



McLaren Greater Lansing

# Process Excellence -

*How collaborative efforts between Learning & Development and Informatics lead to improved operational performance*

November 9, 2023

Michigan Great Lakes HFMA Fall Revenue Cycle Seminar



DOING WHAT'S BEST.

# Presenters

Revenue Cycle Process Excellence - McLaren Health



Polina Ivanova  
Regional Director



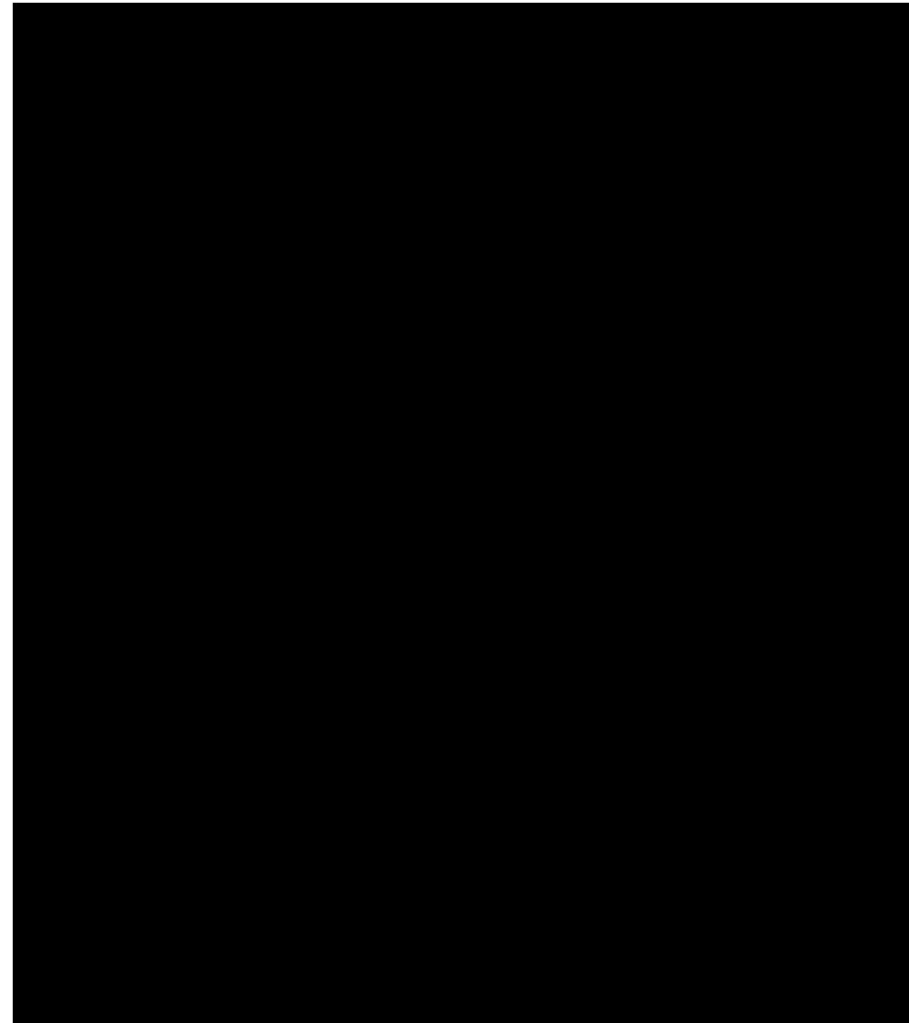
Fay Kodsy  
Informatics Manager



Zana Simjanovski  
Learning & Development Manager

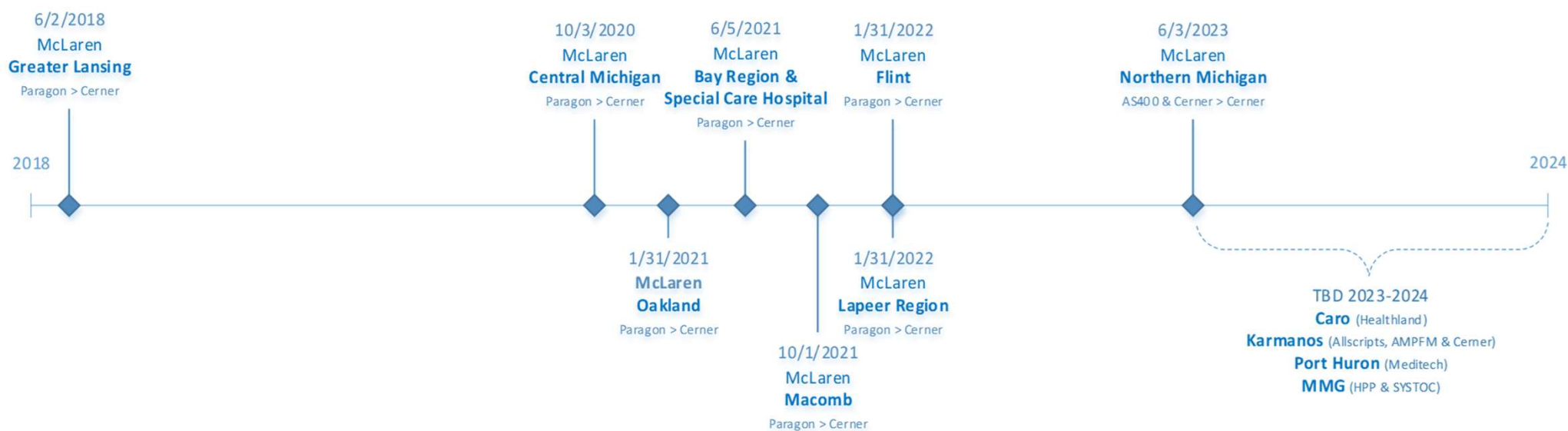
# McLaren Health Care

- *Headquartered in Grand Blanc, Michigan*
- ***\$6.6 billion**, fully integrated health care delivery system*
- ***14 hospitals** in Michigan, ambulatory surgery centers, imaging centers*
- ***490**-member employed primary and specialty care physician network,*
- *Commercial and Medicaid HMOs covering more than 732,838 lives in Michigan and Indiana*
- *Home health, infusion and hospice providers, pharmacy services, a clinical laboratory network and a wholly owned medical malpractice insurance company*
- *McLaren operates Michigan's largest network of cancer centers and providers, anchored by the Karmanos Cancer Institute*
- ***28,000** full-, part-time and contracted employees*
- ***113,000+** network providers throughout Michigan, Indiana and Ohio*





# McLaren EMR History



# Revenue Cycle Process Excellence - Overview

Informatics and Learning & Development Teams



# Revenue Cycle Process Excellence

Informatics and Learning & Development Teams

- **Patient Access – Eligibility**

- *Informatics – system build, maintenance and access provisioning*
- *Learning and Development – education*

- **Patient Payments**

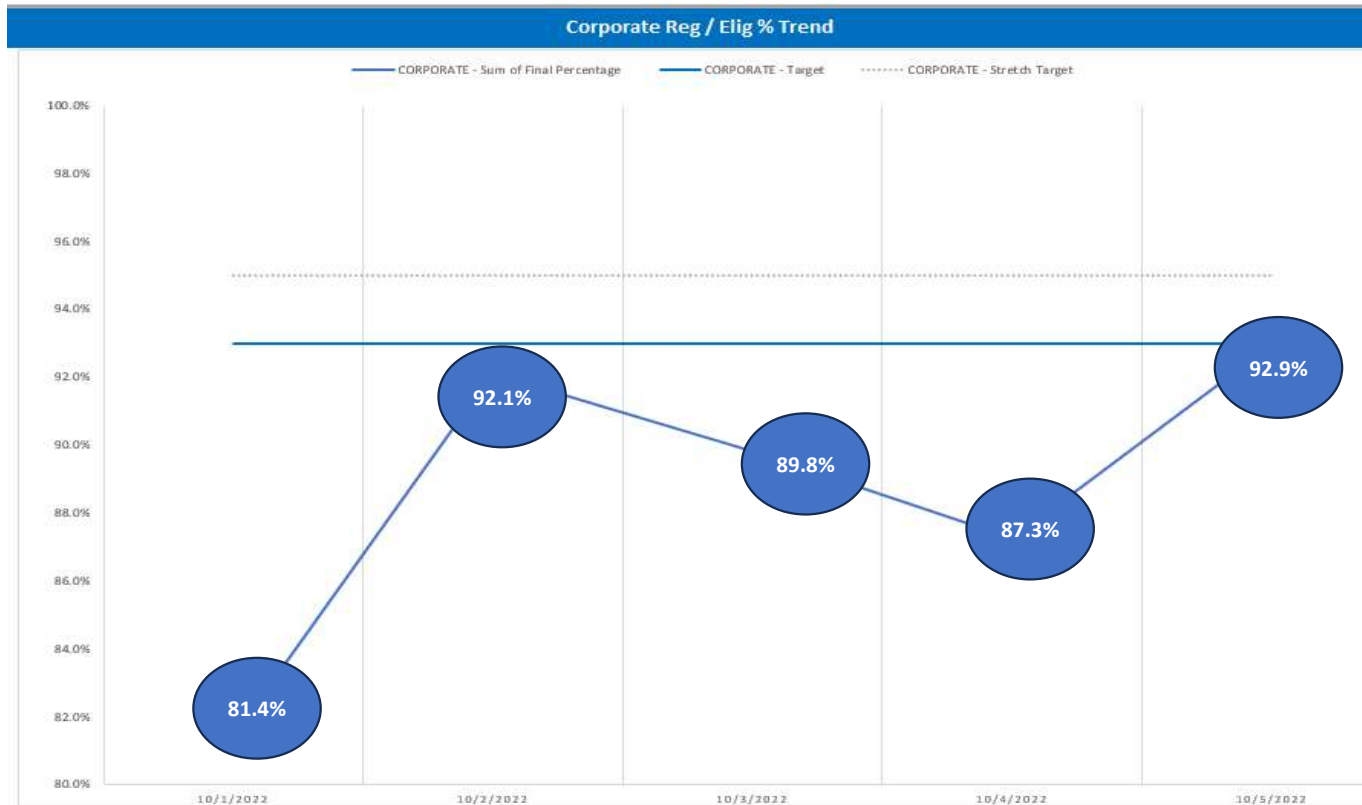
- *Informatics – system build, maintenance and access provisioning*
- *Learning and Development – education*

# Patient Access – Eligibility



# Eligibility Rates - Beginning of FY23

Informatics and Learning & Development Teams





# Eligibility – Rev Cycle Informatics Efforts

Informatics and Learning & Development Teams

- **Scheduling/Registration** - vital first steps in the revenue cycle process
  - *Accurate documentation of patient demographic and insurance information*
- **Payer Plan Governance group**
  - *Cross-functional group organized in December 2020*
  - *Governance led by Rev Cycle Informatics*
  - *Collaboration with Other departments:*
    - *IT, Patient Accounting, Patient Access, Finance, Credentialling, Payer Contracting, L & D*
  - *Standardized request form and approval process*
  - *Standardized payer plan offerings across the organization*
- **Importance**
  - *More efficient and accurate front end Patient Access processes*
  - *Data flows from application to application without interruption*



# Eligibility – Rev Cycle Informatics Efforts – Cont.

Informatics and Learning & Development Teams

## Eligibility Applications Oversight

- **Multiple Applications used for eligibility**

- *Experian eCareNext / OneSource*
- *Relay Clearance*

- **Application Access provisioning**

- *Corporate access policy*
- *Standard operating procedures*
- *Centralized, structured Access request process*

- **Application maintenance/support**

- *Vendor workgroups, workshops, Ad hoc meetings*
- *Build applications to coincide with host application*
- *Review reported issues timely*
- *Collaborative work sessions with managers/supervisors, users and L&D*



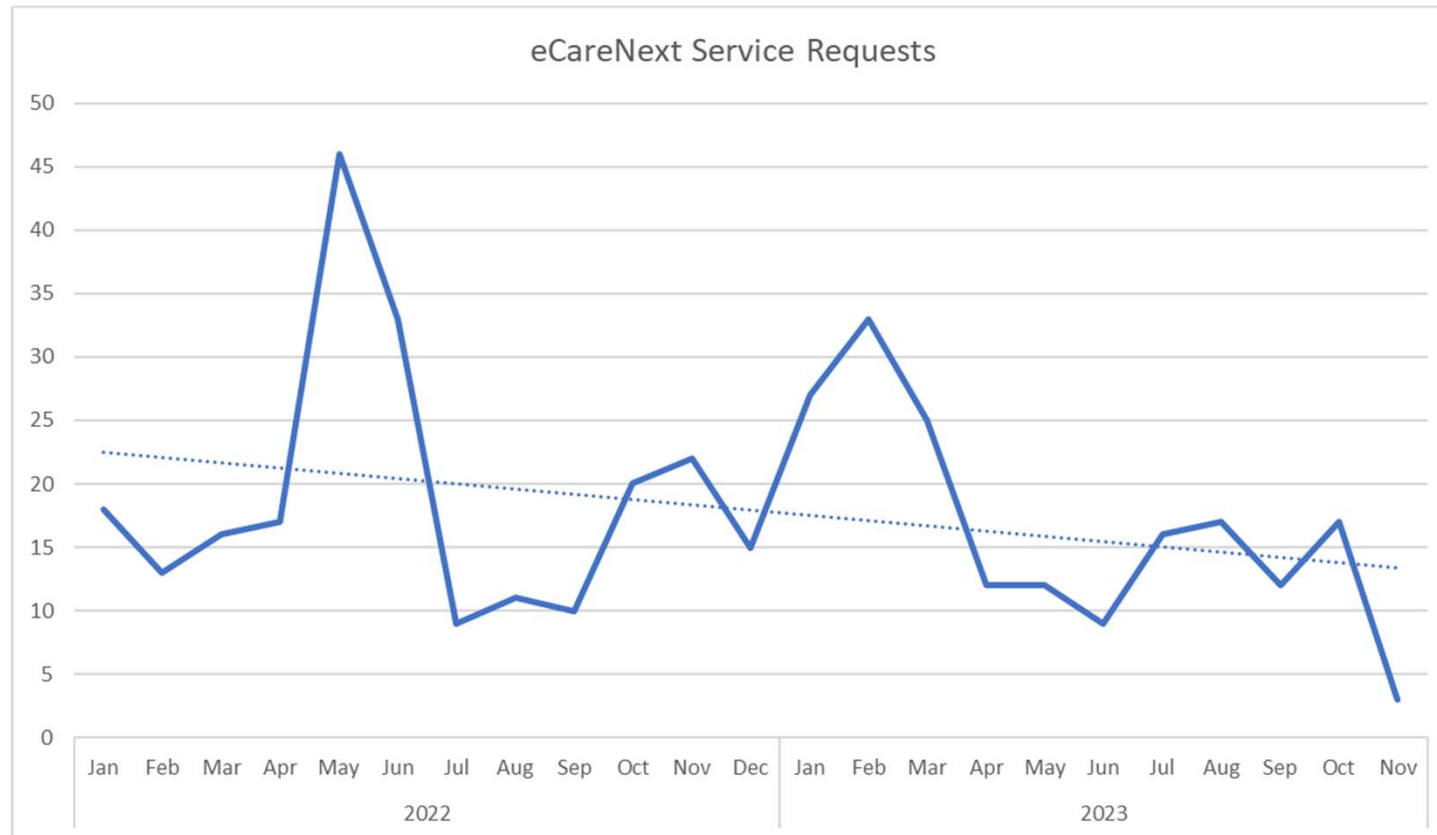
# Eligibility – Rev Cycle Informatics Efforts – Cont.

Informatics and Learning & Development Teams

## Continuous skill development and collaboration

- *Weekly vendor lead collaboration sessions*
- *Internal problem-solving sessions and knowledge sharing*
- *Translate ‘issue’ tickets into learning opportunities*
- *Examples:*
  - *Increased understanding of application functionality and usage*
    - *Monitoring for trends for focused training or improved set up*
  - *Internal Workgroups and Ad hoc meetings:*
    - *Development of end user Tip Sheets*
    - *Monthly newsletter notifications/reminders*
    - *Email signatures include links to training options*

## Eligibility – Rev Cycle Informatics Efforts – Cont.



# Eligibility- Learning & Development

Informatics and Learning & Development Teams



***The role of a registrar and the importance of a clean registration***

McLaren Clinically Driven  
Revenue Cycle and  
Insurance 101 course  
combo requirement  
Experian eCare Next course  
requirement  
Relay Clearance/AHIQA



***Expansion of insurance education and training***

Intermediate Insurance &  
Verification course  
requirement



***Go Live training and support bridge line, at the elbow onsite training and consulting***



***Education from vendor***

Onsite visit focusing on  
McLaren build and  
functionality  
Team getting questions  
answered, continuous  
learning on tool



***Remediation or ad hoc training***

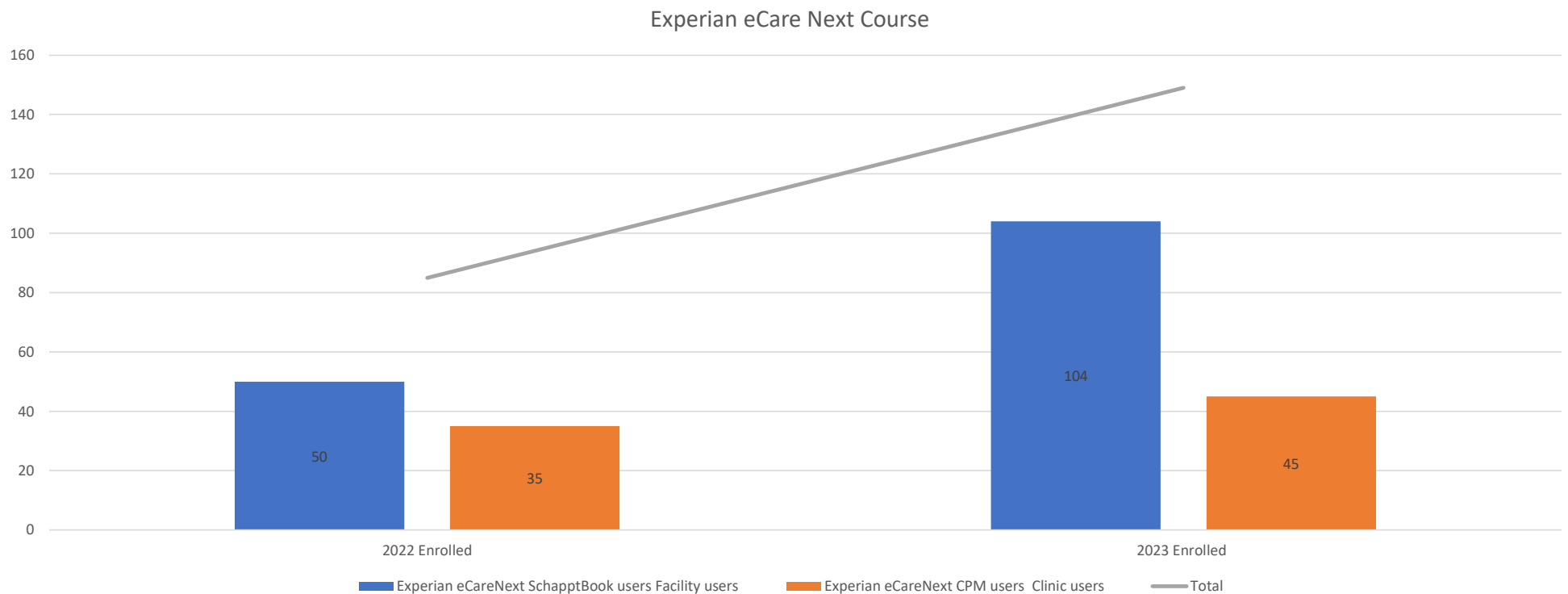
Process Excellence tickets  
requesting training outside  
of regular cadence  
Partnering with Informatics  
when tickets are submitted  
for system issues;  
troubleshooting



***Performance Improvement***

Experian eCareNext work  
sessions  
Manager participation in  
employee performance via  
LMS

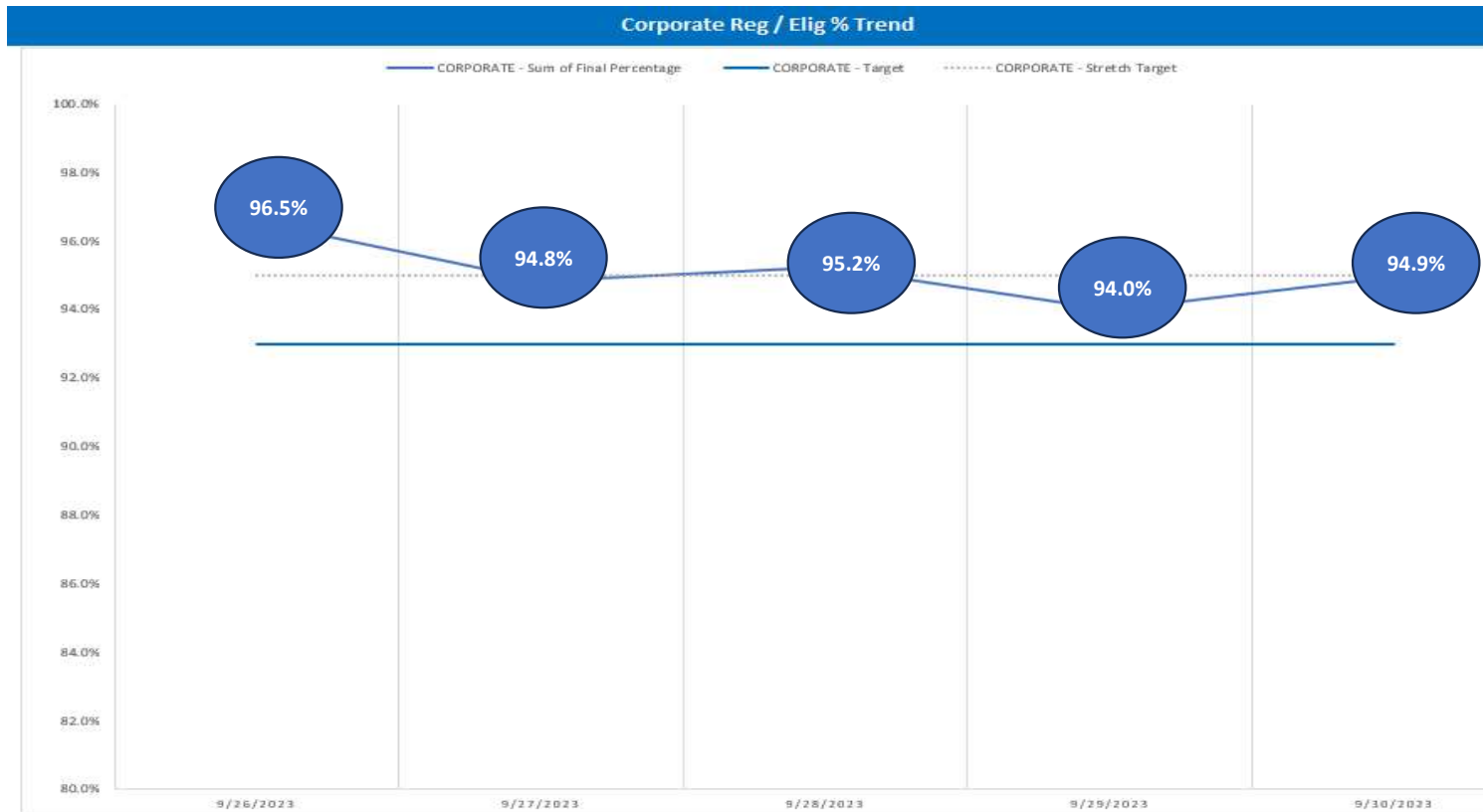
# Experian eCareNext Enrolled via McLaren University





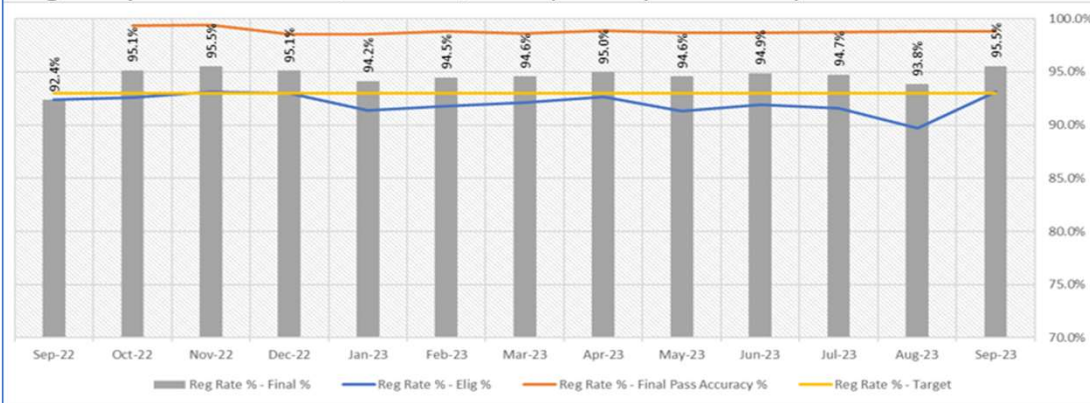
# Eligibility Rates - End of FY23

Informatics and Learning & Development Teams

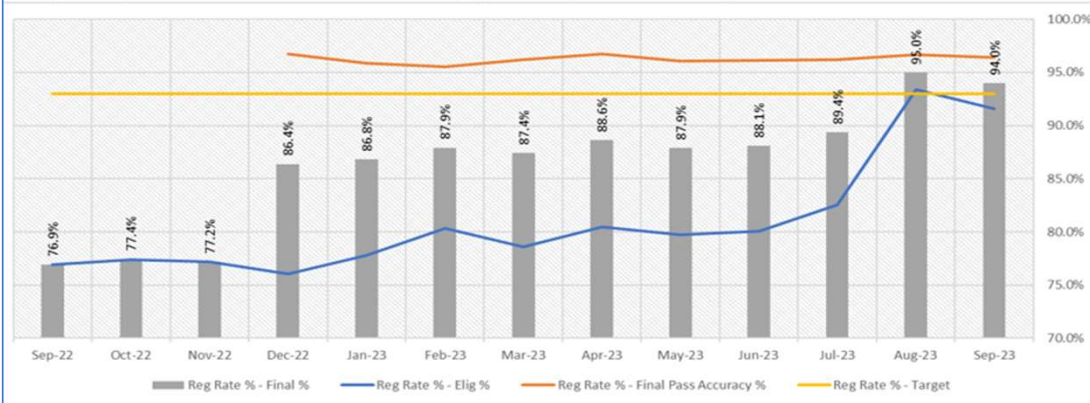


# Eligibility KPIs

Eligibility Rate Trend w/o MMG/MSL (All Departments)



Eligibility Rate Trend MMG Only (All Departments)



Eligibility Rate by Site

Site	Sep-22	Aug-23	Sep-23	FY23	Reg Rate % Trend
Bay	94.1%	95.3%	97.4%	96.4%	
Central	93.1%	91.7%	95.0%	95.9%	
Flint	93.4%	94.5%	95.7%	95.2%	
Karmanos	91.3%	89.2%	88.6%	89.7%	
Lansing	93.3%	90.6%	97.2%	96.1%	
Lapeer	94.1%	94.3%	96.4%	95.7%	
Macomb	91.1%	94.3%	95.3%	95.3%	
MMG	76.9%	95.0%	94.0%	89.3%	
Northern	89.9%	94.2%	95.2%	93.8%	
Oakland	92.1%	95.5%	96.2%	95.7%	
Port Huron	91.3%	96.4%	97.1%	95.3%	
MSL	94.4%	57.1%		97.4%	
AC		94.5%	96.2%	95.2%	
PA		95.5%	96.2%	96.0%	

# Patient Access Eligibility- Successes

Learning & Development and Informatics

- Improved KPIs
- Reduced volume of service requests
- Optimization of the application build
- Training program improvements and enhancements
- Team building

# Patient Payments



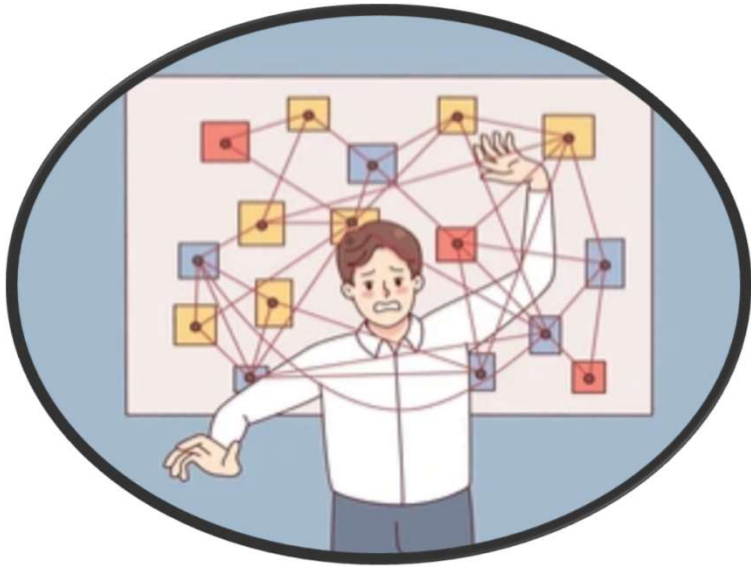
# Patient Payments

Learning & Development and Informatics

- iPayx scope
  - *Patient Access, Patient Accounting, collections vendor*
- Goal and initiative
- Application overview and usage at McLaren
- Summary of Rev Cycle Informatics efforts
- Summary of L & D efforts
- Successes

# Patient Payments- Opportunities Identified

Learning & Development and Informatics



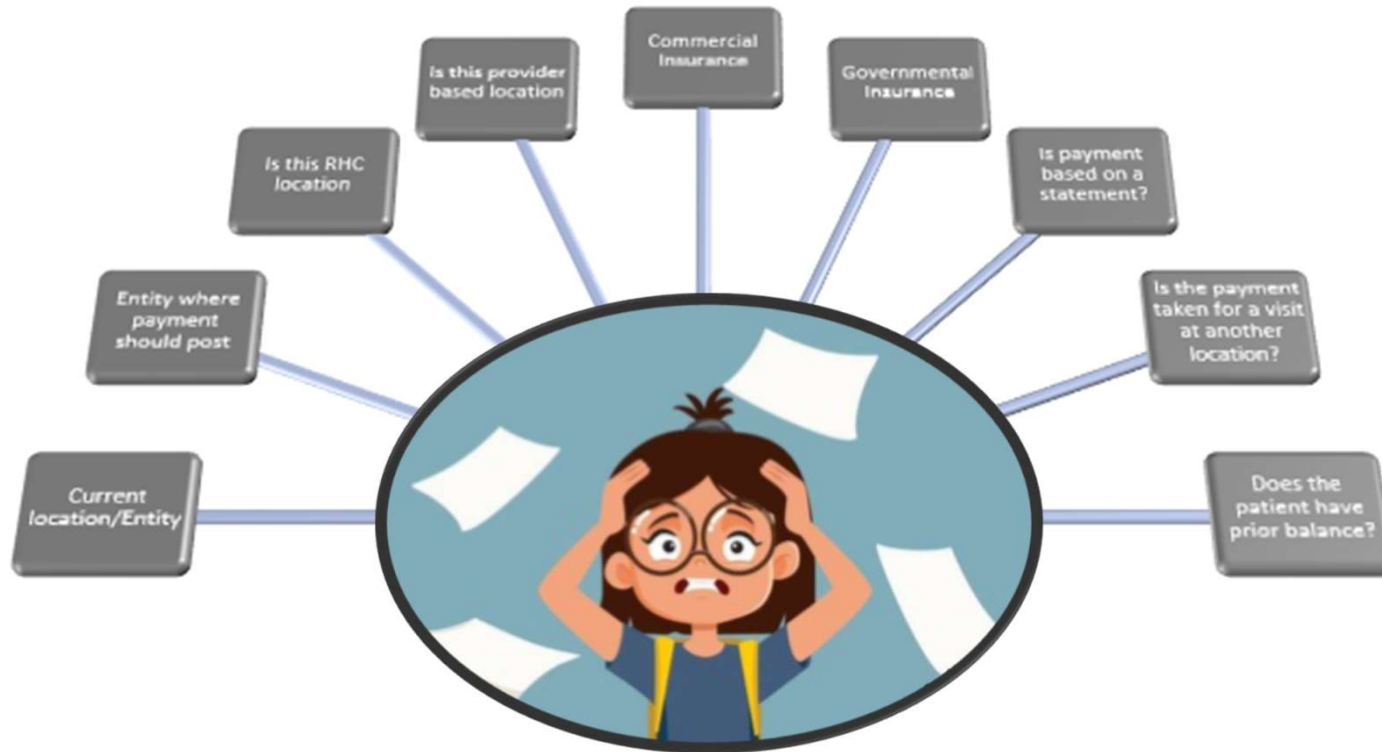
**List of 40+ Opportunities  
identified**

- **Governance structure -**  
*Decentralized approval process*
- **Multiple streams of training causing confusion**
- **System build**
- **Reporting**
- **Devices**



# Patient Payments- Opportunities Identified

Learning & Development and Informatics



# Patient Payments – Rev Cycle Informatics

Informatics and Learning & Development Teams

## Patient Collection/Payment application oversight

- **Application used for patient collection/payments**
  - *CareView Total Solutions – commonly known as iPayX*
- **Application Access provisioning**
  - *Corporate access policy*
  - *Standard operating procedures*
- **Application maintenance/support**
  - *Reconcile iPayx application build with Cerner host system (naming conventions)*
    - *Ease of use for end users*
    - *Ease of use for reporting*
  - *Review reported issues timely*
  - *Collaborative work sessions with managers/supervisors and users*
    - *True technical issue?*
    - *Education opportunity?*



# Patient Payments – Rev Cycle Informatics – Cont.

Informatics and Learning & Development Teams

- **Establish Vendor workgroups, workshops, Ad hoc meetings**
- **Establish and lead internal Patient Payments Workgroup**
  - *Patient Payments now part of IT check list for location updates*
  - *Continuous review of current patient payment application functionality and pursue optimization*
  - *Under development: include in patient payment tool an accurate account inventory that coincides with end user workflow*



# Patient Payments – Rev Cycle Informatics – Cont.

## Continuous skill development and collaboration

- *Vendor lead collaboration session and guidance*
- *Translate 'issue' tickets into learning opportunities*
  - *Monitoring for trends for focused training or improved set up*
- *Internal problem-solving sessions and knowledge sharing*

## Examples

- Cerner reclassification of locations (billing entities) impacts collection and payment processes
  - *Designing appropriate communication of new log ins and locations*
  - *IPayX build updates made proactively, not reactively*
- High volume of incorrectly routed payments for RHC and Provider Based clinics
  - *Customized education and job aids*
- Multiple issues reported through the PE Ticketing Site resulted in collaboration with various departments
  - *PE Learning and Development – training and education; PE Rev Cycle Informatics – application build*
  - *PE Analytics – reporting; IT – host system and interface build*
  - *Operations – oversight, governance, utilization of the tool*
  - *Vendor – optimization opportunities*

# Patient Payments-Learning & Development

Informatics and Learning & Development Teams



## **The importance of collections by patient access and front office reps**

iPayx course requirement  
Cerner RevCycle Copay job aid for clinics  
Customer Service training  
Training guides and job aids



## **Go Live training and support bridge line, at the elbow onsite training and consulting**



## **Education from vendor**

Onsite visit focusing on McLaren build and functionality  
Team getting questions answered on end user challenges



## **Remediation or ad hoc training**

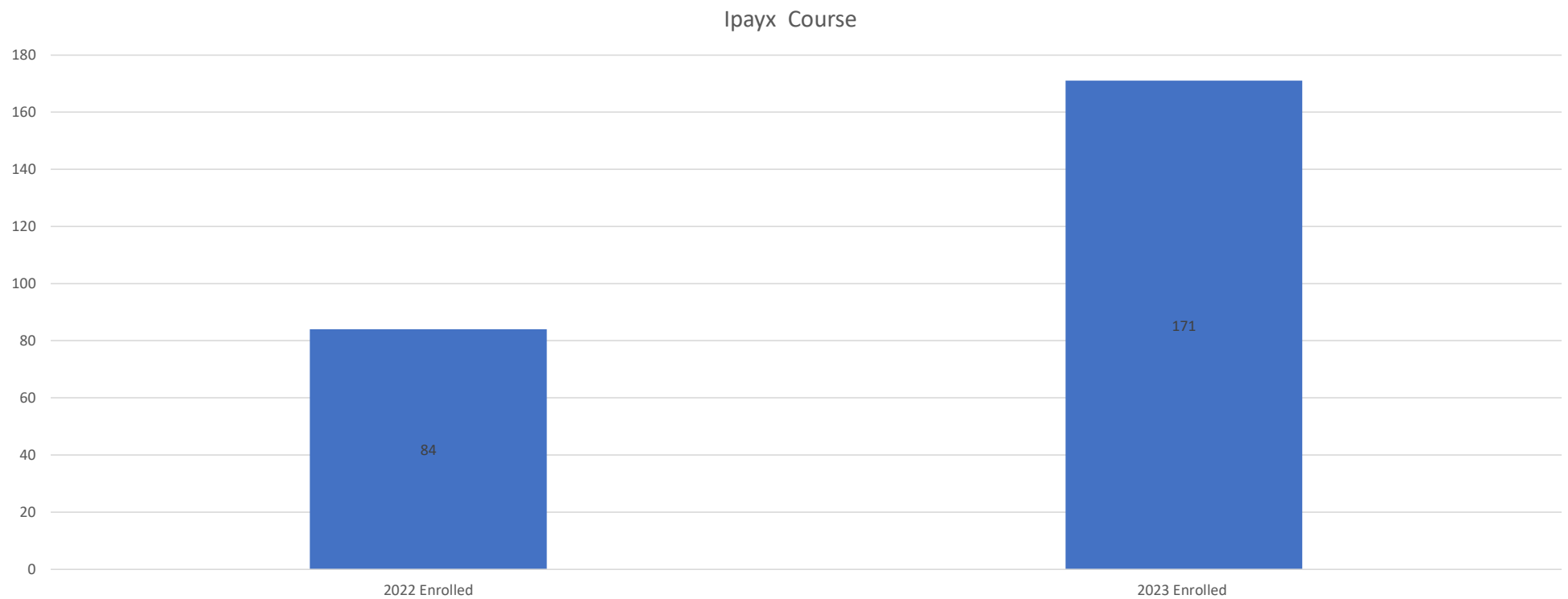
Process Excellence tickets requesting training outside of regular cadence  
Partnering with Informatics when tickets are submitted for system issues; troubleshooting



## **Performance Improvement**

Updating training materials and teach PB and RHC collection process  
Pilot training and collaborating with stakeholders and PE in an effort to identify root causes of end user and posting challenges  
Prior balance collections w/scripting

# iPayx Enrolled via McLaren University





# Patient Payments- Successes

Learning & Development and Informatics

- Centralized governance structure established
- Performed an analysis of current state and identified the opportunities for improvement
- Immediate improvements – low hanging fruit
  - Acknowledged user frustration and streamlined the process for addressing issues
- RCI is now part of the IT build
  - *Reconcile build to host system*
- Extended training to MMG clinics
  - *RHC and provider-based clinics customized training and materials*
  - *1:1 training with clinics*

# Questions



# Thank you for attending!

## Contact your Presenters



Polina Ivanova  
Regional Director  
586-710-8840

[Polina.Ivanova@mclaren.org](mailto:Polina.Ivanova@mclaren.org)



Fay Kody  
Informatics Manager  
586-710-8803

[fay.kody@mclaren.org](mailto:fay.kody@mclaren.org)



Zana Simjanovski  
Learning & Development Manager  
586-710-8674

[zana.simjanovski@mclaren.org](mailto:zana.simjanovski@mclaren.org)