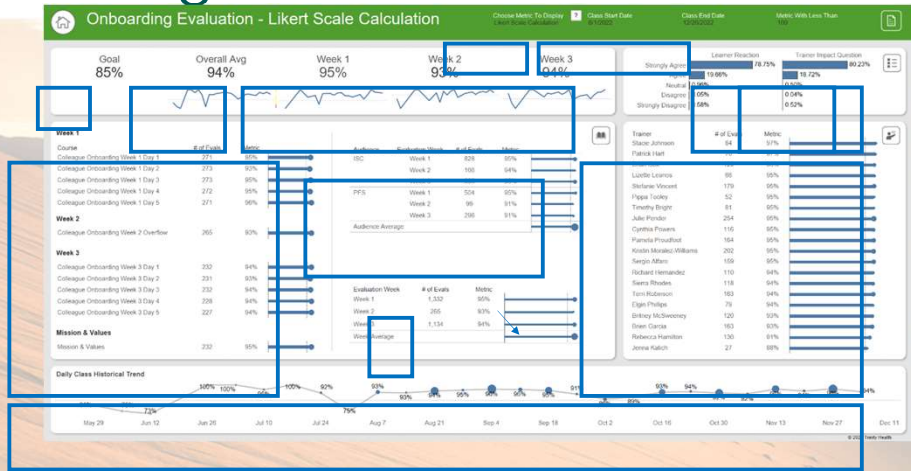
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Basic Visual Management

- ① Target Performance
- ② Current Performance
- ③ Outcome Calculation
Likert Averages
Net Promoter
Time Period
Level One: Reaction
Level Two: Impact
- ④ Line of Sight
- ⑤ N (larger is better)
- ⑥ Historical Trend



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Step 3: Use Data to Measure Effectiveness

The Kirkpatrick Model

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Measurement Using Kirkpatrick's Model



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 measurement.



- **Reaction**
- Enjoyment

- **Learning**
- Knowledge Transfer

- **Impact**
- Behavior Change

- **Results**
- Return on Investment

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Measurement Using Kirkpatrick's Model



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

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Kirkpatrick Model: Level One

Instrument Design

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

Questions should focus on a single construct

Data Validation

Utilize both quantitative and qualitative techniques

1 Construct Being Measured

Enjoyment of the Learning Process

2 Quantitative

The instructor created a positive learning experience	Strongly agree 65%	Agree 27%
The instructor encouraged questions and participation	Strongly agree 66%	Agree 27%
The instructor engaged learners and built a rapport with the audience	Strongly agree 67%	Agree 26%
The instructor explained concepts clearly	Strongly agree 68%	Agree 26%
The instructor was effective and listened well to questions asked	Strongly agree 67%	Agree 29%
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 66%	Agree 29%

3 Qualitative

Validity Testing

What portion of the training was least effective?	7/29/2022	Richard Hernandez	NONE
	5/25/2022	Fernanda Proudfoot	I thought the whole entire training experience was amazing I have never had training like that before!
		Patricia Hurt	some days the classes seem too long with doing alot of reading.
What feedback would you provide the instructor?	7/29/2022	Richard Hernandez	NONE
	5/25/2022	Fernanda Proudfoot	Thank you for everything!!
		Patricia Hurt	Patricia Hurt keep being you, you were a fantastic trainer. I enjoyed alot on the class.
		Pippa Tooley	The instructor was very thorough and answered all of my questions. I really enjoyed the training class.

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Kirkpatrick Model: Level Two

Same

Measurement Scale
Instrument Design
Data Validation

Different

Constructs measured

1 Construct Being Measured

Knowledge Transfer Against Training Objectives

2 Objectives

I comprehended 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 67%	Agree 30%	
Understand how to navigate the main software systems used by my work team (for example HealthQuest, RVP, MedDirect, Athena, Cerner, Epic, NextGen, or TRAC)	Strongly agree 60%	Agree 30%	Neutral 10%
I understand the connection between applying my learning in 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 in learning	Strongly agree 59%	Agree 40%	
The training material was comprehensive and appropriate	Strongly agree 57%	Agree 39%	

3 Quantitative

Validity Testing

After reaching objectives or strongly disagreed to the above question, please indicate which assistance you need additional assistance navigating	5/13/2022	John Frazier	this was a great learning experience
		Fernanda Proudfoot	Fernanda and Ted Jones explained the systems in a very clear cut way and made me feel welcome
		Stephanie Vincent	NA
		Tom 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
	5/25/2022	Fernanda Proudfoot	I do not have any, this training experience has already went beyond what was expected!
		Patricia Hurt	Have more break out opportunities available for the system learning. Can it case we need further help on one to one level with the questions.

4 Qualitative

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Kirkpatrick Model: Level Three

Workplace Simulations

Can a trainee navigate the playground-based scenario?


Assessments

Demonstrate Proficiency by knowledge application


1 Construct Being Measured

Ability to Apply New Knowledge to a Business Goal

2 Proficiency



Validity Testing



3 Validity

1. Content
2. Curriculum Design
3. Question Design

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Kirkpatrick Model: Level Four

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

Enterprise Point of Service Cash Collections:

Pre-Intervention (Baseline)

Post-Intervention

1 Construct Being Measured

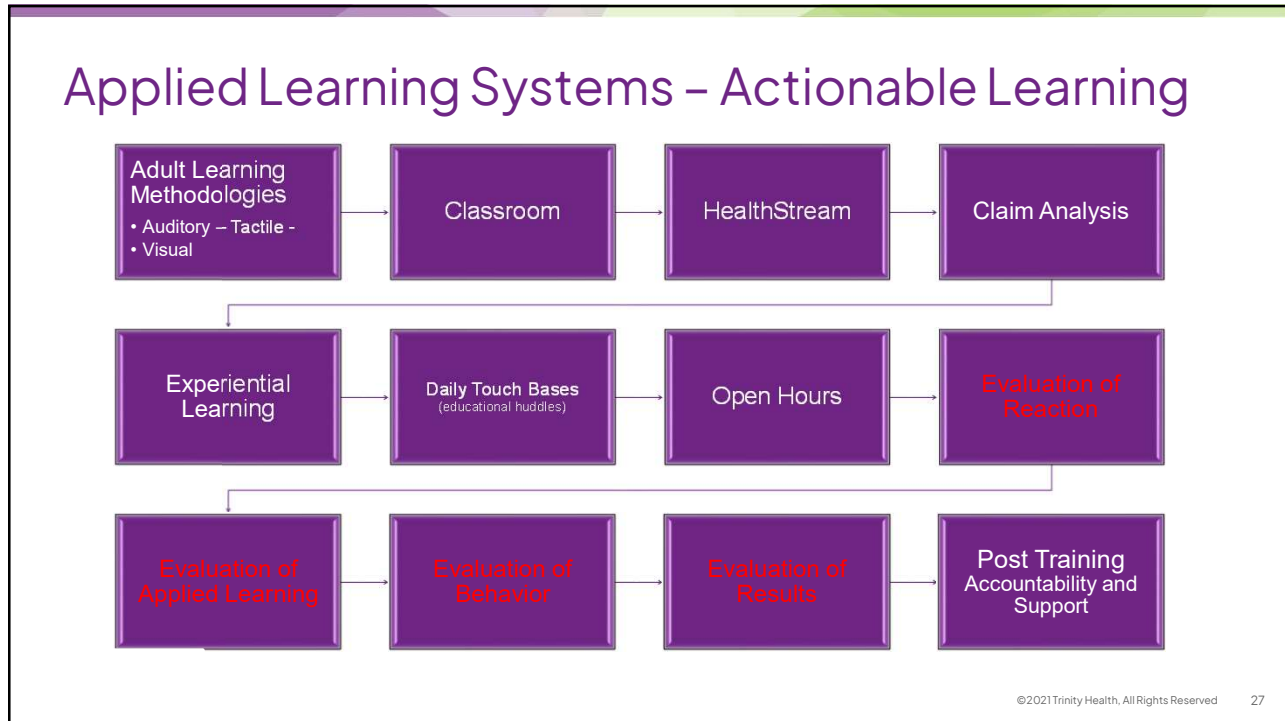
Results and ROI

Row Labels	July	August	September	October	November
California	0.44%	0.54%	0.68%	0.60%	0.66%
Florida	1.34%	2.29%	1.68%	1.21%	0.71%
Georgia	1.86%	1.89%	2.14%	2.38%	1.16%
Illinois	0.58%	0.55%	0.59%	0.50%	0.61%
Indiana	1.03%	1.51%	1.03%	1.00%	1.04%
Iowa - Nebraska	0.54%	0.62%	0.76%	0.88%	0.49%
Maryland	1.21%	1.14%	1.19%	1.05%	1.01%
Michigan	0.53%	0.66%	0.65%	0.66%	0.69%
Mid-Atlantic	1.03%	0.96%	0.95%	0.77%	0.31%
New York - Albany	0.80%	0.74%	0.79%	0.76%	0.83%
New York - Syracuse	0.81%	1.00%	0.90%	0.80%	0.68%
Ohio	1.13%	1.19%	1.09%	1.18%	1.10%
Oregon - Idaho	0.95%	1.08%	0.94%	1.21%	1.04%
THONE	0.49%	0.47%	0.57%	0.56%	0.59%
Trenton	0.37%	0.53%	0.20%	0.23%	0.24%
Grand Total	0.76%	0.84%	0.83%	0.80%	0.73%

2 Change in POS Collection Amounts from Baseline

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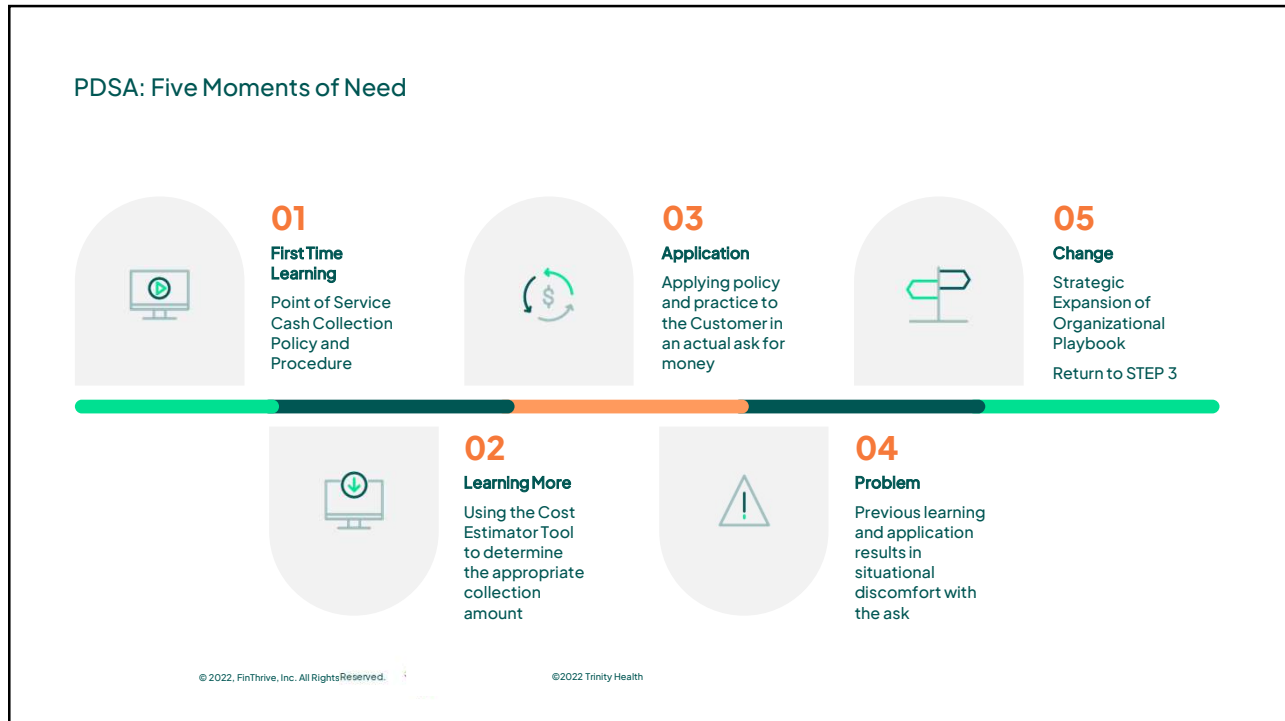
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Step 4: Plan for Opportunities

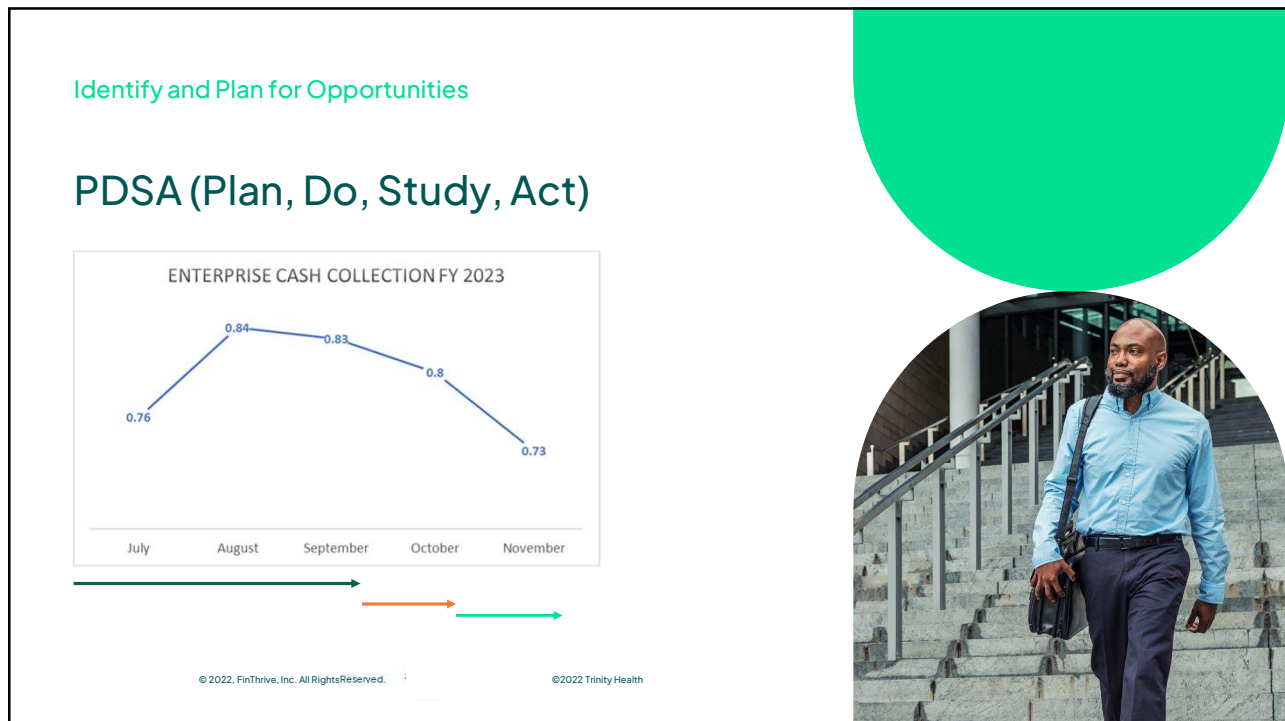
Plan, Do, Study, and Act

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Identify and Plan for Opportunities



Data Review Process

- The team reviews the data weekly
- Leadership meets on Outcomes weekly
- We conduct Root Cause Analysis to isolate performance issues
- We immediately implement changes and fall forward rapidly
- 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

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Bringing it All Together

Step 1: Program Your Interface

Design and execute strategically
 Start with the "why"
 Incorporate experience and personal motivators
 Have self-directed opportunities available
 Use real examples during training for problem solving

Step 2: Plan With the End in Mind

Ensure you understand what success looks like for you
 Know how you will measure that success
 Use the SIPOC framework to plan and design
 Determine how you will collect and share data

Step 3: Measure Effectiveness

Utilize the Kirkpatrick Model
 Strive to achieve a Level 3 or Level 4 measurement
 Review data often and share transparently
 Conduct root cause analysis to identify opportunities

Step 4: Plan for Opportunities

Inspect what you Expect
 Plan, Do, Study and Act
 Act quickly to address root causes
 Address all 5 Moments of Need with your education program

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Our Experience



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.

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Questions?

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Thank you!

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