



CBO Account Management: Hospital Liaisons

August 5, 2019

Presenter Profiles



Matt Ellis, Vice President Client Services EnableComp



As a young professional in the healthcare industry, Matt has spent 10 years working in various sectors of healthcare including: Healthcare Management Consulting, Group Purchasing and Revenue Cycle Management. During his time at Quorum, he became a trusted advisor to hospital operators, and assisted them with physician recruiting, strategic planning, managed care contract negotiation and vendor contract negotiations. After 8 years with Quorum Health, Matt joined EnableComp. He spends most of his time in the Midwest discussing ways hospitals can capitalize on their complex claim's reimbursement. Matt received his Healthcare Management degree from Southern Illinois University.

Deb Wierciak, Executive Director of Revenue Cycle Initiatives, BJC HealthCare

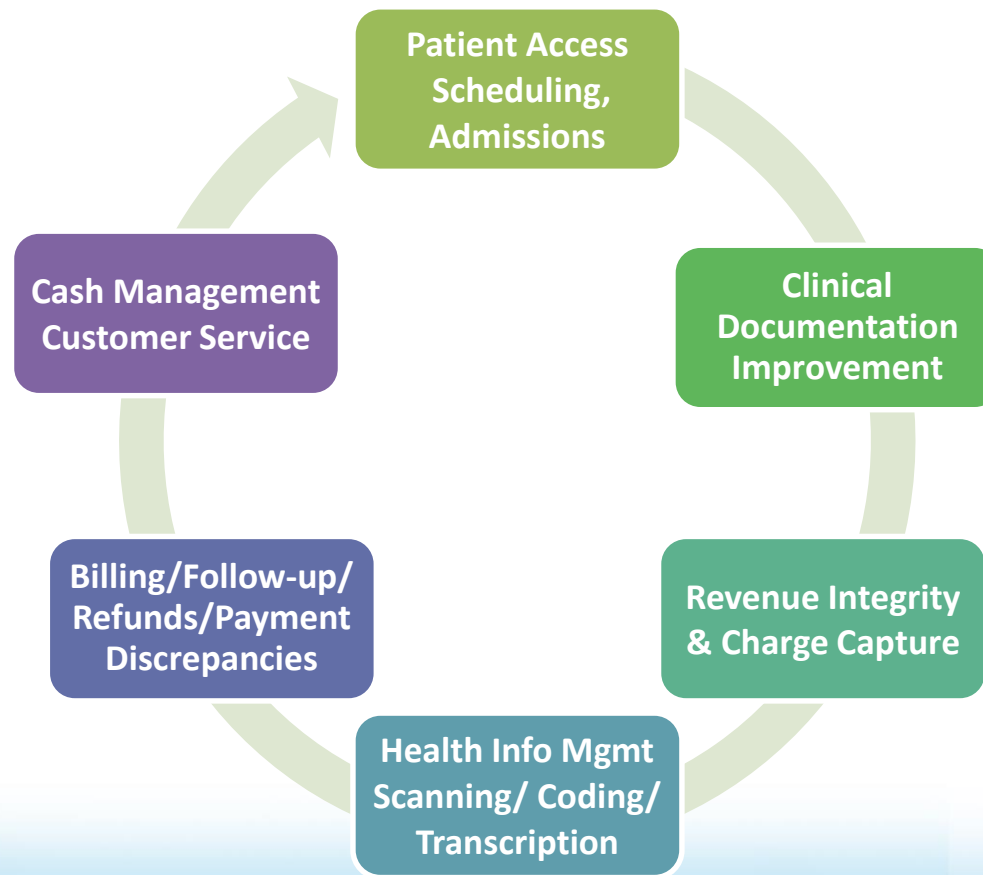


Debra A. Wierciak, CPA, is the Executive Director of Revenue Cycle Initiatives for BJC HealthCare in St. Louis, MO. BJC HealthCare is one of the largest nonprofit healthcare organizations in the U.S., with net revenues of \$5 billion, serving the greater St. Louis, southern Illinois and mid-Missouri regions. Debra is responsible for leading revenue cycle initiatives for their 13 hospitals and medical group. Her responsibilities include analytics, revenue integrity, technology, project management, training and quality and hospital liaisons. Earlier in her career, she was in public accounting and held various healthcare finance roles. She holds an MBA and BS degrees from St. Louis University.



Hospital Revenue Cycle

The revenue cycle begins with scheduling of services and ends with payment or adjustment of the account when we provide financial assistance or are unable to collect. More of these services are centralized, rather than managed at the individual hospital level.



Challenges of Increased Centralization

Who do I call with a question? How do I keep up with organizational changes?

Are my results good? How do I compare with others?

We've had some turnover in a clinical department. Who can train the new staff member to correct charge errors?

I wonder if this is something I should share with Revenue Cycle?

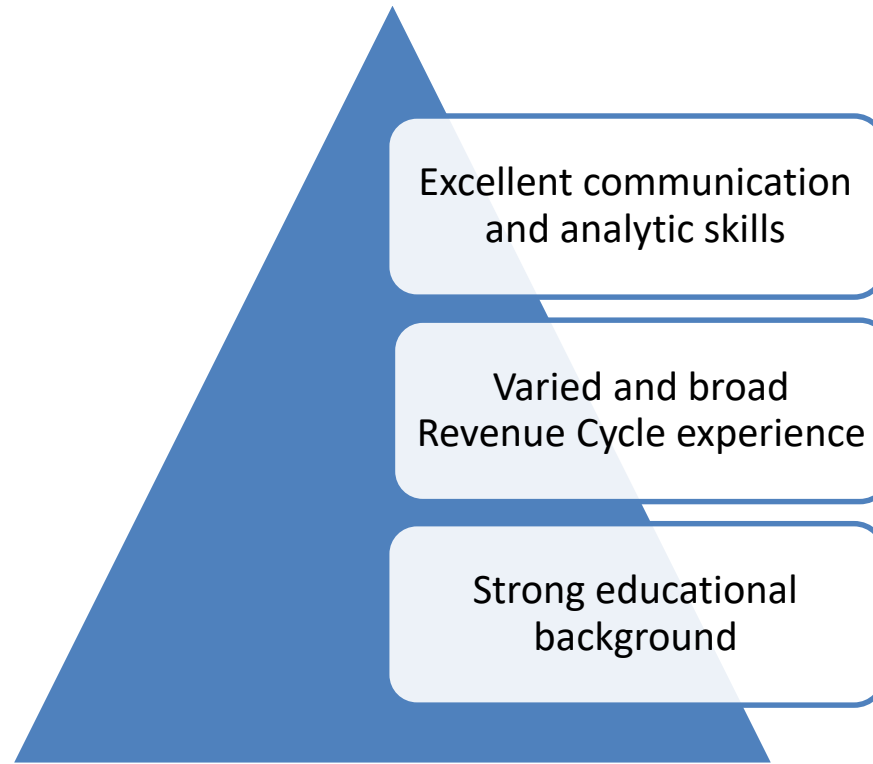
We're starting a new service. What charges should be set up? Am I receiving denials?





BJC's Solution: Revenue Cycle Liaisons

Revenue Cycle and hospitals jointly developed the idea of “Revenue Cycle Liaisons” who can partner with hospitals to provide expertise and drive results while improving BJC revenue cycle outcomes.



Revenue Cycle Liaison: Role

Objective: Improve revenue cycle operations

LIAISON SCOPE

Communication	<ul style="list-style-type: none">• Ensure two-way communication between Revenue Cycle and hospitals.• Provide feedback from Revenue Cycle to reduce and prevent write offs and other leakage.• Provide ad hoc revenue cycle analysis.
Education	<ul style="list-style-type: none">• Facilitate effective training for new hospital staff performing revenue cycle processes.• Access expertise from Revenue Cycle on immediate or complex issues.• Participate in continuous improvement opportunities aimed at preventing adjustments and other revenue leakage.• Recommend best practices.
Escalation	<ul style="list-style-type: none">• Identify aging opportunities for escalation.• Escalate issues to hospital and revenue cycle managers and leaders when revenue cycle issues arise.• Review outstanding accounts receivable for trends and opportunities.• Monitor key performance measures.• Provide analysis and insight on the sources of initial denials and facilitate process redesign with hospital staff that will reduce denials.



Revenue Cycle Liaison: Role

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LIAISON SCOPE

Facilitation	<ul style="list-style-type: none">• Facilitate monthly/quarterly revenue cycle operational meetings, report progress and consistent action on issues identified in monthly meetings.• Attend hospital leadership meetings as identified.
New Revenue Cycle Initiatives	<ul style="list-style-type: none">• Provides resource without compromising operations.• Escalates implementation of new initiatives.• Provides a revenue cycle-wide view.• Offers an independent viewpoint.• Builds expertise within revenue cycle.
Vendor Management	<ul style="list-style-type: none">• Coordinates implementation of new vendors among information technology, operations and vendor.• Manages compliance with contract terms.• Approves vendor invoices.• Manages vendor relationship.

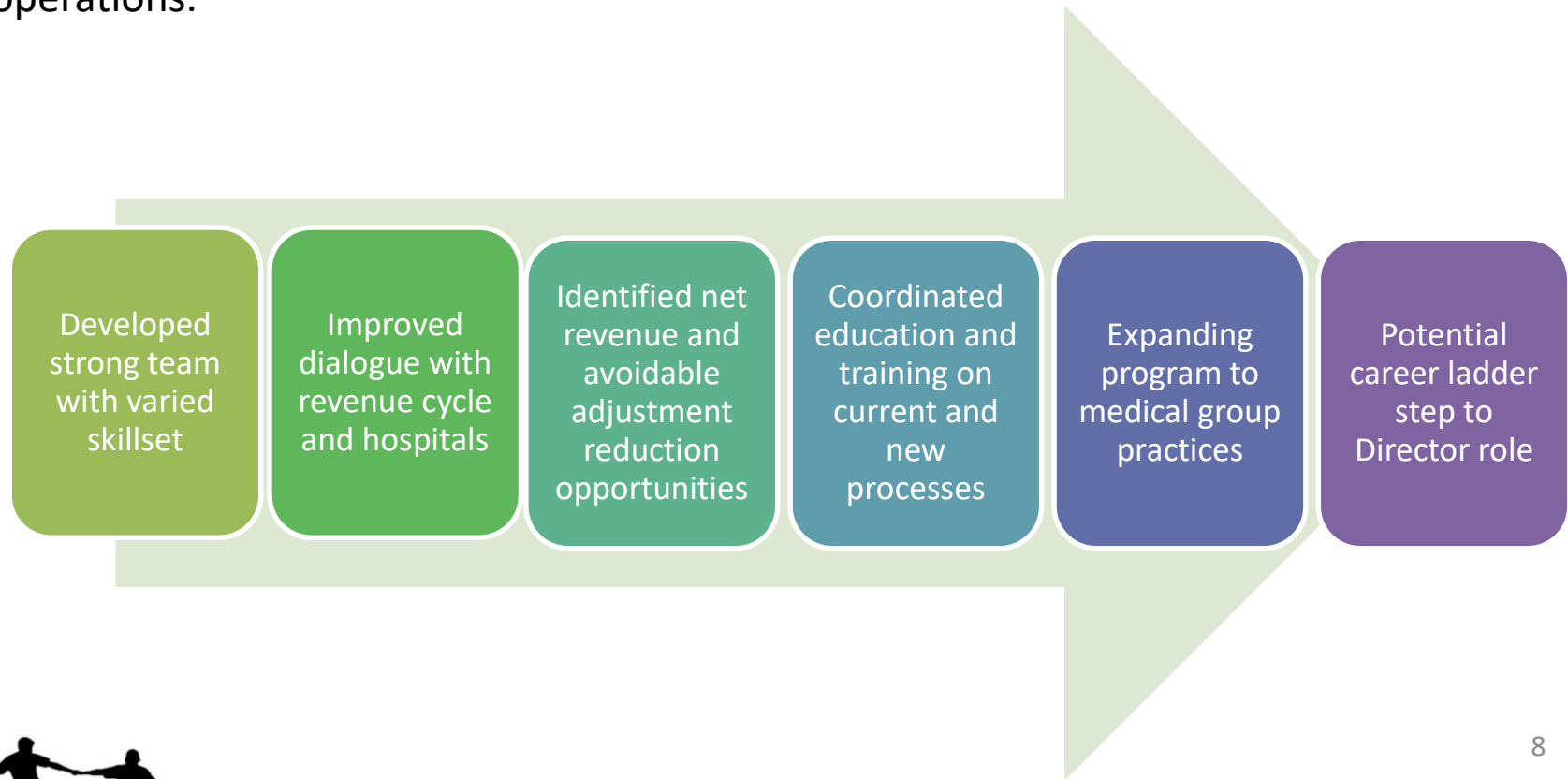
Liaison coordinated EnableComp implementation at BJC.





Revenue Cycle Liaisons: One Year Later

Revenue Cycle liaisons have been very successful in bridging Revenue Cycle with hospital operations.



Recommendations and Lessons Learned for a Successful Program

- Invest in extensive onboarding
- Insure liaisons share their findings
- Tread cautiously on fine line with operations
- Promote collaboration
- Standardize as much as possible; yet allow flexibility
- Be open to new ideas
- Insure dialogue with clinical areas



Questions?

