



The Autonomous Business Office

Smart decisions. Lasting value.™



Topics for Discussion

- What is “Autonomous” ...?
- The economics of Autonomous things in Healthcare
- Key components of an Autonomous Business Office
- Employee engagement, impact and upskilling
- Autonomous operating environment
- Questions

What is
“AUTONOMOUS”
for your purposes?



AUTOMATION

the use of largely automatic equipment in a system of manufacturing or other production process.

AUTOMATE

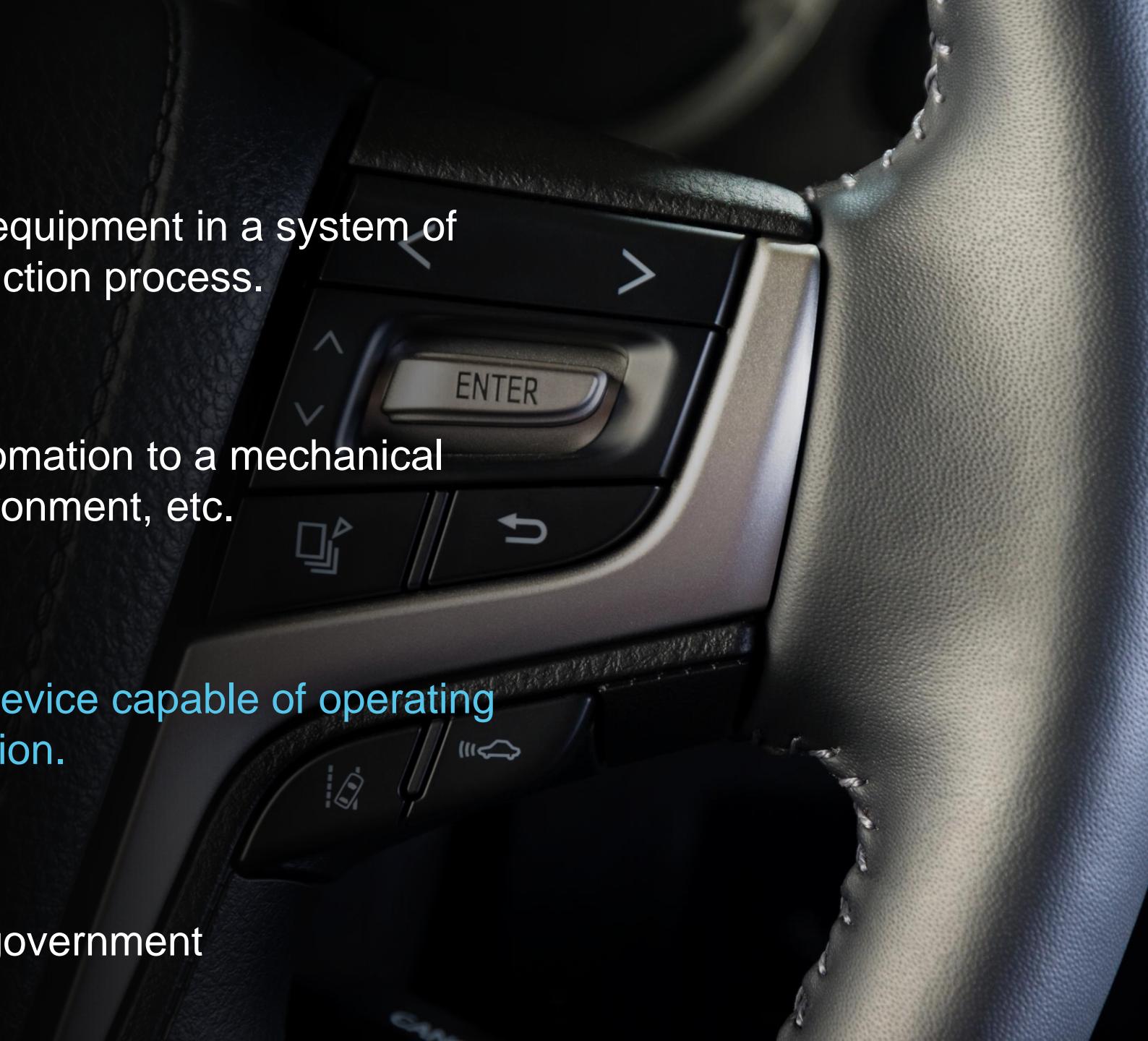
to apply the principles of automation to a mechanical process, industry, office environment, etc.

AUTONOMOUS

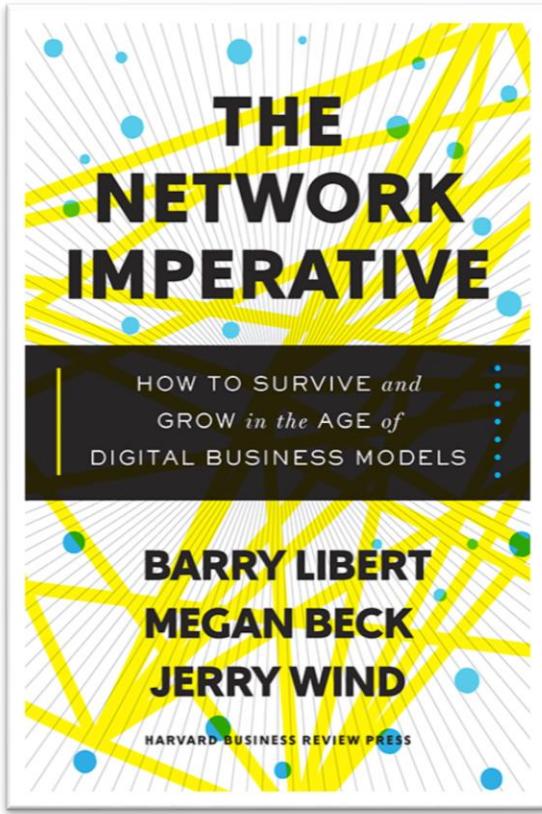
denoting or performed by a device capable of operating without direct human interaction.

AUTONOMY

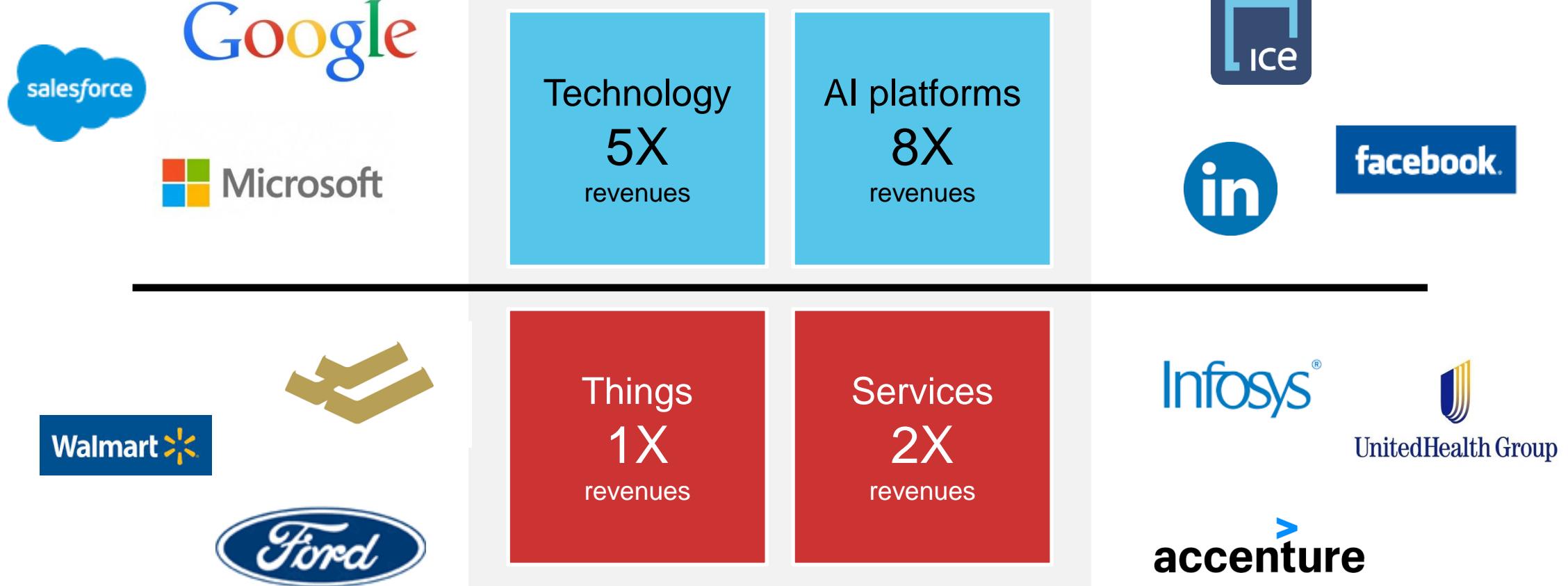
the right or condition of self-government



Transfer of wealth



Different business models, different valuations



Poll

What do you think will be the greatest impact of automation in healthcare (non-clinical) operations?

- FTE reduction
- Focusing employees on higher complexity tasks
- Standardization of processes
- Adopting industry best (vs. our best) processes

“Leadership requires two things:
a vision of the world that
does not yet exist,
and the ability to
communicate it.”





The future of the revenue cycle

Social networks (Facebook, Instagram)

Communication by text (vs. email)

Same (or next) day free delivery

Wearables (Fitbit, AppleWatch)

Alerts set on your phone

"One click" purchase

Netflix (on demand)

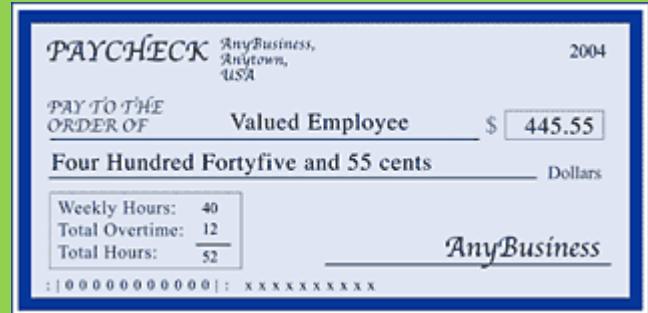
"Push" content



Current “data-rich” AI penetration in Healthcare is low



Then ...



Now ...

A U T O M A T E D



Poll

Who do you think will gain the most from an autonomous environment?

- Large (> 10 hospitals) health systems
- Smaller (< 8 hospitals) health systems
- Physician practice management organizations
- All of the above

Does anyone
think that the
business office
of the future will
NOT
be automated
...?



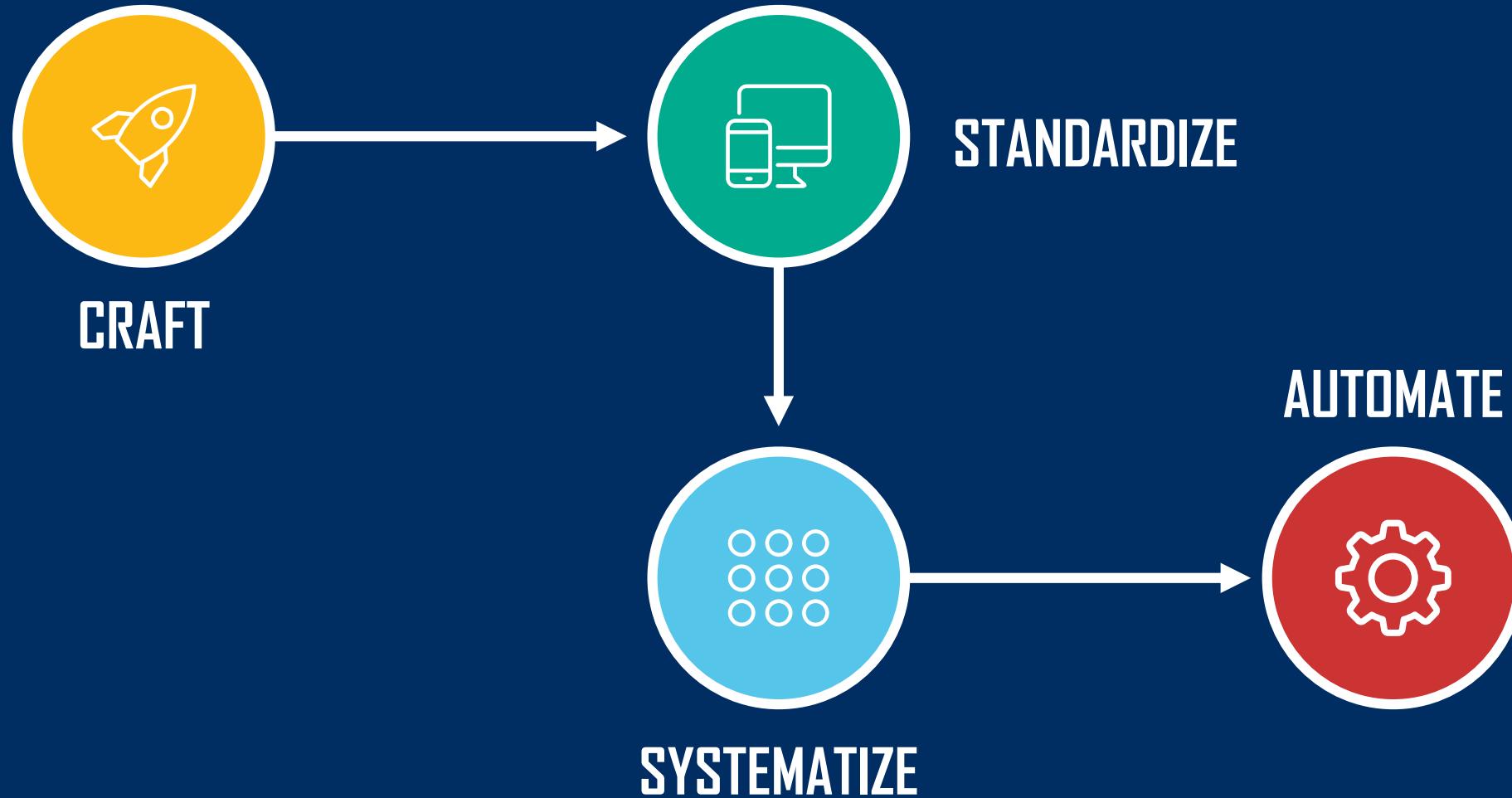


CBO

EBO

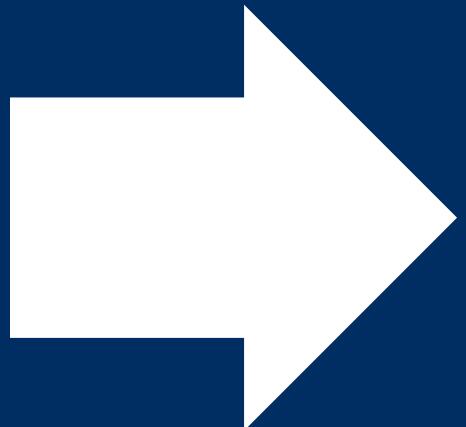
ABO

It's a JOURNEY to Automation...



REVENUE CYCLE CURRENT

Human-driven
services
supplemented
by digital

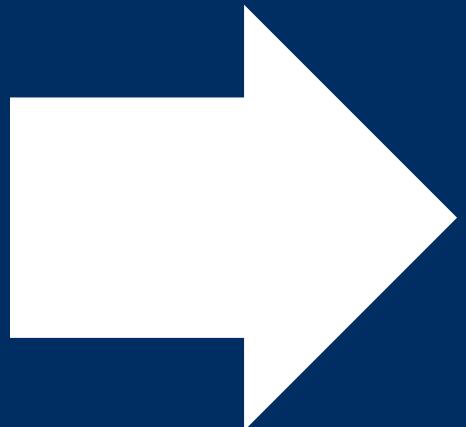


REVENUE CYCLE FUTURE

Digital-driven
services
supplemented
by human

REVENUE CYCLE CURRENT

Human-powered
services
supplemented
by digital



REVENUE CYCLE FUTURE

Autonomous
services



Human-
powered
services

Poll

What do you think is the biggest impediment of adopting an autonomous business environment?

- Organizational change management
- Not sure what to do with displaced employees
- Need to wait until very high confidence (e.g. > 98%) to adopt
- Not sure where to start

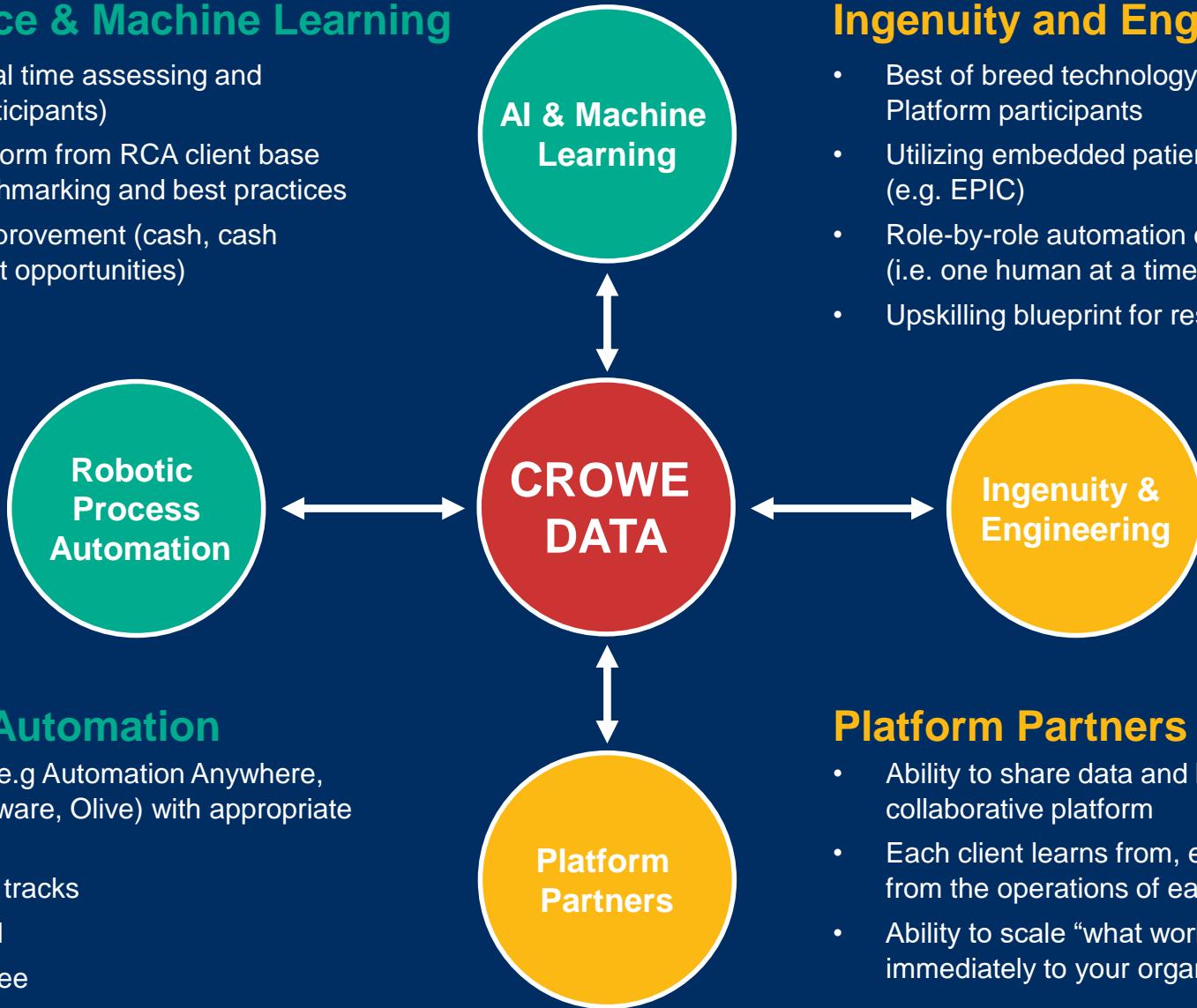
We believe that an autonomous business office is the ONLY way health systems can achieve their collective goals of:

1. the highest revenue realization;
2. the least amount of operational variability, and;
3. the lowest costs for redundant tasks.



Artificial Intelligence & Machine Learning

- Best practice analytics (real time assessing and learning from Platform participants)
- Leverage Crowe data platform from RCA client base (1000+ hospitals) for benchmarking and best practices
- Determine net revenue improvement (cash, cash acceleration, cost to collect opportunities)



Robotic Process Automation

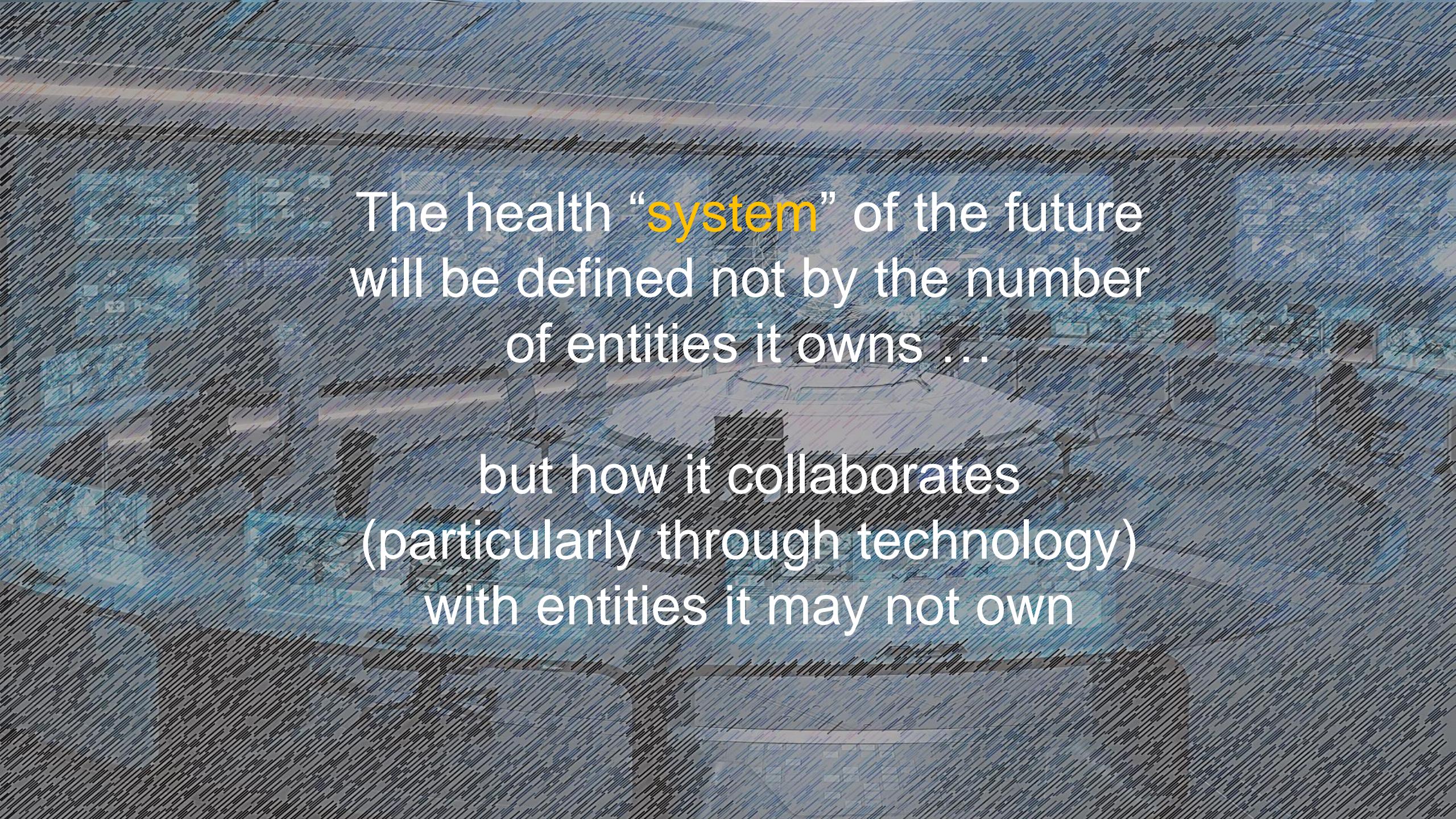
- Matching best vendors (e.g Automation Anywhere, Blue Prism, Boston Software, Olive) with appropriate automation track
- Establish portfolio of bot tracks
 - Simple transactional
 - Complex decision tree
 - RPA-to-Human-to-RPA

Ingenuity and Engineering

- Best of breed technology integration – driven by Platform participants
- Utilizing embedded patient accounting system automation (e.g. EPIC)
- Role-by-role automation engineering (i.e. one human at a time)
- Upskilling blueprint for resource reallocation

Platform Partners

- Ability to share data and best practices on a common, collaborative platform
- Each client learns from, experiments with and benefits from the operations of each other
- Ability to scale “what works” from other organizations immediately to your organization

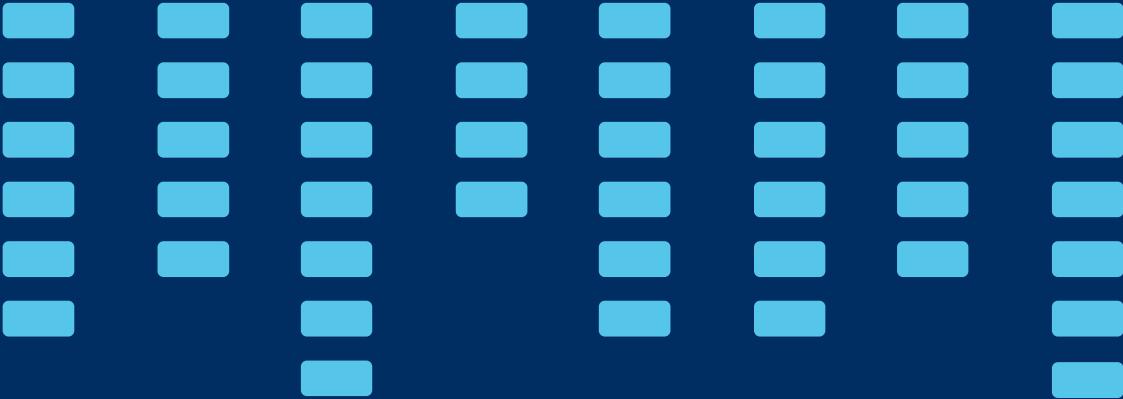


The health “**system**” of the future
will be defined not by the number
of entities it owns ...

but how it collaborates
(particularly through technology)
with entities it may not own

Workforce implications

P R E S E N T

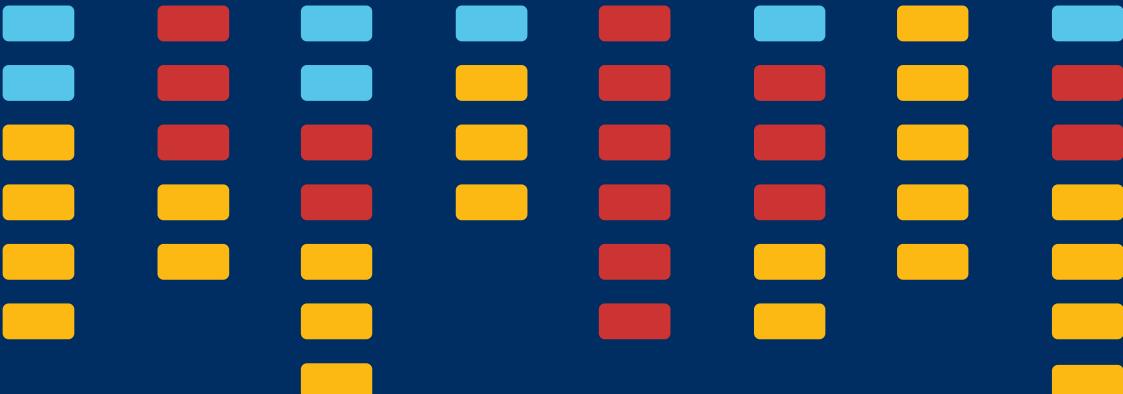


- Human powered

- Human and Digital

- Digital powered

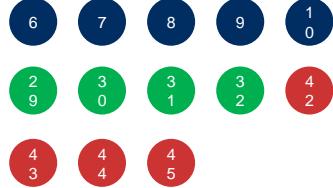
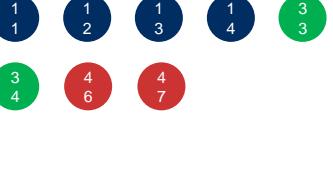
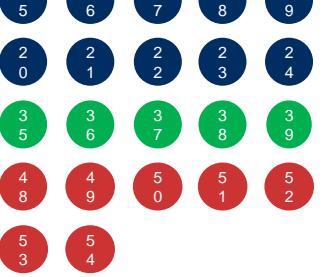
F U T U R E



Automation Opportunities (by Function, Role)

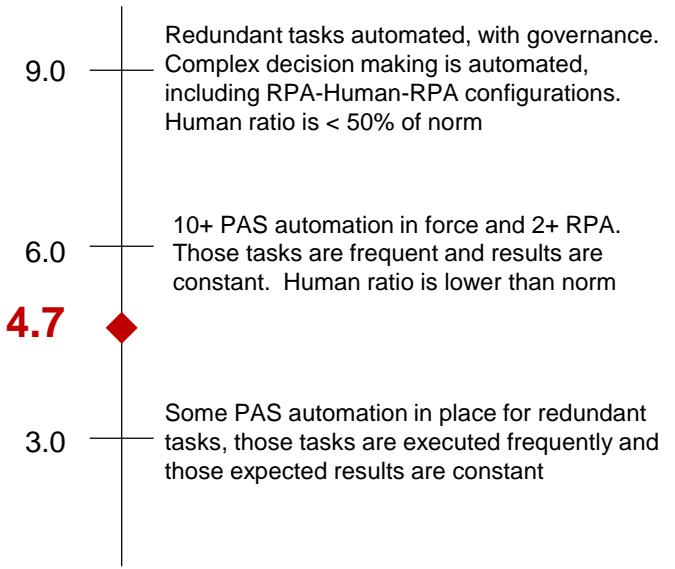
| Transactional Roles | | | | |
|--|---|--|-----------------------------------|---|
| Billing | Follow-up | Denials/Appeals | Remittance Posting | Customer Support |
| Correct Claim Edits | Claim Status Monitoring | Resolution and Resubmission of Claims with technical denial issues | Remittance Posting and Management | Patient Call Center |
| Claim Submission/Reconciliation | Communicating with Payor on Processing Status | Research Denial Root Causes | Unapplied Cash Resolution | Financial Assistance Policy Application |
| Secondary Billing | Resubmitting Claims when Required | Perform Clinical Reviews and Submit Appeals | Reconciliation of Cash Payments | Attorney Requests |
| Claim Edit Workqueue Monitoring | Escalating Issues with Claims Processing | Monitor Denial Resolutions with Payor | Credit Balance Resolution | Patient Billing Issue Resolution |
| Creating New Claim Edits When Required | Payment Terms Negotiation on TPL Claims | Coordinate with outside departments on denial resolution | Patient Refunds | Payment Plan Creation |
| Drive errors to WQ and monitor resolution | Correspondence Processing | Apply Write-offs to Fatal Denials | Insurance Refunds | |
| Analytical Roles | | | | |
| Productivity and QA Monitoring | Performance Tracking | Monitoring Aged Receivables | Vendor Management | Managed Care Reporting |
| Degree of Automation Opportunity | | | | |
| <div style="display: flex; justify-content: space-around; align-items: center;"> Low Medium High </div> | | | | |

Automation Opportunities (by Category)

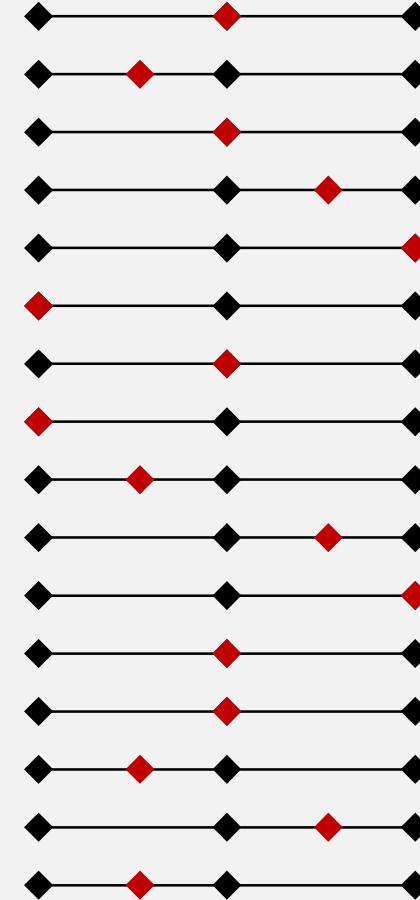
| Billing | Collections | Revenue Integrity | Support |
|--|--|--|---|
| <ul style="list-style-type: none">• Claim Definition File• Claims scrubbing• Submit clearinghouse• Exceptions  | <ul style="list-style-type: none">• Claims status• 835 posting• Workqueues• Resolution tasks  | <ul style="list-style-type: none">• Small balance• Performance Variance• Exp. Reimbursement• Denials tracking• Appeals  | <ul style="list-style-type: none">• Inbound calls• Vendor management• Self pay resolution• Cash posting  |
|  P.A.S. embedded automation |  Vendor “best of breed” automation |  Automation as a service (AaaS) | |

Business Automation Index

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No Automation Partial Automation Full Automation



Poll

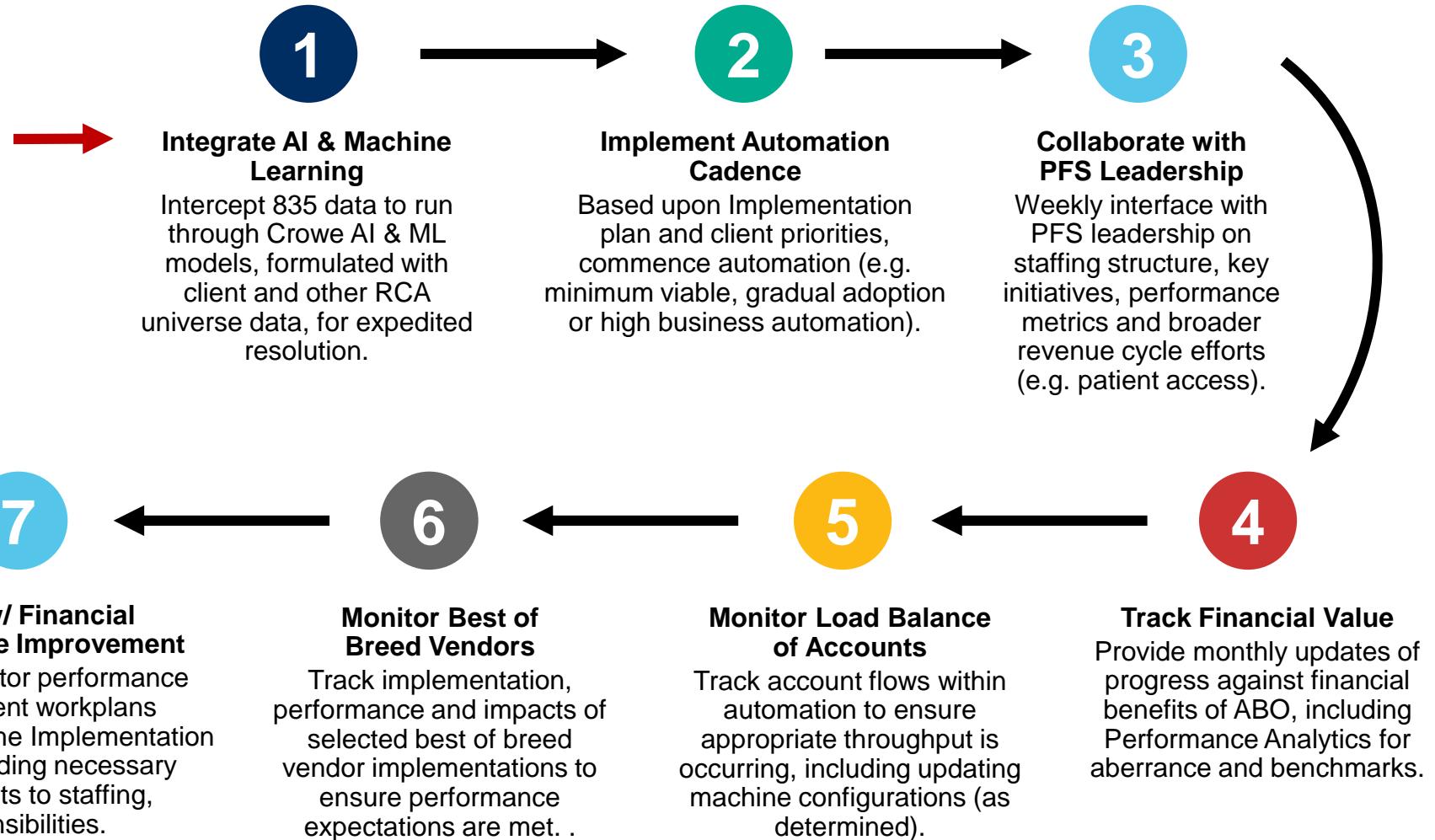
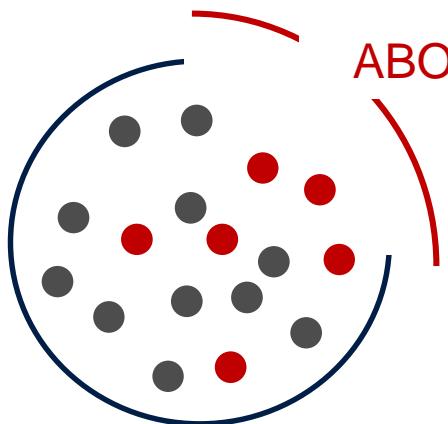
What do you think is the most important factor for successfully creating an autonomous business environment?

- Access to huge amounts of data (beyond just one health system's data)
- Robotic process automation proving that it can replace/augment humans
- Ability to collaborate across health systems on this topic
- Overcoming the change management issues within an organization

What is the Autonomous Business Office?

Journey to Automation Implementation Services

The preface to ABO Services adoption is an operational engagement that prepares the client for incorporating maximum automation within the business office.



Questions

- How quickly will this “**happen**”?
- Why not an “**Autonomous Revenue Cycle**”?
- What will be the future of “**upskilled employees**”?
- Who will be the **business leaders** in this future state?
- Where will we see the **first measureable successes** in these efforts?

Questions?

