

# **POST-COVID TALENT STRATEGY**

Heywood Healthcare's  
Approach to Growth and  
Development for Their  
Revenue Cycle Team

# WHY IT MATTERS

1. Attrition due to COVID-19
2. EHR system implementation led to financial issues and additional work
3. Rural hospital competing with larger systems and other industries for staffing

# LEARNING OBJECTIVES

How to establish communication channels for staff members to feel heard and escalate issues with workflow

Strategies for identifying high-performing team members and preparing them to lead

Addressing training gaps for staff and leaders with a learning program designed for adult learners

# SOMETHING FUN

- On average, there are more than 375K outpatient visits annually with Heywood Healthcare, serving communities predominately in the rural MA region
- From its furniture manufacturing history, Gardner is known as the “Chair City of the World”
- The building where Patient Accounting Services staff currently work used to be home to the 2<sup>nd</sup> largest workforce in town – Florence Stove Co.



# COMMUNICATION CHANNELS

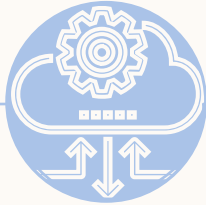
## Weekly Connection Points

- **Team Huddles**
  - Staff led – bring issues and work towards solutions
  - Led to workflow/ticket meetings with EHR vendor
- **Meaningful Rounding**
  - Check-ins with leaders to support them through change management concerns

## Monthly Connection Points

- **All Revenue Cycle Call**
  - Something fun
  - Trello Idea Board
  - Recorded and shared afterward to accommodate different shifts
- **Individual 1:1s**
  - Performance scorecard discussions

# IDENTIFYING HIGH PERFORMERS



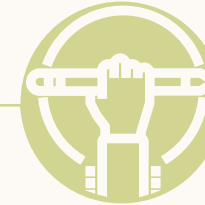
## LAUREN

- Medicare biller who could think critically about system issues and problem-solve
- Constantly recommending workflow changes to save time, and the team naturally gravitated towards her as a leader
- Initially hesitant when we approached her about a supervisory role
- Focus areas for development included speaking to a group



## MICHELLE

- Patient Access Supervisor who was a key player in the front-end operations
- When leadership gap presented itself, she stepped up to be the managerial support needed
- Upon her change of title, Michelle has honed her knowledge of the Huron tools and metrics
- Proactively leveraging data to formulate action plans



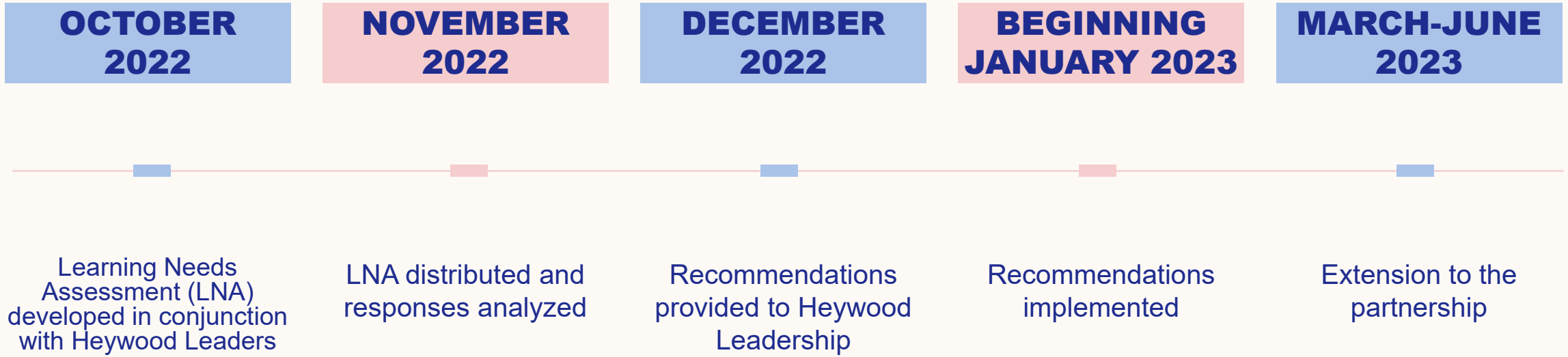
## MARISSA

- Climbed the ranks quickly at Heywood, moving from registrar to authorization specialist to QA coordinator in 3 years
- Extensive knowledge was an asset throughout interview process for Registration Manager role
- Continues to build on her ability to balance and prioritize various projects

# INVESTMENT IN THE TEAM

The Heywood team was eager to learn but had some knowledge gaps – sometimes because they had not yet been trained, and other times because they had not retained the information they had learned in the past. Using adult learning concepts such as group work, application opportunities, and reflection, the Huron and Heywood teams partnered for success.

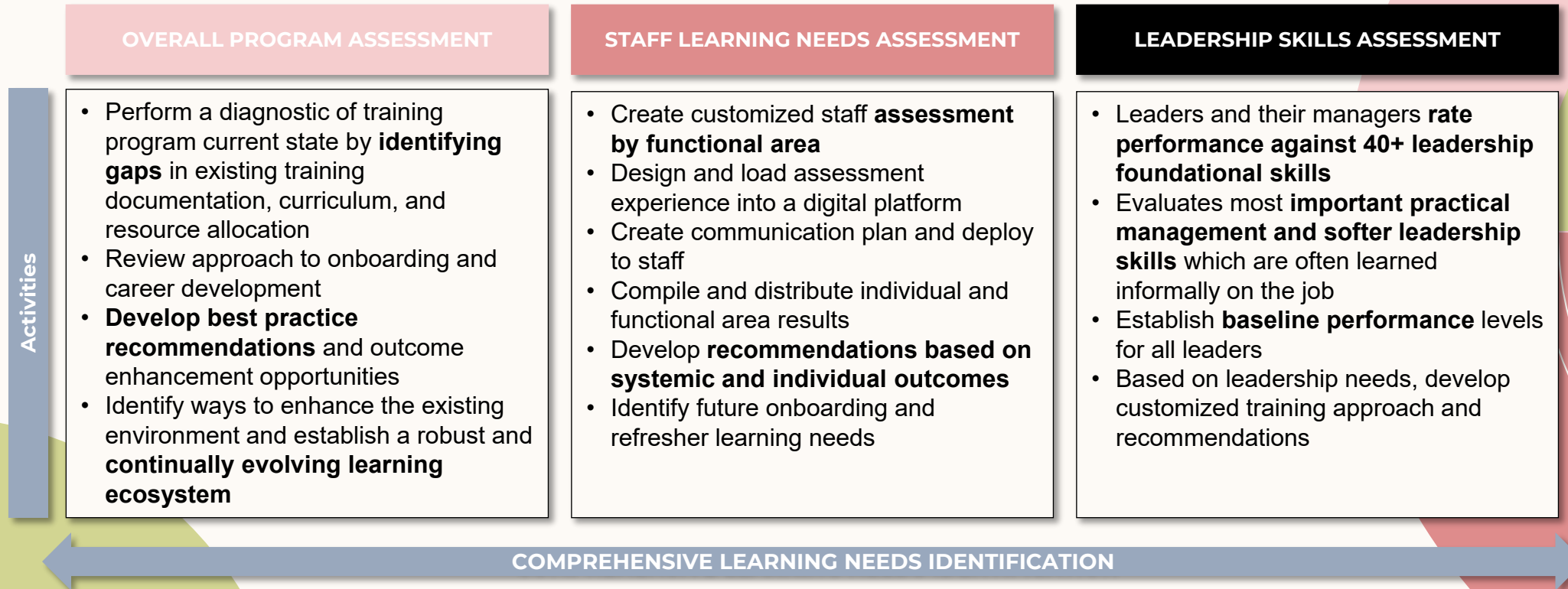
# LEARNING PATH





# ASSESSMENT

## Identify Organizational and Individual Learning Needs

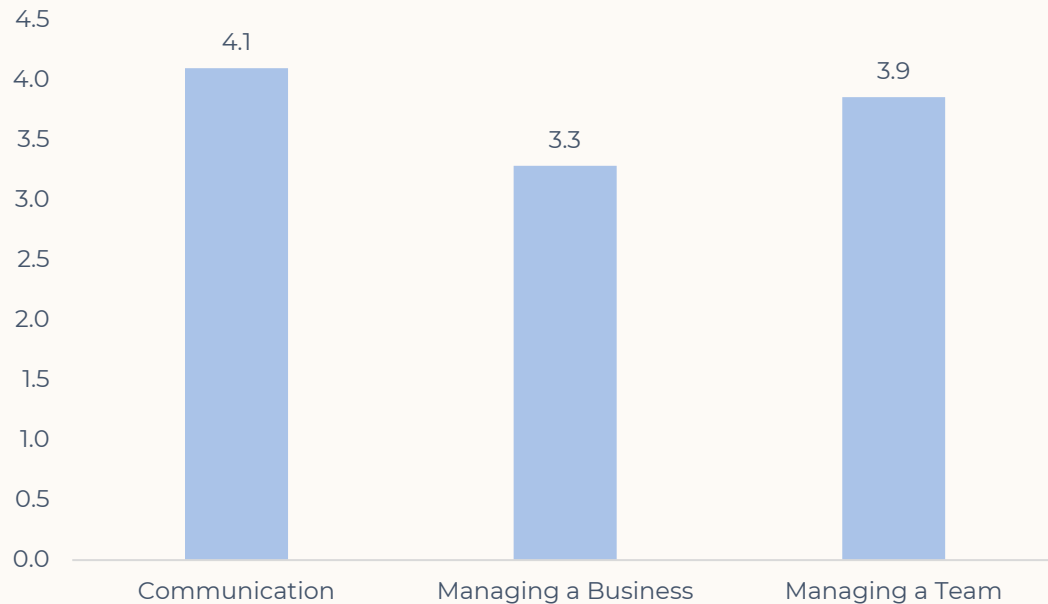


COMPREHENSIVE LEARNING NEEDS IDENTIFICATION

# STAFF AND LEADERSHIP ASSESSMENT RESULTS

## Leadership Self-Assessment Results

Average Confidence Score per Topic

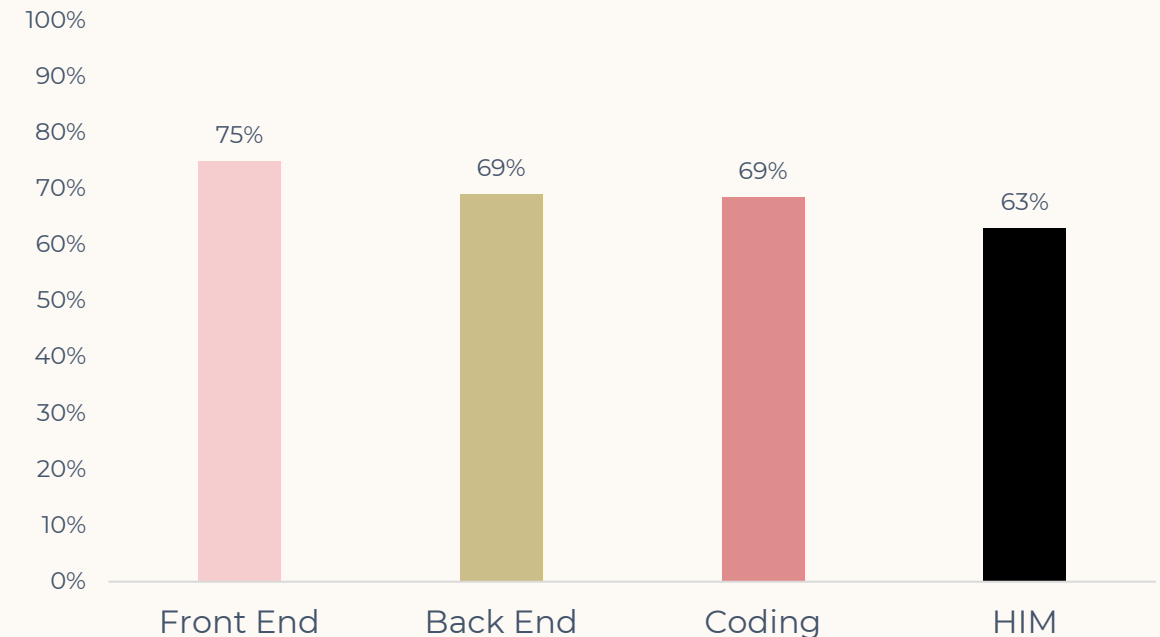


Leaders assess by confidence rating on 40+ questions that fall within these overall topics. These results help drive opportunity for Leadership Training focus areas as well as self-paced digital learning paths.

1 – being the lowest rating and 5 – being the highest rating

## Learning Needs Assessment Results

Overall Survey Score by Area



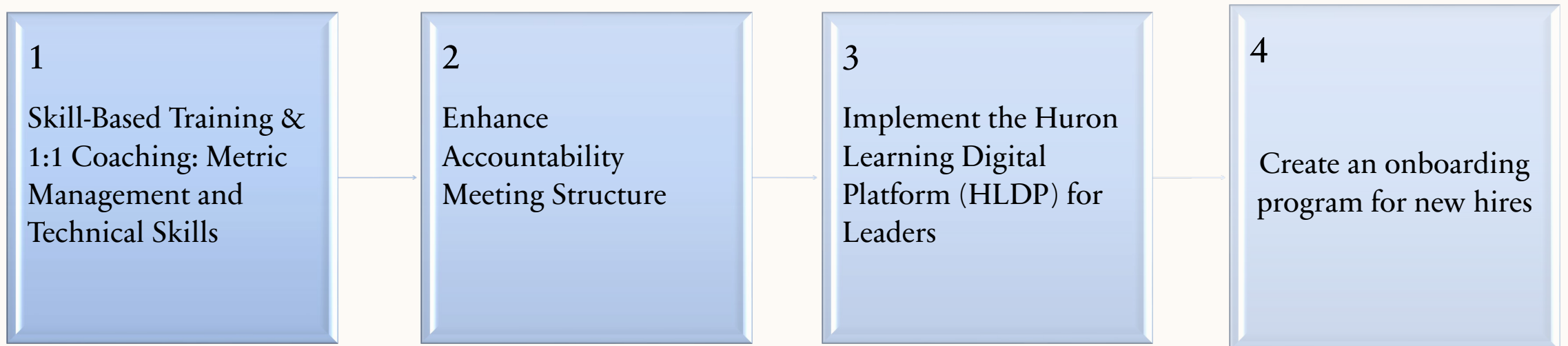
Staff answer questions on the foundations of Revenue Cycle and role-specific key performance indicator questions (KPIs). The results drive focus areas for instructor-led training sessions and self-paced digital learning.

# OVERALL RECOMMENDATIONS

## Staff Recommendations:



## Leadership Recommendations:



# Staff Training:

## Topics Reviewed:

- Insurance Fundamentals
- Commercial Insurance
- Workers' Compensation, MVA and Third-Party Liability
- Military Insurance
- Medicare and Medicaid
- Claim Forms
- Billing Fundamentals
- Reporting
- Insurance Follow-up & Denials
- Coordination of Benefits
- Front-End Denials
- Reading Insurance Cards
- Insurance Eligibility Responses
- Payor Portals
- Technology Tips & Tricks

## Insurance Payors Plans & Fundamentals

### What content was most valuable

- Medicare and Military information
- Exercises and role-playing
- The breakdown of the different types of insurance plans and how they work
- What to expect from the different types of insurance plans
- Training companion guide to follow along

## Front End & Back End Focus

### What content was most valuable

- Learning about the clearinghouse process
- How to fill out the claims form, the birthday rule, and coordination of benefits
- Training companion guides
- UB and 1500 review
- Learning about the entire claim lifecycle
- Overall rules of Medicare and other health insurances

# Leadership Training:

## Topics Reviewed:

- Leading with Compassion
- Coaching for Performance and Results: Leader as a Coach
- Skill Lab: Coach Support
- Skill Lab: Interdepartmental Rounding (Leader Rounding with Internal Customers)
- Putting It All Together and Action Plans

## The Essential Leader

### What content was most valuable

- The guides and role-playing
- Handouts
- Spending time to talk through a plan on how to execute with the team
- Key components of what to ask and understanding why
- Ideas and the different questions to bring up during rounding
- The examples were very helpful
- Rounding

## Rounding with Intention

### What content was most valuable

- Loved the material and role playing; found both days to be super helpful
- Huddle and rounding formats
- Coaching vs. Cheerleading

# DELIVERABLES FOR SUSTAINED SUCCESS

# CONTINUED PARTNERSHIP



## NEW HIRE ORIENTATION DIGITAL LEARNING RECOMMENDATIONS

**Goal:** Create a 90-day HLDP course outline for Heywood utilization



## TOP SEVEN FACILITATOR TIPS

**Goal:** To create a space for learning to happen by focusing on:

- Before Training
- During Training
- After Training



## DIGITAL ORGANIZATION

**Goal:** Create a structure for digital document retention to enhance ease of locating materials



## PHYSICIAN BILLING

Instructor-Led Training



## POINT OF SERVICE COLLECTIONS

Instructor-Led Training

# Instructor Led Survey Results

Instructor Led Trainings based on recommendations

Insurance Basics			
Questions	Learning Needs Assessment Score	Post ILT Score	Marked Improvement
The Health Insurance Marketplace (insurance exchange part of the ACA) is run by which of the following?	53%	76%	+23%
What percentage of benefit is covered by Medicare Part B?	71%	88%	+17%
True or False: The subscriber is ultimately responsible for paying any portion of the bill NOT covered by insurance.	39%	52%	+13%

Back End RC Specific Training			
Questions	Learning Needs Assessment Score	Post ILT Score	Marked Improvement
Which of the following is a common issue found on the UB04?	67%	100%	+33%
Based on best practices, as a part of their daily process, a payment poster balances _____.	50%	73%	+23%
When processing a claim in Patient Accounting, the first stop is the ____?	33%	55%	+22%
A business office staff member generates a claim. The claim passes all of the edits. What would be the next step, according to the typical life cycle of a claim?	75%	82%	+7%

# LESSONS LEARNED

Create weekly and monthly group and individual opportunities for connection

Reinforce high performers with opportunities to do new things and grow at their own pace

Invest in your team with a learning solution that fits their needs and helps all team members grow



**THANK YOU!**



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