

IT/RCM Collaboration

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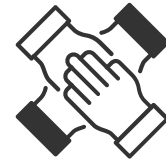
Our Agenda Today



Introduction



Why...IT/RCM Collaboration?



Who/What/When...IT/RCM Collaboration?



How...IT/RCM Collaboration?



SARA B. CARROLL

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BACKGROUND

Sara is a Senior Manager within BDO's Management Consulting, Healthcare practice. She has over 20 years of experience within the revenue cycle sector of the health care industry helping hospitals, health care practices, and systems of varying sizes to improve efficiencies and revenue. She has extensive experience with both operations and information systems, allowing for a holistic and collaborative approach. Sara communicates effectively with either audience and can serve as a translator to help with aligning efforts. Sara has the ability to strategize at a departmental and/or organizational level, while also diving into the details of the specific system build needs to support client strategies.

Sara has been engaged in Epic hospital and physician practice implementations, upgrades, and optimization efforts. Areas of focus have included work queue structure, vendor workflows, self pay follow-up, vendor selection, and implementation activities. While her hands on build experience is within the Hospital Billing (HB) module of Epic, Sara has worked within all of the Epic revenue cycle modules in the course of her career.

PROFESSIONAL QUALIFICATIONS

- ▶ M.B.A., Boston University
- ▶ B.S., B.A., University of North Carolina
- ▶ Epic Resolute Hospital Billing Certification (Insurance Follow-up, Payment Application)

BDO Healthcare Consulting Solutions

BDO's healthcare consulting solutions provide a strong combination of strategy, operations management, and digital solutions focused on helping provider organizations improve their ability to deliver high quality care, enhance the patient experience, and drive financial improvement.

WHO WE SERVE



We annually serve 1,000+ healthcare clients, including leading hospitals and health systems in the U.S.



We work with many of the largest for profit and nonprofit health systems around the country



We work with a significant number of healthcare-focused private equity firms around the world



FINANCIAL IMPROVEMENT

- ▶ Clinical Integration & Alignment
- ▶ Physician Practice Management
- ▶ Department & Service Line Leadership
- ▶ Labor Advisory & Augmentation
- ▶ Revenue Cycle Services:
 - Interim Leadership
 - Transformation & Operating Model Design
 - Performance Improvement
 - Cash Acceleration
 - Billing System Optimization



CLINICAL INNOVATION

- ▶ Consumer Experience & Digital Patient Engagement
- ▶ Access Transformation & Enhancement
 - Scheduling Template Optimization
 - Call Center Design & Leadership
- ▶ Value-based Programs
- ▶ Referral Management Transformation
- ▶ Population Health Strategies
- ▶ Service Line Strategy & Growth
- ▶ Revenue Integrity, CDI, Coding & Compliance



DIGITAL TRANSFORMATION

- ▶ Digital Strategy
- ▶ IT Strategy & Vendor Selection
- ▶ Implementation & Upgrade Services
- ▶ Project & Change Management
- ▶ Application Management & Rationalization
- ▶ EHR Extension to Clinical Affiliates
- ▶ Business Intelligence & Analytics

Why...IT/RCM Collaboration?

TODAY'S REALITY

- ▶ Billing system build is supported by IT Department within integrated EHR system infrastructure, not Operations
- ▶ Billing system functionality is evolving, while payer and regulatory requirements are everchanging
- ▶ Growing disconnect of understanding or lack of knowledge regarding the “other side”
- ▶ RCM initiatives and goals (i.e., new vendors, streamline workflows, performance targets)
- ▶ IT initiatives and goals (i.e., HIMSS targets, infrastructure requirements, Epic Gold Stars/EMR targets)
- ▶ Organization initiatives and goals (i.e., acquisitions, expansion)
- ▶ Clinical initiatives and goals (i.e., service line expansion, new technology, performance targets)
- ▶ Interest in Artificial Intelligence (AI) pursuits



Why...IT/RCM Collaboration?

ULTIMATELY

- ▶ We all want the organization to be successful, though there are different definitions of “success”
- ▶ We all want the organization to be financially stable, i.e., no more layoffs!
- ▶ Therefore, we are all on the same team...and it starts from the top!!



Who/What/When...IT/RCM Collaboration?

WHO*

- ▶ RCM
 - Front Desk
 - Coding
 - Medical Records/ROI
 - Account Receivable/Billing
 - Customer Service
 - Payer Contracts
 - Vendors (as applicable)
- ▶ IT
 - Registration/Admissions
 - Scheduling
 - Coding
 - Document Imaging
 - Claims
 - Billing
 - Contract Management
 - Business Analytics

WHAT

- ▶ Alignment of initiatives and needed timelines (i.e., never sign a contract with deadlines without talking to IT first!!)
- ▶ Overview of intake process and protocols for making requests (i.e., what is break/fix versus enhancement versus project)
- ▶ Establish necessary details required when submitting requests, creating standardized forms and sign-off requirements as appropriate
- ▶ Discussion about potential AI strategies to ensure leveraging billing system functionality
- ▶ Awareness of staffing and resource limitations across both areas

WHEN

- ▶ EHR Implementations/Expansions
- ▶ Upgrades/Updates to EHR and/or Billing System
- ▶ Annual CPT and ICD-10 Updates
- ▶ Payer Contract Updates
- ▶ Regulatory Requirement Rollouts
- ▶ Month and Year End Preparation
- ▶ Vendor Assessments
- ▶ REGULARLY

*Representatives can be management, super users, experienced analysts

How...IT/RCM Collaboration?

RECOMMENDATIONS

- ▶ Regular meetings of RCM and IT Rev Cycle Leadership to discuss new and upcoming initiatives, as well as the status of inflight projects
- ▶ Capacity planning for the year with full disclosure of known rollouts, upgrades, downtimes, and communicating changes as quickly as possible
- ▶ Dedicated portion of Reporting Team (or roles within RCM) to address RCM-related reporting needs
- ▶ Creation of systems team or liaison roles within RCM to help with translation and prioritization across areas
- ▶ Regular working sessions between IT Analysts and RCM Super Users (or systems/liaison roles) for addressing open ticket and enhancement requests
- ▶ Collaboration on upgrade functionality, workflow revamps, and other project requests
- ▶ Creation of annual update checklist and year end workflow needs, as well as establishing expectations and strategies for month end tasks
- ▶ Regular education opportunities to expose IT Analysts to the reality of workflows in use



How...IT / RCM Collaboration?

ULTIMATELY

- ▶ Open communication...and grace!



IT/RCM Collaboration In Action

BENEFITS

- ▶ Reduction in surprises and issues during upgrades
- ▶ Reduction in avoidable fire drills surrounding annual updates, month end, and year end activities
- ▶ Improved staff experience and collaboration between RCM and IT
- ▶ Leadership collaboration for initiatives and staffing needs
- ▶ Appreciation of skill set and knowledge across teams
- ▶ A true “we’re all on this together” mindset

IT/RCM Collaboration

To continue the conversation, feel free to contact me:

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