Efficient Revenue Cycle Processes/LEAN

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Kansas Hospitals

Community Hospital Acute Licensed Bed Size
- • 25 and under
- ★ 50-99
- □ 26-49
- ▲ 100 and over
Kansas Hospitals, Continued

- 5 hospitals have closed since 2010
  - 3 Prospective Payment Systems (PPS)
  - 2 Critical Access Hospitals (CAHs)

- 84% KS hospitals have negative operating margin (Chartis/iVantage)

- Recent paper by Navigant Health:
  - 29 KS hospitals at high financial risk
  - 25 hospitals are essential to their community
Kansas Hospitals and Lean

• Offered Lean in Kansas 2013 to 2017

• Traditional approach with projects based on clinical or supply processes
  • 32 different CAHs participated
  • 4 more than once

• Decline in interest
New Lean Focus in Kansas

- New approach with projects based around revenue cycle processes
- Marketed to business office, billing, and finance staff
- Offered in 2018
  - 8 CAHs participated
- Completely re-energized Lean in Kansas
Kansas Lean Projects

- Email invite for informational project webinar to relevant contacts
- Email out slide deck and participant agreement to those registered
- Hold informational project webinar
- Provide deadline for participant agreement return during webinar and on participant agreement – ($250 participation fee)
- Email out recorded information webinar link and participant agreement
Kansas Lean Projects, Continued

• Email out participation award congratulations to those selected
• Pre-Kick Off coaching calls
• Kick Off meeting
• Site Visit
• Monthly A3 submission
• Monthly coaching calls
• Wrap Up meeting
• Email sample press release
• Email to hospital CEO
Efficient Revenue Cycle Processes Project Timeline

- **July**: Kickoff Meeting
- **August**: Site Visit
- **September**: Coaching Calls and A3 Submission
- **October**: Coaching Calls and A3 Submission
- **November**: Coaching Calls and A3 Submission, Wrap Up Session
ERCP Project Support

KHERF

- Jennifer Findley, Executive Director
- Susan Runyan, KHERF Consultant
- Susan Cunningham, Program Manager

Scholarships

Lean Technical Expertise

- Richard Tucker, Healthcare Performance Partners, a Vizient Company
Winter 2019: Successes!

- Improved patient and staff satisfaction
- All have seen a reduction of unbillable claims
  - Reduced unbillable Emergency Department (ED) visits by $80,000
  - Reduced unbillable Lab visits by $13,000
- Nearly 90% of post-project evaluations felt their hospital had reached the goals they set
- The excitement and potential benefits from this group prompted a quick turnaround for this offering
Kansas Lessons Learned

• Ensure leadership is aware of commitment

• Participation in pre-kickoff call
  • narrow enough project focus
  • correct staff roles involved in project

• Facility submits their A3 monthly

• Monthly coaching call

• Celebration wrap up
Efficient Revenue Cycle Processes Project Timeline, Once More
Hospital Efficient Revenue Cycle Processes Team

Staff to consider for participation on your facility team (2 – 4 members):

- Chief Financial Officer
- Front Line Staff Member(s)
- Business Office Manager
- Health Information Management
- Quality Manager
- Department Leads
Questions?

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