



## **Is your Revenue Cycle an Asset to Customer Loyalty?**

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**Presented By:**  
Scott Morgan



**The Revenue Cycle Impact on the Total  
Patient Experience  
*and*  
How to Maximize Lifetime Value of the  
Patient Relationship**



## Session Outline

- › Welcome!
- › Today's environment & challenges
- › The myth about the total patient experience
- › Revenue cycle programs
- › Case study from Regional Health on the use of revenue cycle interactions to enhance patient experience and employee satisfaction
- › Understanding the lifetime value of the patient relationship
- › Techniques to enhance the patient experience
- › How to build a revenue cycle model that enhances the total patient experience
- › Summary, questions and closing comments

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## Today's Environment & Challenges

- › Most patient's perception of healthcare goes beyond excellent medical attention
- › Consumers are spending more of their income on health premiums and out of pocket costs
- › Health Leaders recognize the focus needs to be on the patient experience
- › 93% of Healthcare Executives say The Patient Experience is among their top 5 priorities

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## Today's Environment & Challenges

- › The Patient Protection and Affordable Care Act of 2010 mandates Value-based Purchasing Program
- › Hospital Consumer Assessment of Healthcare Providers and Systems Survey's (HCAHPS) will be linked to Value-based Purchasing
- › HCAHPS will impact the level of Medicare reimbursement, ~50% of hosp revenue, will take revenue away and then give back if you do well on the surveys
- › HCAHPS survey will reflect the patient experience with your organization

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## Patient Experience Myth...

- › Patient Experience goes beyond the excellent clinical/medical services
- › Patient Experience goes beyond physical structures;
  - › Parking facilities
  - › Beautiful lobbies
  - › Important but not the end all!

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## Patient Experience Myth...

- › The Beryl Institute defines the Patient Experience as:

“The sum of all interactions, shaped by an organization's **culture**, that influence patient perception across a continuum of care”.

Do we think culture impacts employee satisfaction?

Do we think continuum of care goes beyond the clinical aspects of an experience?

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## What is the Revenue Cycle Reality

- › Pre-service communications set the tone for the entire encounter
- › Post-service communication may be the last touch point the patient has with the organization in a long time
- › These interactions are about health and money; two of the most emotional subjects we deal with as humans
- › Revenue cycle communications are vital to securing that lasting relationship with patients
- › Patients can easily determine if they have received excellent customer service
- › **A bad revenue cycle interaction with a patient can undo all the goodness and hard work that goes into delivering a great clinical patient experience**

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## World-Class Revenue Cycle Programs

- › Centered around positive customer service and interactions
- › Must stress the organization's culture and responsiveness to assist patients with their challenges, this is not collections
- › Process designed for efficient and expedient resolution but empathetic to patients needs
- › Must positively influence patients' perception of their total experience
- › Designed to solicit positive patient feedback

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## Regional Health Case Study / Actual Feedback

- › Examples from Regional Health, an integrated healthcare network and independent community medical center
- › Common objectives to increase positive communication with patients
- › Communication was the tool used to enhance patients perspective of the organization and increase employee satisfaction
- › Utilized extensive revenue cycle touch points to increase level of patient satisfaction
- › Recorded patient communications were utilized to share the feedback
- › Listen; (actual examples of patient feedback)

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## Lifetime Value of the Patient Relationship

- › The lifetime value of the patient relationship is the amount of revenue a patient generates for your organization over their lifetime
- › Positive Patient Experience formulates loyalties
- › Patient loyalty influences future decisions about choosing a healthcare provider
- › Consumerism and patient choice are the epicenter of future revenue opportunities
- › Self-pay revenue impacts the entire organization's net patient revenue stream

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What is it?

What is it?

U.S. average?

What impacts it?

- Net provider revenue generated by a patient in their lifetime
  - Individual: \$193,000
  - Average 2.7 person household: \$521,000
- Primarily... The patient's level of *loyalty* to the provider

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“Competitors may approximate your products, replicate your services, and even install the same leading-edge technologies that you use – but they cannot duplicate your people.

Fact is – the workforce is the only truly sustainable competitive advantage any business has.”

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## Techniques for Enhanced Patient Experience

- › 85% of our day is spent doing things out of habit
- › Habits are made up of 3 components
  - › Skills – What you do
  - › Knowledge – How you do it
  - › Attitude – Why you do it

Attitude is a choice



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## Attitude, Perceptions, and Professionalism

- › What does professionalism look/sound like?
  - › Your paradigms (perceptions) impact patient relationships
  - › Your patients' paradigm is their reality
  - › Is the patient always right?
- › Communication styles:
  - › Directive – to the point
  - › Spontaneous – likes to talk
  - › Agreeable – avoids conflict
  - › Logical – wants data and wants to see it



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## Attitude, Perceptions, and Professionalism

<b>Spontaneous</b> (40% are in this category)	<b>Agreeable</b> (25% are in this category)	<b>Directive</b> (25% are in this category)	<b>Logical</b> (10% are in this category)
Expressive Competitor Performer Courageous Excitable Relationship Extravagant Dislike routine Wants freedom Learns by experience Looks for excitement Hard time following rules <b>Talkative</b> Unorganized Emotional	Peaceful Caring Compassionate Giving <b>Avoids conflict</b> Nurturing People oriented Friendly Not competitive Needs encouragement Sincere Sympathetic Sensitive Accepting Patient	Independent Workaholic Intellectual Overbearing <b>To the point</b> Charge Big picture Impersonal Controlled Take Challenger Pushy	Responsible Organized Orderly Serious Punctual Detailed Predictable Reliable Analytical Follows rules Respects authority Hard working Task oriented Traditional views <b>Visual</b> Uncomfortable w/feelings

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## Techniques - S.M.A.R.T™

- › **S** – Set the tone and actively listen
- › **M** – Meet/acknowledge w/care & empathy
- › **A** – Ask the right questions
- › **R** – Resolve/inform
- › **T** – Thank the caller



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## Critical Components of Revenue Cycle Model

- › Critical inter-personal skills/training for all employees
- › Educate staff on patient experience initiatives and goals
- › Establish patient loyalty as objectives for all staff
- › Design patient centered revenue cycle process
- › Establish HCAHPS Survey goals
- › Maximize and leverage technology to connect with every patient
- › Internal staff and EBO providers buy into the goals
- › Capitalize on social media explosion

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## Summary

- › Lifetime Value of the Patient Relationship increasingly driven by consumer choice, which is in turn, driven by the Patient Experience
- › Your revenue cycle affects the Patient Experience as much as (or more than!) the clinical encounter
- › Requires focus and specialization; very difficult to achieve as an after-thought, without appropriate resources, or by patient accounting staff that has other primary responsibilities
- › If your pre- and post-service revenue cycle processes support efforts on the clinical part of the encounter, you will have a patient for life!

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## About US

Avadyne Health provides revenue cycle management services to a wide range of healthcare providers across the nation, including customized, self pay management and third-party insurance follow-up programs designed to improve a hospital's profitability while increasing patient loyalty and enhancing the Total Patient Experience.

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**Feel free to contact:**

Scott Morgan  
(406) 238-4380  
smorgan@avadynehealth.com  
www.avadynehealth.com