Igniting the Spark

2023 Mid America Summer Institute Aug. 7-9 · Minneapolis

FOR HEALTHCARE TRANSFORMATION

Building a Future-Ready Revenue Cycle Workforce:

Best Practices that Empower Efficiency & Sustainable Performance

Learning Objectives

- Discover what the biggest problems are with a distributed workforce and the unique solutions that exist.

- Learn how to accelerate positive performance and cohesiveness within your leadership team to achieve higher employee retention, productivity and quality.

- Learn how to obtain and maintain service excellence standards internally for your team and externally for your patients and the communities you serve.

Healthcare Distributed Workforce Problems and Solutions

**Distributed
Workforce Problems**

- Connected to company culture
- Continuity of training and communication
- Working remote struggles
- Leadership alignment across business
- Internal & external service standards
- Inspired engagement

People Solutions

- **Leadership Essentials**
  - Connecting/Motivating

- **Service Excellence**
  - People

- **Employee Engagement**
  - Intentional Listening

KPIs

- **Achieve Higher Rev. Cycle KLAS® Ratings**
- **Achieve Increased Productivity & Quality Output**
- **Achieve Increase in Engagement Survey Scores**
- **Achieve Higher Retention/ Lower Turnover**
- **Achieve Regional Employer of Choice**
- **Achieve Regional Health System of Choice**

Accelerate Positive Performance and Change

Human Capital- Culture

- Embrace Disruption and Lead Change Engagement with Onshore and Offshore Resources
- Creating Lift Through; Job Descriptions, Sourcing, Interviewing and Training Experiences

Organizational Structure

- Upskilling- Develop an End-To-End Experience
- Business Partner Focus- Growth Partner
- Facilitate Role Specific Trainings and Certifications in; PA, HIM & PFS

Leadership Skills

- Know how to Execute the **Personal and Procedural Dimensions of Leadership**
- Do Things Differently- **Establish Trust and Camaraderie while Motivating Leaders**
- Continuous Learning: Know **Why People Quit**, Recognize **How to Facilitate Meetings**, Know how to **Never Let the Coaching Moment Go**.
- Know how to have **Crucial Conversations**

Service Standards

- Best in KLAS Personalized Internal and External Service Standards
- Build a Cohesive Team with Better Self-esteem, Moral and Performance

Values & Engagement

- Celebrate Service Wins, Birthday's, Anniversaries, Remote Social Engagements, Industry-wide Recognition Weeks, Wellness Wednesdays, Weekly Coaching Clips and more

COVID-19, Remote work, Shortages all lead traditional roles to shift

Change is leading to more change that is blurring departmental lines

Deployment of Welcome: patients can now register themselves on a tablet without interacting with live staff

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Automated wayfinding: patients can show themselves to treatment areas and we're alerted when they've arrived

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Live staff are doing less registrations and more documenting, verification or follow-up

Deployment of Automation: COVID also allowed us to slow down (in some ways) and reevaluate processes or automate

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Automated Processes: Led to the ability to reduce this team by 2-3 FTEs

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Instances like this allowed us to redeploy staff to other functions or teams where there was more need

This is also allowing us to be more patient-facing, grow staff knowledge with work complexity, and flex staff to other functions or areas

Accommodating remote structures across the revenue cycle

Remote vs. hybrid vs. onsite

Patient Access	**Financial Counseling**	**HIM**	**Patient Financial Services**
Onsite	Hybrid	Remote	Hybrid
	(Meet with patients in-person or virtually)	*(Full-time remote except for certain positions)*	*(Full-time remote except for certain positions)*

How we achieve extraordinary together

Mapping out our cultural values, Nebraska Medicine has been able to foster a systemwide culture of not only quality but accountability.

Why culture:
A healthy culture creates a better place for us to work

Appreciation:
Offering appreciation is a way to recognize and value others

Mood elevator:
Being aware of our moods helps us with our work and relationships

Be here now:
Being fully present with the people we are with and what we are doing

Accountability:
Taking responsibility for our choices

Curiosity/judgment:
Remaining open to new ideas or ways of doing things

Assume good intent:
A reminder that other people are also trying to get a positive result

Filters:
People and situations look different with the lens we see them

Level of listening:
Listening to understand helps to build stronger relationships

Energy level:
Awareness this helps us understand how we're prepared to work

Gratitude
The more you practice being grateful, the more you get back

At your best:
An intentional approach to life orients a healthy state of mind

Blue chips:
Things of greater importance are a higher priority in life

Behavioral styles:
A framework for seeing and celebrating different perspectives

Diversity/Inclusion:
Understanding and celebrating differences makes us stronger

Driving Change: Impacting the Head, Heart & Wallet

- Identifying opportunities for learning and growth
- Providing individual report cards to drive top-tier performance
- Engraining manager-to-staff check-ins at regular intervals
- Engagement surveys & participation scores
- Internal Town Halls/Fire side chats (i.e. Currance Today)

- Employee spotlights – internal & external
- Weekly focused on employee wellbeing touchpoints
- Work anniversaries, birthdays, other milestone acknowledgement & celebrations
- Acknowledgement of achievements via company-wide 'shoutouts'

- Performance management bonus incentives,
- Referral programs that speak to culture
- Monetary referral bonus

We're also trying:

Intern program:

- We field interns from community and four-year colleges in the area and will put them through a modified onboarding training program (including access to Epic)
- Will spend some time shadowing our staff
- Then we can assign certain projects or work

More avenues for posting:

- Military communities
- College-affiliated programs

Employee spotlights:

- Postings on Facebook or LinkedIn directly from a current employee
- Shares when the employee started at Nebraska Medicine, how long they've been employed, their career trajectory, and how they ended up in their current role

Strong HR partnerships:

- We have dedicated "sourcers" that go out and find candidates

More flexibility in how we fill open roles:

- We focus less intently on skills assessments
- We consider whether to backfill at a lower level, such as a medical biller vs. a specialty biller and grow them or other staff up

Limitations exist amid staffing shortages

We're not perfect, and we face the same struggles as you…

- We now have a taskforce to review potential states that are able to recruit from.
  - Which means we may lose staff or prospects to remote work for companies in higher-waged states

- Because we still have roles that are not fully remote, we may also lose staff to a local competitor

- We've had to reevaluate our policies and procedures and how those may attract or detract candidates

- We also looked at how our existing vendors might be able to take on more or additional tasks to help ease volumes
  - **For example:** using our statement vendor instead of sending staff onsite to handle certain paper- or print-based tasks

Q & A