



REVENUE CYCLE VIRTUAL SYMPOSIUM 2021

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# Future in focus

**Presented by:**

Brian Sanderson

# Laser-focus on the road ahead

Tying it all together in a next-gen revenue cycle



**BRIAN  
SANDERSON**

Crowe LLP

Awarded Consulting Magazine's "The Top 25 Consultants" in America (2014)

National Healthcare Leader with specialization in Revenue Cycle



**COLLEEN  
HALL**

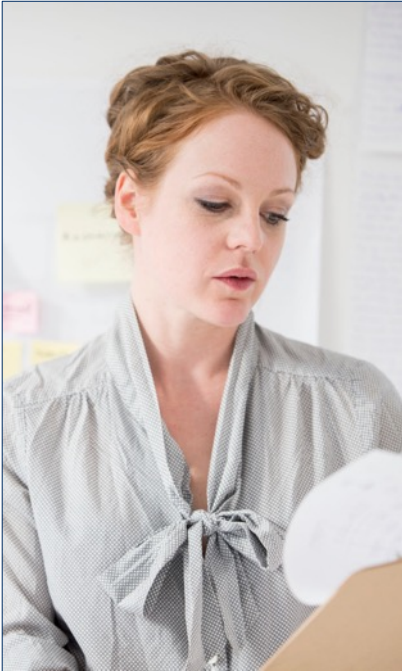
Crowe LLP

Colleen is the leader of Crowe's Revenue Cycle Practice and is also the Healthcare Industry Vertical Managing Partner at Crowe.

# Agenda

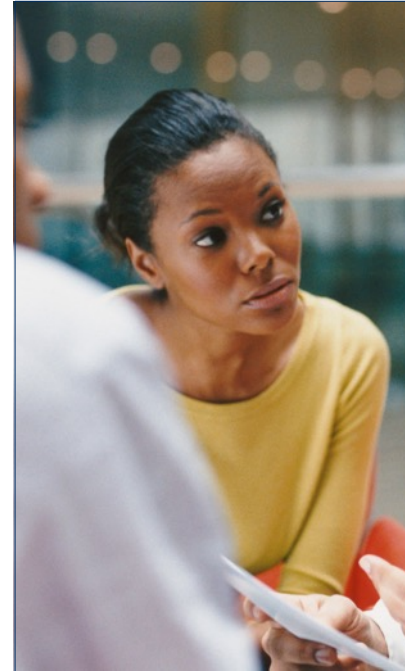
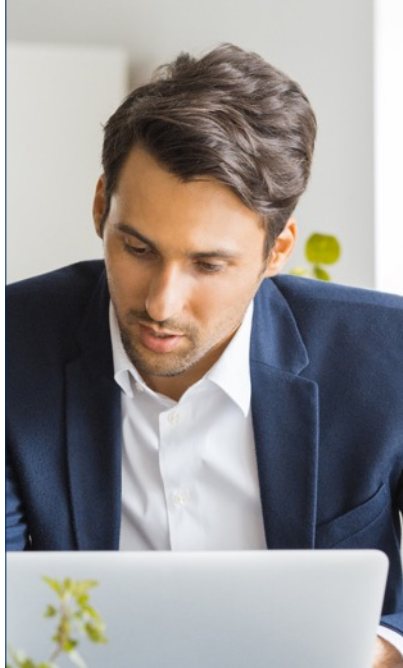
- Introductions, Context and Considerations
- Crowe's Revenue Cycle Automation Design Consortium
- The 4 key business model drivers for Revenue Cycle (and beyond)





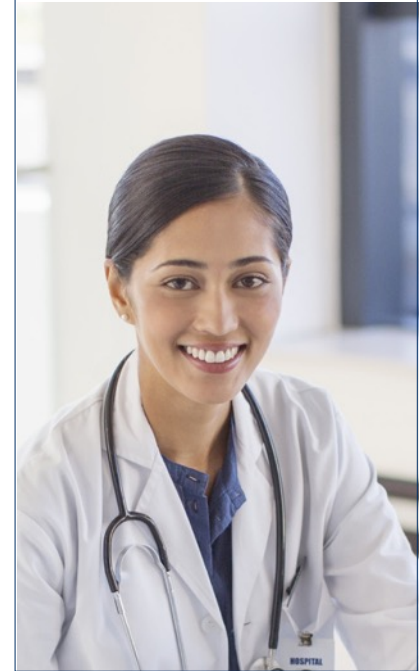
Slightly different portfolio of volume – less ED, more telemedicine, higher case mix.

System financial challenges are more dramatic – cash, cash flow, access to capital.



Labor uncertainties force more dynamic thinking about remote, office, outsource.

Patient experience taking on new dimensions – FOGO, safety, convenience.





**NEW IDEAS**

**NON-COMPETITIVE**

**OTHER INDUSTRIES**

**SCALE (IN & OUT)**

Crowe's  
Revenue  
Cycle  
Automation  
Design  
Consortium



# Curriculum

Month 1		
Session 1	Session 2	Session 3
<i>Feb. 3 (10am CST)</i>	<i>Feb. 10 (10am CST)</i>	<i>Feb. 17 (10am CST)</i>
KPIs	PAS/EPIC Automation Use Cases	Business Automation Index (BAI)

Month 3		
Session 7	Session 8	Session 9
<i>Apr. 7 (10am CST)</i>	<i>Apr. 14 (10am CST)</i>	<i>Apr. 21 (10am CST)</i>
Use Case (s) Inventory, Priority Mapping	Integrating automation into your Tech platform (+ governance)	The role of the Command Center for use cases

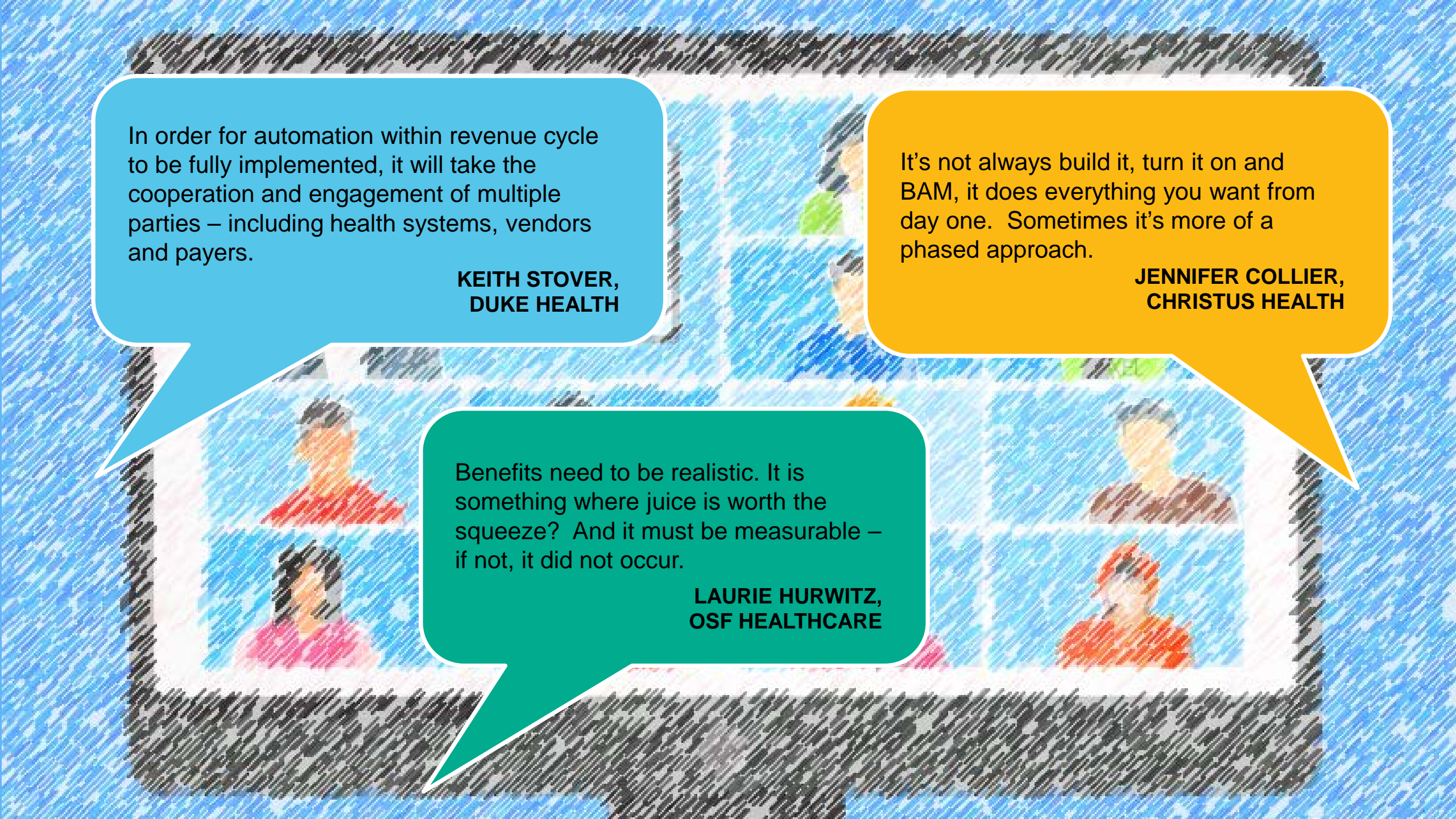
- Guest speakers (including 7 vendors)
- Construction Zone (building automations)
- Show & Tell (members sharing their efforts)

Month 2		
Session 4	Session 5	Session 6
<i>Mar. 3 (10am CST)</i>	<i>Mar. 10 (10am CST)</i>	<i>Mar. 17 (10am CST)</i>
Intelligent Automation Tools (Including RPA)	Automation use cases – other industries	Automation as a Service (AaaS)

Month 4		
Session 10	Session 11	Session 12
<i>May 3 (10am CST)</i>	<i>May 12 (10am CST)</i>	<i>May 19 (10am CST)</i>
What do I do with my displaced labor?	Integration (IT, Rev Integrity, Pt. Access, Finance, etc.)	Participants present their plans

- Artifacts (use case templates, cheat sheet)
- Leadership guides (for working with IT)
- Automation prioritization (for their “Plan”)





In order for automation within revenue cycle to be fully implemented, it will take the cooperation and engagement of multiple parties – including health systems, vendors and payers.

**KEITH STOVER,  
DUKE HEALTH**

It's not always build it, turn it on and BAM, it does everything you want from day one. Sometimes it's more of a phased approach.

**JENNIFER COLLIER,  
CHRISTUS HEALTH**

Benefits need to be realistic. It is something where juice is worth the squeeze? And it must be measurable – if not, it did not occur.

**LAURIE HURWITZ,  
OSF HEALTHCARE**



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# The Expanding Role of Automation in Healthcare





Where automation  
is headed



Employees will have  
digital assistants

# Complex logic sequences (vs. data science)

**Condition is true**

```
int number = 5;
```

```
if (number > 0) {
```

```
    // code
```

```
}
```

```
else {
```

```
    // code
```

```
}
```

```
// code after if...else
```

**Condition is false**

```
int number = 5;
```

```
if (number < 0) {
```

```
    // code
```

```
}
```

```
else {
```

```
    // code
```

```
}
```

```
// code after if...else
```



Needs to be “practitioner” led  
– not IT led



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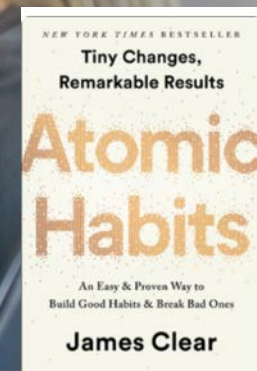
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# The Expanding Role of **Innovation** in Healthcare



# INNOVATION

# IMPROVEMENT

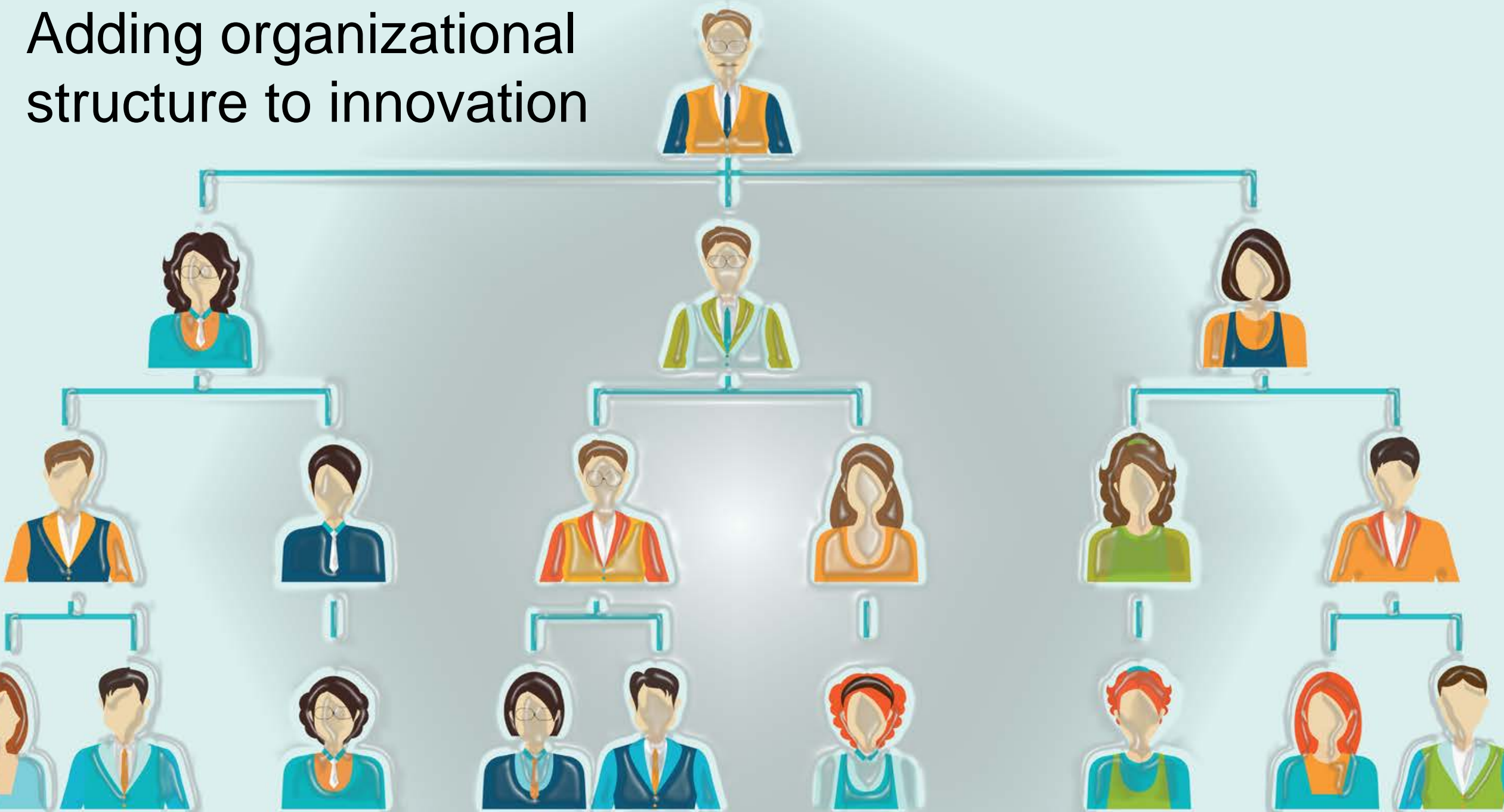






**Burning platform for  
operating model reform**

# Adding organizational structure to innovation



Accessing innovation  
in the open market from  
start-up companies





## Roadmap to Innovation





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# The Expanding Role of Collaboration in Healthcare



Consortium. Associations.  
Network Orchestration.



A man in a dark suit and light blue shirt is seen from the back, standing at a podium. He is looking towards a large, blurred audience seated in a conference hall. A computer monitor is visible on the podium in front of him. The word "INFORM" is overlaid in a large, black, sans-serif font on a semi-transparent white rectangular background in the upper right corner of the image.

**INFORM**

# BUILD & DESIGN





# SHARED OPERATIONS






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# The Expanding Role of Integration in Healthcare



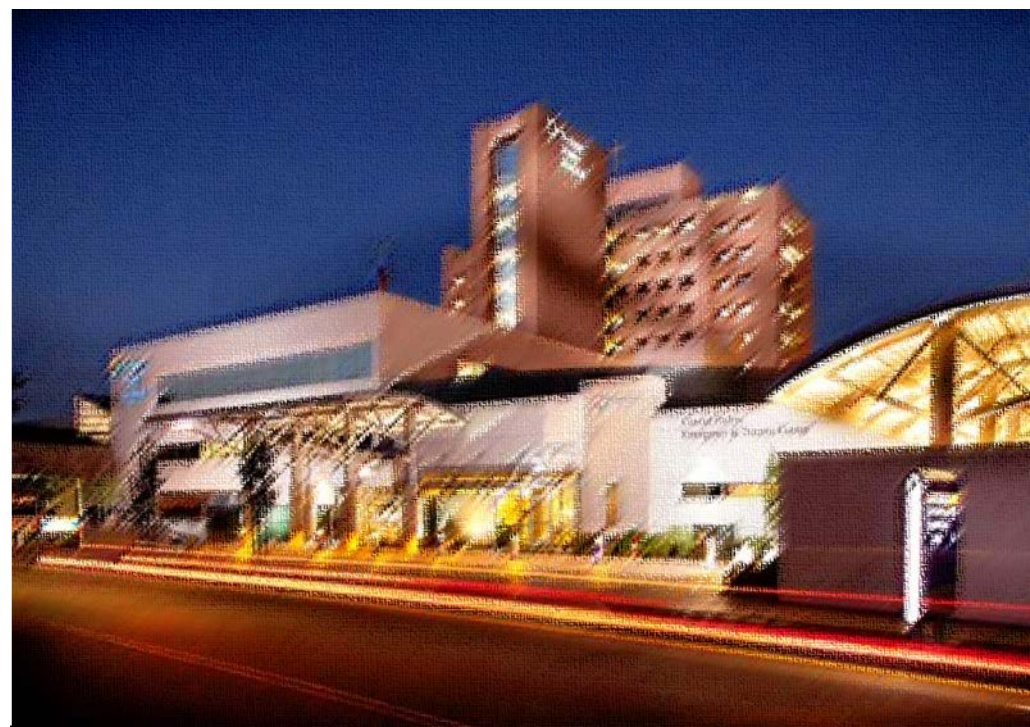


Need to operate more  
efficiently and innovatively

Advancements outside of  
the hospital four walls

1

Traditional  
integration  
across health  
systems via  
merger and  
acquisition



## 2 Platform integration to access third party platforms





3

**Functional integration led by entrepreneurial health systems**

Serve patients and improve  
patient experience









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# Wrap Up



# Revenue Cycle Performance Awards 2021

Celebrating Excellence in  
Revenue Cycle



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Top Revenue Cycle Performance  
Large System

and the winner is

**Baylor Scott & White Health**



Top Revenue Cycle Performance  
Large System

and the winner is

**Banner Health**



Top Revenue Cycle Performance  
Midsized System

and the winner is

**SCL Health**



Top Revenue Cycle Performance  
Midsized System

and the winner is

**Health First**



Top Revenue Cycle Performance  
Small Hospital or System

and the winner is

**Froedtert Health**



Top Revenue Cycle Performance  
Small Hospital or System

and the winner is

**Community Healthcare System**





Most Improved Revenue Cycle

and the winner is

**HSHS**



Best Initial Denial Rate

and the winner is

**WakeMed Health**



Best Late Charge Performance

and the winner is

**Quorum Health**



Excellence in Automation Integration  
within Revenue Cycle

and the winner is

**UnityPoint Health**



Congratulations!

A decorative graphic featuring the word "Congratulations!" in a white, elegant cursive font. The text is surrounded by several small, golden stars and circles of varying sizes. A large, thick, golden brushstroke underline curves beneath the text, starting from the middle of the word and extending towards the right.

# Thank You

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- **YES** – I am interested in **participating in a future Crowe Design Consortium**
- **YES** – I am interested in **hearing about the automation use cases**
- **YES** – I am interested in a **free “automation prioritization” exercise**



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