

Hiring and Retaining RCM Talent

IL-AAHAM WEBINAR | OCTOBER 20, 2021

Introduction



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Today's Agenda



- Finding and Hiring RCM
- Best Practices for Onboarding
- Training & Retaining
- How to Work from Home
- Leveraging Business Partners

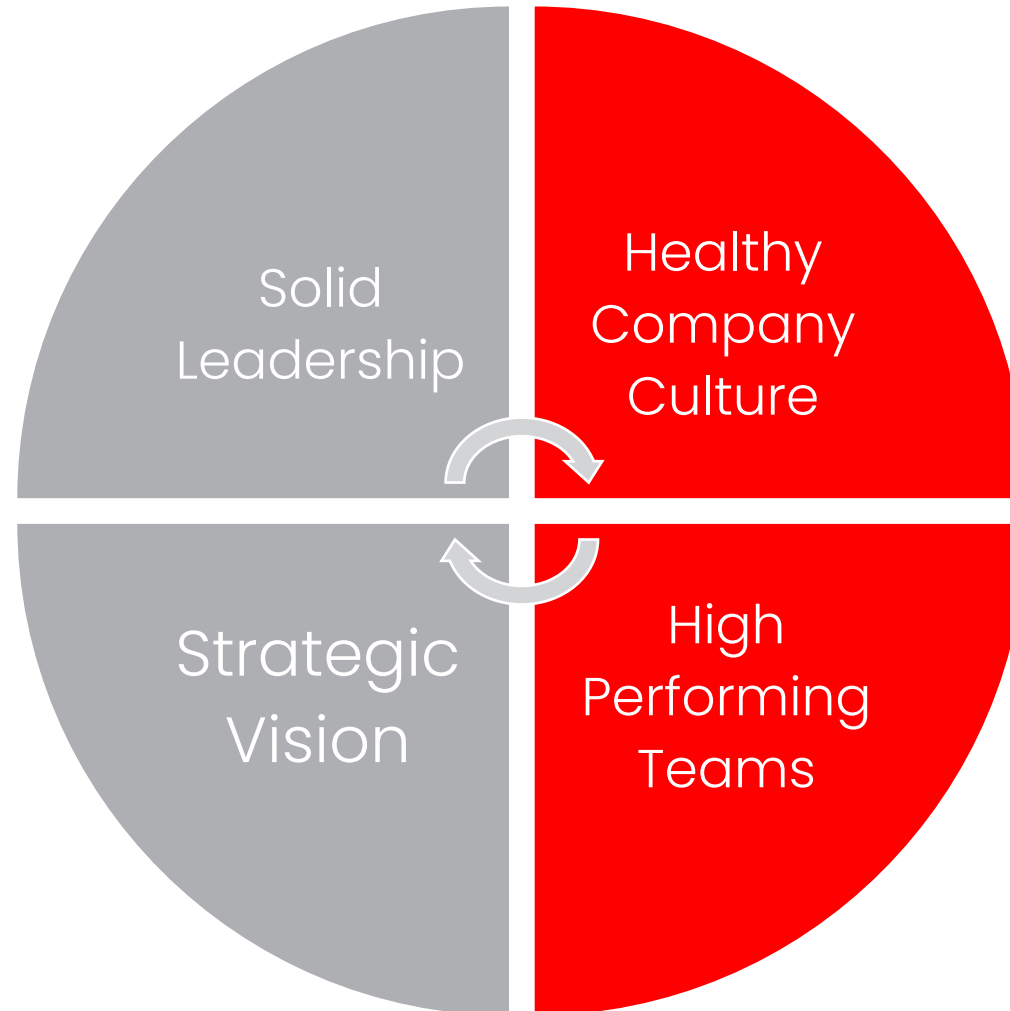
Challenges for Hiring

- Finding qualified or experienced people
- Training tools and resources
- Competition with organizations offering remote work and higher pay
- Systems to track quality, production, backlogs
- Letting go of low performers
- Vaccine/Mask Mandates

Salary Average

Position	National Average
Biller	\$36,841 \$17.71 per hour
Coder	\$58,095 \$27.93 per hour
Registrar	\$35,689 \$17.16 per hour

Components for Success



Why is a Healthy Culture so Important?

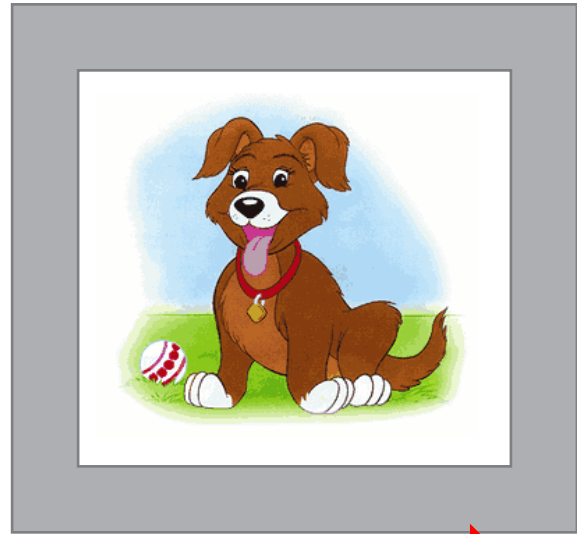
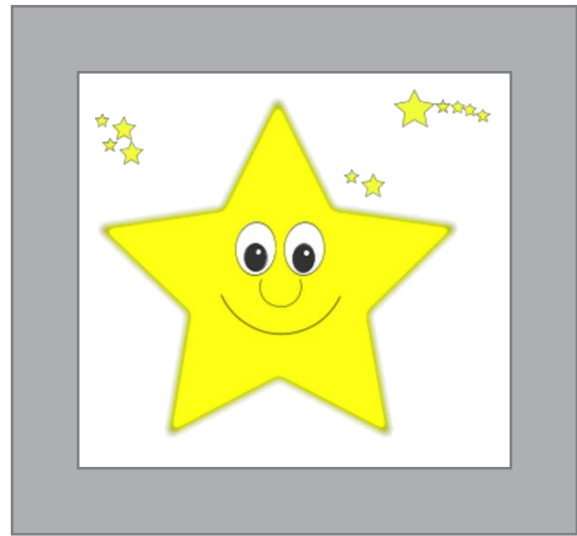
A Healthy Culture:

- Principles & values guiding the organization
- Shapes the way people behave
- Reason we do things the way we do them
- Motivation for why people stay (or leave)
- Driving force behind high productivity & improved quality
- Environment makes people feel like they belong
- Only contagious thing we want in our hospitals!



Balancing Performance with Cultural Fit

High
Performance
Low



Low Supportive of Health Culture High

Define your Superstar

- Adaptable
- Team-player
- Strives to learn & improve
- Problem-solver
- Good communicator
- Ability to prioritize
- Confident/self-starter
- Committed to wellness
- Embraces technology
- Smart/makes good decisions
- Efficient, productive & fast moving
- Honest/integrity
- Positive/happy
- Reliable/dependable
- Conscientious & thorough
- Emphasis on quality & customer service
- Passionate



Core Values



NEVER MADIOCRE

What It Means:

We don't want to be average. Continually raise the bar on performance.

How to Express It:

In our actions and discussion, we will ask how we can improve. We don't just do – we question why. We question why so that we can do it better. We challenge ourselves to identify problems and find solutions.

What Is the Outcome:

OS/eC inc are promoted by our clients as "the best of the best".



FLEXIBLE & ADAPTABLE TO CHANGE

What It Means:

To continuously improve we need to be able to change. We are willing to be open to new ideas, new processes and methods.

How to Express It:

We identify when something isn't working. We are willing to try a different approach, change a team, utilize different resources and try new processes.

What Is the Outcome:

A cohesive swat team of experts able to change mid-course and problem solve.



WE KNOW THE BUSINESS

What It Means:

Work with purpose and focus on outcomes. We take ownership in everything we do.

How to Express It:

Whoa, Whoa, Whoa, billing is not magic. Be curious, ask, read, research, do your homework and utilize your resources.

What Is the Outcome:

Our team becomes known as a group of subject matter experts (SME). We deliver desired results and "green" project scorecards to our clients.



DELIGHT OUR CUSTOMERS

What It Means:

Our MO is always service beyond expectations.

How to Express It:

Each customer gets their own unique experience. We deliver results before they are due and before we are asked. We anticipate our customers needs and always stay one step ahead.

What Is the Outcome:

Our customers can rely on us to deliver a positive experience second to none.



NO JERKS

What It Means:

We are a group of individuals that care about each other and enjoy working collaboratively.

How to Express It:

We work hard, laugh and have fun. We look out for one another, work as a team and support each other's efforts. We are cheerleaders for company initiatives and goals.

What Is the Outcome:

A cohesive team that enjoys one another. A group that rallies around each other to celebrate success and achievements. We are proud of the work we do.

Define
Your
Values

Hire, Train & Retain



Hire

- Hire Slow – (Fire Fast)
- Character over Experience



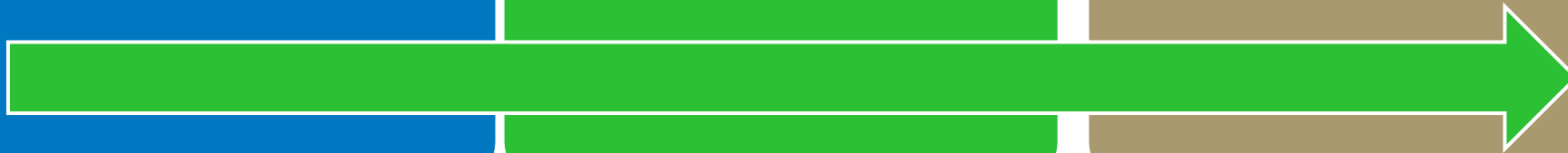
Train

- Formalize Onboarding
- Include Skill Assessments



Retain

- Defined Career Paths
- Reward Talent, not Mediocrity

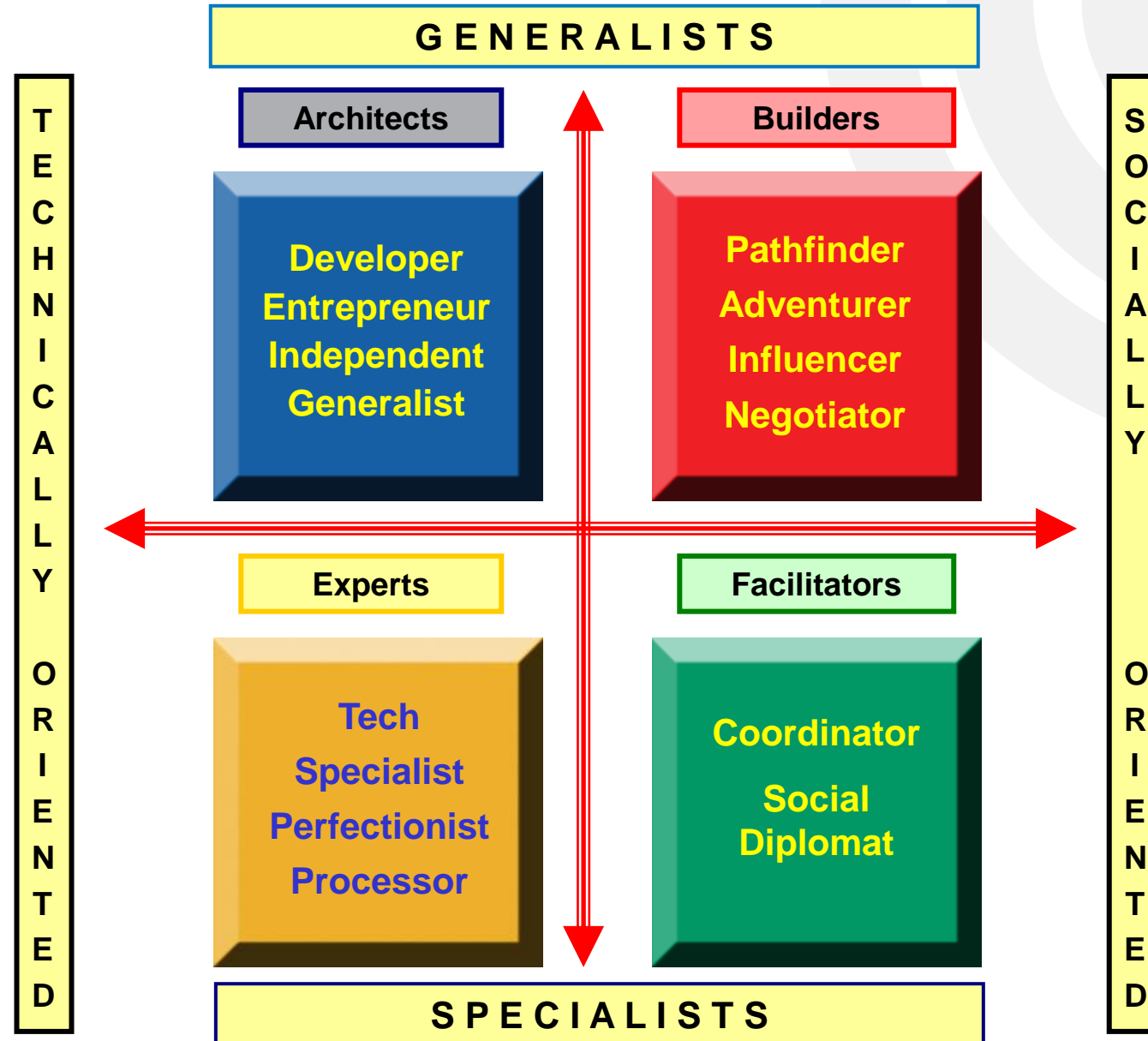


Our Recruitment & Selection Process

General Talent Acquisition Guide for AR Specialist

- College Grad Recruitment
- No Experience Required – Offer Opportunity to Train
- Initial Contact – OAD Survey to Determine Profile & Fit
- Employee Referrals
- Phone Screen
- Phone Follow-up Questionnaire & Completion of Application
- In person interview
- KPH and WPM Assessment
- Interview Evaluation Form
- Reference Check

Leadership Style Matrix



Week One Schedule

Monday - Day 1		Tuesday - Day 2		Wednesday - Day 3		Thursday - Day 4		Friday - Day 5	
9:00-9:30	"Name" - New Hire (Meet, Intros, Tour, Checklist Item Review)	8:30-9:00	Revenue Cycle Acronym PPT Slide Deck	8:30-9:00	Manager 1:1 Touchbase and HBI Certification Overview and Instructions	8:30-9:00	Manager 1:1 Touchbase and Cell Phone Policy	8:30-9:30	HBI Coursework
9:30-10:00	IT Overview & Computer Set Up (help desk, printer location)	9:00-9:15	Manager 1:1 Touchbase	9:00-12:00	HBI Course Work	9:30-10:00	Revenue Cycle Management Overview (Classroom)	9:30-9:45	Manager 1:1 Touchbase
10:00-10:30	LastPass Set Up	9:15-9:30	Goal of an AR Specialist	12:00-12:30	Lunch	10:00-10:30	Shadow Session (Posting)	9:45-10:45	Insurance 101: Medicaid (Classroom)
10:30-11:30	HR Meeting - New Hire Paperwork in ORBIT	9:30-10:00	HR Department Overview	12:30-1:00	OS Policy Training	10:30-11:30	HBI Course Work	11:00-11:30	Shadow Session (Customer Service)
11:30-12:00	Admin Overview & New Team Member Interview	10:00-10:30	New Team Member Compliance Overview and Course Instructions	1:00-1:30	OSU Courses-Day 3 Learning Plan	11:30-12:00	OSU Courses - Day 4 Learning Plan	11:30-12:00	Shadow Session (Billing)
12:00-1:15	Lunch with Peer Advocate Leader (PAL)	10:30-12:00	Annual Compliance Training (CMS 88min)	1:30-2:30	Controlling your Email and A/R Management & Why Our Services are Important	12:00-12:30	Lunch	12:00-12:30	Lunch
1:15-1:30	Introduction to OS University	12:00-12:30	Lunch	2:30-3:00	Shadow CSR	12:30-1:00	Customer Experience Department Overview	12:30-1:00	Patient Access & Charge Capture (Classroom)
1:30-2:00	Core Values	12:30-1:00	KnowB4 Training	3:15-3:30	Break with PAL	1:00-1:15	Break with PAL	1:00-1:30	Changing Cost Centers in Orbit
2:00-2:30	Meeting with OS President	1:00-1:30	Billing, Customer Service and Posting Dept Overview	3:30-4:00	Sales and Marketing Overview	1:30-2:00	Dev Department Overview	1:30-3:00	OSU Courses - Day 5 Learning Plan
2:30-5:00	OSU Courses- Day 1 Learning Plan for New Employee; Setup workstation; Organize Outlook-accept meeting invitations	1:30-3:00	OSU Courses - Day 2 Learning Plan			2:00-3:00	Insurance 101: Commercial Insurance (Classroom)	3:00-3:15	Break with PAL
		3:00-3:15	Break with PAL			3:00-4:00	Insurance 101: Medicare Insurance (classroom)	3:15-4:00	OSU Courses - Day 5 Learning Plan, Organize Outlook, Reference Docs, Exploer SharePoint
		3:15-4:30	OSU Courses - Day 2 Learning Plan			4:00-4:30	HBI Course Work		
Time	Day 1 Learning Plan for New Hire	Time	Day 2 Learning Plan for New Hire	Time	Day 3 Learning Plan for New Hire	Time	Day 4 Learning Plan for New Hire	Time	Day 5 Learning Plan for New Hire
0.50	Introduction to OS University (Classroom)	0.25	What's the Goal of an AR Specialist (Classroom)	0.50	OS Policy Training	0.50	Revenue Cycle Management Overview	0.50	Introduction to Excel
0.25	Just A Few Team Member Tips	0.50	Rev Cycle Acronym Slide Deck	0.00	OS Policy Acknowledgement	0.50	COB (HBI)	1.00	Insurance 101: Medicare (Classroom)
0.50	Payroll Data Systems	1.50	Annual General Compliance Training (CMS 88min)	0.50	A/R Management & Why Our Service is Important	0.50	Self Pay Collections (HBI)	0.50	Denials Overview
0.25	Navigating SharePoint	0.50	Overview of HIPAA Standards (Litmos Compliance)	0.50	Revenue Cycle Management	0.50	Understanding the Code of Conduct Policy	0.50	Managing Uncollectible Accounts (HBI)
0.25	Interview with Lori Zindl	0.00	Compliance Certification of Receipt & Understanding	0.50	Controlling your Email	1.00	Insurance 101: Commercial Insurance (Classroom)	0.50	A/R Basics (HBI)
0.50	OS inc. Mission and Values	0.00		0.50	HIPAA Overview (HBI)	1.00	Insurance 101: Medicare (Classroom)	0.50	Facebook, LinkedIn and Twitter Policies Every Employee Should Know
0.25	Wellness Video	0.50	Healthcare Fraud Waste and Abuse (Litmos Compliance)	0.50	Understanding the U804 (HBI)	0.50	Insurance 101: Revenue Cycle Management	1.00	Insurance 101:Medicaid (Classroom)
0.25	Happy Secret to Better Work	0.50	Confidentiality Agreements What is Your Role (Litmos Compliance)	0.50	Understanding the 1500 (HBI)	0.50	Insurance 101:Accounts Receivable Management	0.50	Customer Service
0.00	ZZZ New Team Members First Day	0.00		0.50	Billing Basics (HBI)	0.50	Third Party Follow Up (HBI)	1.00	Patient Access & Charge Capture (Classroom)
0.50	OS inc Core Values (Classroom)	0.50	KnowB4 Training	0.50	Patient Focused Billing (HBI)				

New Employee Measurement

Attendance Summary		Audit Results			Production		HBI Training			OSU Insurance 101 Course Completion		Training Hours				
Absent	Schedule Change/Tardy	Date	Result	Comments	Week of	Result	Comments	Course	Score	Time	Course	Score	Course Name	Session Start Date	Session End Date	Total Hours
		Average	96%		Average	99%		Average	#DIV/0!	0	Average	90%	Total Hours			36:00:00
		3/25/21	96%	ATB	Week 4	89%	ATB	HIPAA Overview			Rev Cycle Managemen	96%	IVCH Training	3/15/2021	3/19/2021	7:30
		4/2/21	96%	ATB	Week 5	109%		Understanding the UB04			Patient Access	84%	IVCH Training	3/22/2021	3/26/2021	9:30
		4/9/21	96%	Rejections	Week 6	97%	Billing, Denials, ATB	Understanding the 1500			Intro to Compliance	89%	IVCH Training	3/29/2021	4/1/2021	10:00
					Week 7			Billing Basics			Remittance	100%	IVCH Training	4/6/2021	4/9/2021	9:00
					Week 8			Patient Focused Billing			Coding	100%				
					Week 9			Third Party Payer Billing			Charge Capture	100%				
					Week 10			COB			Denials (flash player)	In Progress				
					Week 11			Self Pay Collections			AR Managemenet	71%				
					Week 12			Third Party Follow Up			Billing KPI's	100%				
					Week 13			Managing Uncollectible			AR Mgmt Rolling Up Yc	69%				
					Week 14			Denial Management			AR Management 101 (flash player)					
								A/R Basics								
								CMS Reimbursment								
								Legal Aspects of Collecting I								
								Legal Aspects of Collecting II								
								Self Pay Receivable								
								Payment Variance								
								Denial Reporting								
								A/R Analysis								
								A/R Transactions/EOB								
								Billing Requirements for non-physician								
								CMS PPS								
								Medicare Access, CHIP								
								Two-Midnight Rule								
								Certification (Include total time if taken more than once)								

WHAT MAKES A JOB GREAT?

Quotes from “War for Talent” interviews

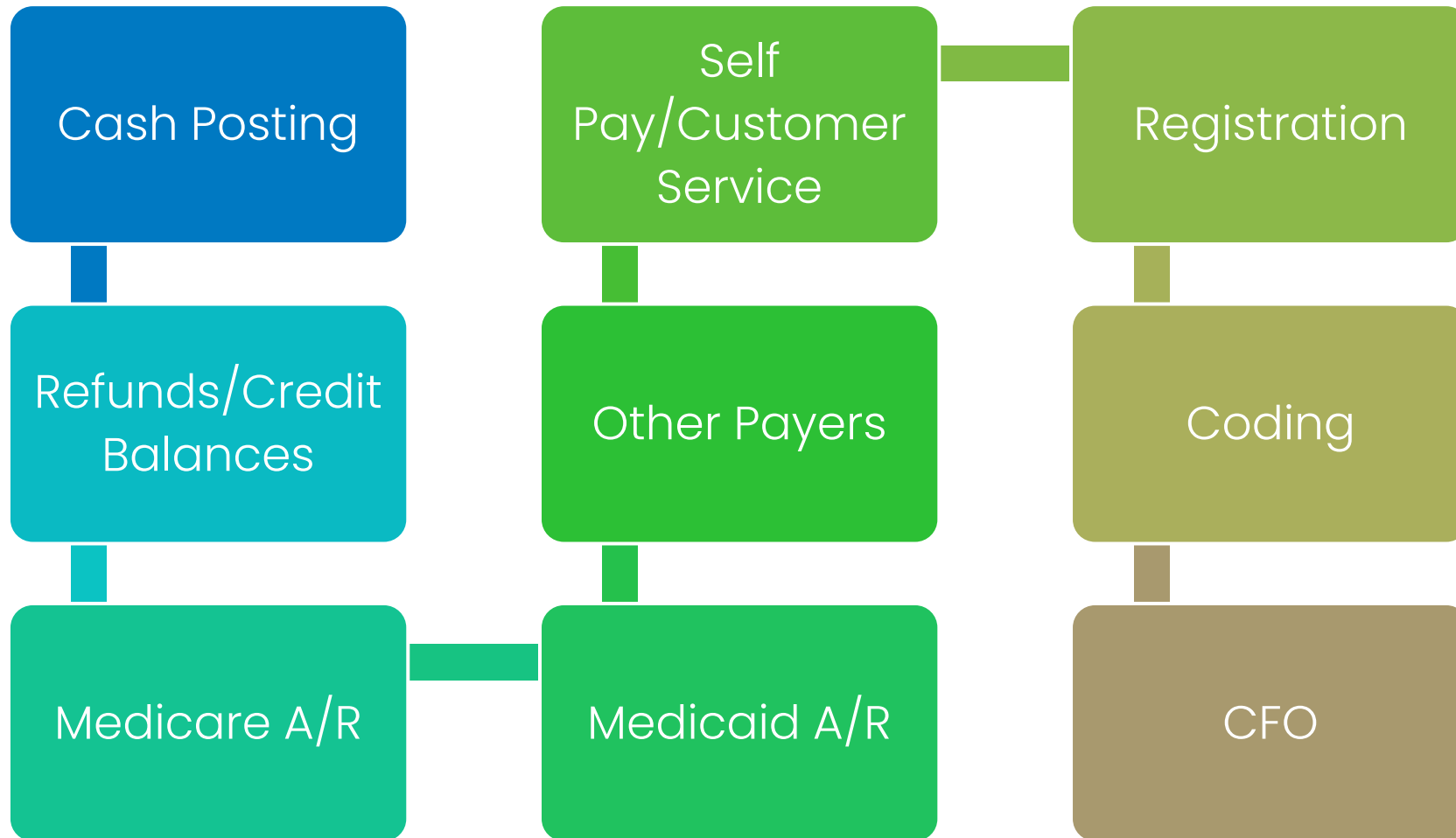
- ❑ Elbow room - The job is big enough to allow room for growth
- ❑ Headroom - Can make decisions without 5 levels of approval
- ❑ Impact, even legacy
- ❑ Clear line of sight for business results
- ❑ Stretches but does not defeat me
- ❑ I can get my arms around a business
- ❑ Always something new to work on
- ❑ Provides opportunity to develop and grow
- ❑ I get coached for my development
- ❑ Highly talented leaders and great teammates
- ❑ Clear values lived by all
- ❑ Action taken on poor performers



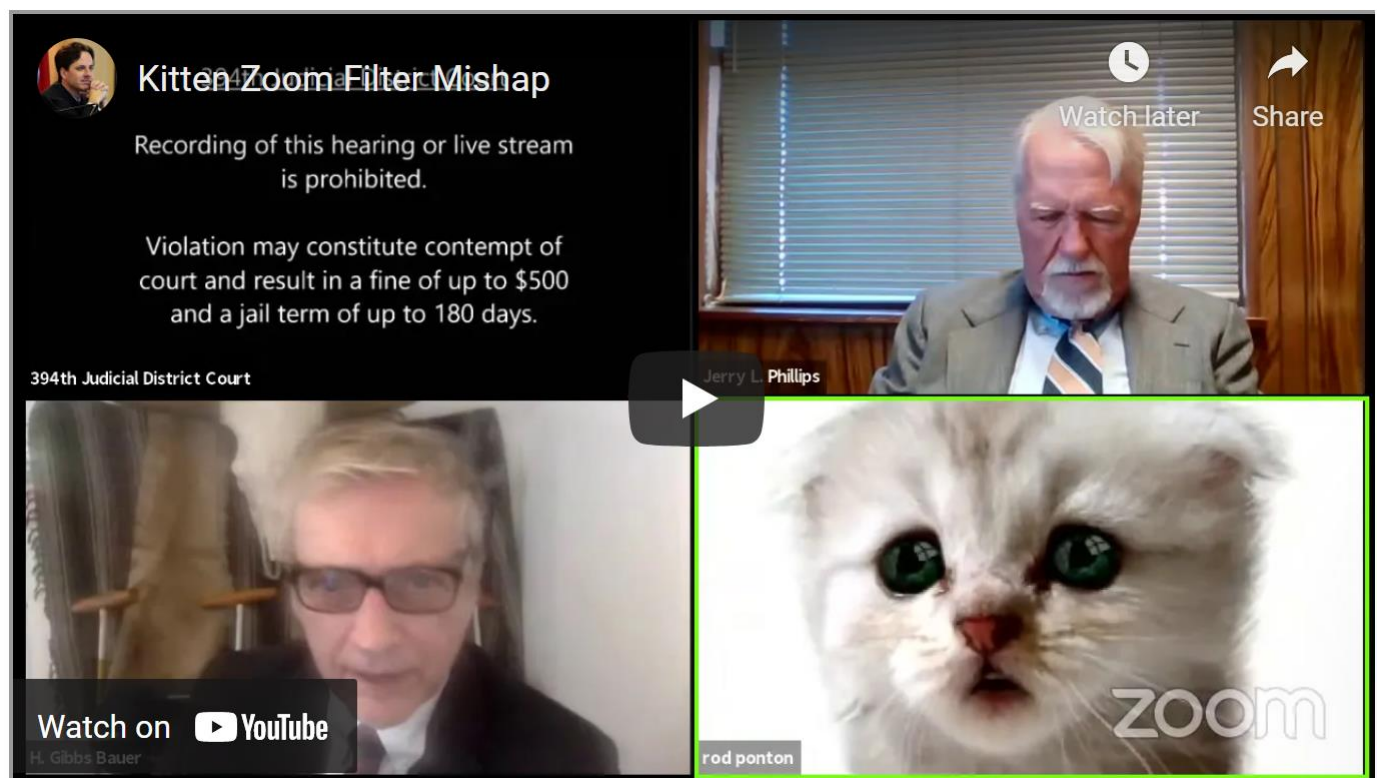
Results Oriented Scorecard

		Red (Critical)	Yellow (At risk)	Green (As promised)	Super Green (Over achieved)	Results	Comments
Workload Completion	eC Folders Completed- Unworked Claims by User-eC Hold Dates Current-ATB Completion	<95%	<95% Documented explanation	92% Claims and WQ's cleared daily or within specified timeframes	>95% Claims and WQ's cleared daily		eC Claims eC Rejections ATB Completion eC Holds Current Blended
Meeting Production Standards	Per Workload calculator	Standards are not met		Productive hours within 5% of hours worked	Productive hours > 100% of hours worked		
Monthly Audit Score at 92%	Employee will be audited at a minimum of 25 of accounts monthly	<92%	< 92% (Training)	92%	>95%		Write Offs A/R Follow up Denials
A/R Scorecard	Details from Client Scorecard						GDRO Aging Over 90 days

Career Path in RCM



Adapting to Remote Work & Ensuring Engagement



- Team Meetings – via Teams or Zoom
- Teams “talking” instead of emailing
- Camera vs No Camera
- Lunch Mandatory
- Scheduling Breaks (forcing breaks)

Leveraging Business Partners



Outside Partners – Why?

- Systems

- Complexity requires technology
- Improved efficiency
- Reducing cost (not always!)
- Improved compliance

- Personnel

- Complexity requires expertise
- Improved efficiency
- Reducing cost (not always!)
- Improved compliance

Outside Partners – Why Not?

Systems

- Return on Investment
- Interface Issues with other Systems
- Cost vs. Budget
- Customization
- Compliance Concerns

Personnel

- Loss of Control
- Performance Deliverables
- Increased Expense
- Customization
- Compliance Concerns

Questions



Thank you for joining us today!

Don't hesitate to reach out to our presenter with follow up questions or if you'd like to learn more about efficientC's clearinghouse, claim scrubbing and analytics offerings.

Lori Zindl
President

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