



Journey to Virtualization in the Health Care Revenue Cycle

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Speaker



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// VISION

We empower health care for every one in every community

// VALUES

We care about health care — today and tomorrow, and we live by these values:

Courage
Authenticity
Respect
Excellence
Service

// MISSION

We transform financial and operational performance, enabling health care organizations to thrive

// APPROACH

Behaviors we exhibit to operationalize our Vision, Mission and Values:

Focused
United
Nimble
Accountable

All that we are and everything that we do begins with our vision, mission, values and approach to working with our clients.

It is our promise to you that we will thrive together.



nThrive Virtualization

HEADQUARTERS

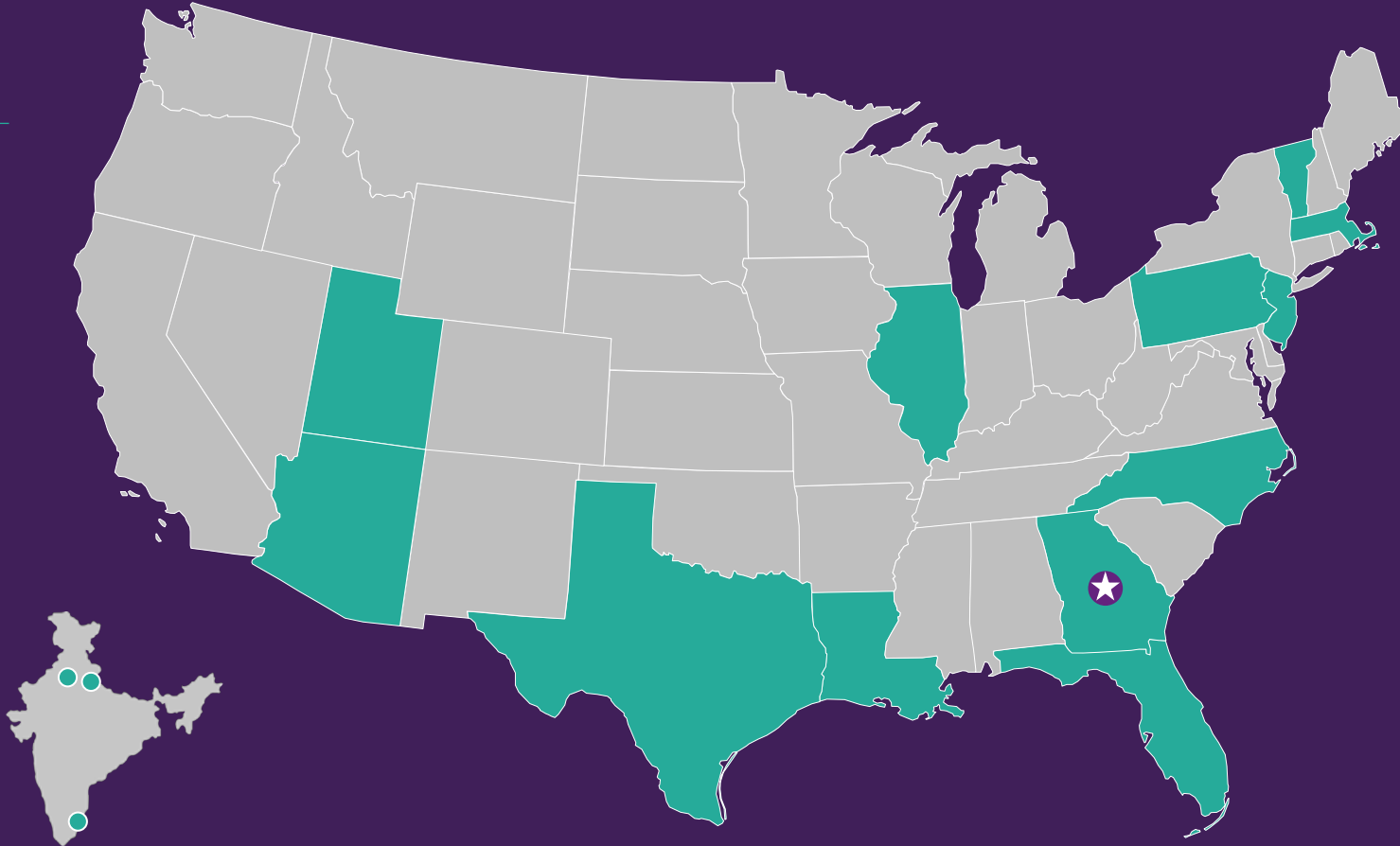
Alpharetta, Georgia

US LOCATIONS

Arizona
Florida
Georgia
Illinois
Louisiana
Massachusetts
New Jersey
North Carolina
Pennsylvania
Texas
Utah
Vermont

GLOBAL LOCATIONS

Chennai, India
Gurgaon, India
Noida, India



2017 / 2018 / 2019 / 2020





Agenda

Objectives for Today's Discussion:

- Review the journey to virtualization
- Showcase how a virtual framework can be enabled
- Discuss tools and takeaways that can be implemented at provider organizations
- Leverage partnerships to transform current processes into a remote workplace

Increasing Demand for Virtualization

- ✓ **Technology**
- ✓ **Policy & Regulatory**
- ✓ **Telehealth**
- ✓ **Response to COVID-19**

Increasing Demand for Virtualization

Technology

- ✓ **Advancements in technology capabilities, accessibility, cost, security & scale**
- ✓ **Increasing consumer adoption**
- ✓ **Cloud based technology allows for equivalent data security onsite and remotely**



Increasing Demand for Virtualization

Policy & Regulatory

- ✓ In 2019, 40 + States adopted more substantive telehealth policies
- ✓ Evolving payment models
- ✓ Acceptance of digital work by State, payors, and hospitals



Increasing Demand for Virtualization

Telehealth

- ✓ Growing consumer demand for access and convenience to health care services
- ✓ Improved patient access to care, improved patient outcomes, and expanded clinical productivity
- ✓ Private insurance providers expanding Telehealth coverage options
- ✓ Employers offer telehealth as part of benefits package



Increasing Demand for Virtualization

Response to COVID-19

- ✓ COVID-19 forced immediate re-evaluation of how work is done and changes accordingly
- ✓ 4/1/20: CMS added 80 new telehealth services to covered services covered by Medicare
- ✓ Increase in demand of E-doctor visit platform providers
- ✓ Telehealth reduces and eliminates the risk of COVID-19 exposure to patients, physicians, and staff safe



Three pillars to creating success through virtualization

- ✓ **People**
- ✓ **Process**
- ✓ **Technology**

People



Successfully Managing Remote Workforce Requirements

- ✓ Solid communication plan to keep colleagues informed & drive enthusiasm among colleagues
- ✓ Utilizing technology to enhance communication among colleagues
- ✓ Accurate & dependable productivity metrics
- ✓ Dependable time management
- ✓ Standard procedures for requesting IT support



Challenges / Risks

- Solid communication plan to ensure colleagues are informed about the organization, drive enthusiasm
- Hardware, software, & equipment needs are well known from the start
- Data security infrastructure cohesive to remote work
- Managing the transition: understanding people adjust to change differently
- Adoption of new management styles

Transition to move functions remotely was carefully planned, starting with a pilot group of colleagues and defined productivity metrics

Process



Business Continuity Minimal Disruption

- ✓ Security risks, PHI compliance
- ✓ State & federal regulations
- ✓ Payor Processes
- ✓ Review disparate policies / procedure for same function
- ✓ Remote colleague engagement
 - Daily Standup touchpoints



Challenges / Risks

Patient Access

- State Medicaid and Charity Care Regulations vary on electronic signatures.
- In Person Application completion client requirements and additional documentation required (Proof of income, Id)
- FCC collections
- Patient Registration safety for Patient and Colleague

Charge Integrity

- Medical Record printing on site (rotation) — High Volume Printing and Mailing due to Payor process
- HIM Patient Forms

Collections

- Secure Payment Collection
- Payor Correspondence

Technology



Requirements

- ✓ Data security
- ✓ Data infrastructure
- ✓ Equipment standards
- ✓ Software standards
- ✓ Remote access
- ✓ Hospital systems
- ✓ End point security



Challenges / Risks

- Intimate understanding of computer hardware & software
- Use of standard experience by role (e.g. Citrix) to maintain governance of data/compliance
- E-signature vendor acceptance by payor, hospitals, State systems (Medicaid, etc.)
- Document management (e.g. forms, EHR, electronic form submission, etc.)
 - Who stores what and for how long
- Regulatory Compliance
 - Payor and Hospital Partnerships (access to internal systems)
 - Enforcement of Information Security Policies through technology (e.g. End Point Security/lockdown)

The nThrive Journey to Virtualization

Guiding Principles



Priority #1

Ensuring
colleague
safety

Priority #2

Supporting
operational
continuity

Priority #3

Extending
additional support
for our clients

The nThrive Journey to Virtualization

Enablement

Prioritized functions & timeline for teams to move remote

Invest in Technology to enable success

Automation

Ensure Policies & Procedures are established

Partnership

Continue to refine virtualization strategy

The nThrive Journey to Virtualization

2018

Virtual workplace vision and strategy began; Consolidation of workforce to similar digital experience; Inventory of entire workforce into three categories: Already Remote, Partially Remote, & Fully Onsite. Virtual FUNA Meetings established

2019

Defined Colleague Standards for our modern / digital experience. Started to utilize Microsoft Teams and Zoom

46%

January 2019

2020

During COVID-19 had structure in place to quickly move colleagues remote

92%

April 2020

Progress Towards a Fully Virtual Workforce

Phase 1

Enablement

- ✓ Colleagues trained & set up adequately for working virtually and communication plan established
- ✓ Equipment, software, VPN requirements
- ✓ Workplace preparedness checklist:
 - Build strong communication mechanisms, protocols, resources, and plan
 - Ensure alignment to enterprise risk management response
 - Assess workplace continuity by function / teams, geography and work process criticality
 - Understand the requirements to achieve remote work scalability
 - Develop standard procedures for requesting IT support and dependable time management



Progress Towards a Fully Virtual Workforce

Phase 2

Automation

- ✓ Modernization / sustainability
 - Robotic Process Automation (RPA)
 - Artificial Intelligence
 - Common integration platform / security framework
 - Remotely enabled HR structure
 - Scalable infrastructure



Progress Towards a Fully Virtual Workforce

Phase 3

Partnership

- ✓ Proactive approach drives business continuity allowing nThrive to become resource for partners
- ✓ Leverage alliance partnerships, service providers and vendors:
 - Dependent on cooperation with one another on a communal, social and enterprise level
 - Openness of partnership, ideas, leading practices, resourcing, etc.
- ✓ Patient and Hospital Perspective
- ✓ Effect virtualization has on both patient and hospital: evaluate both opportunities and challenges that exist





Keeping up with COVID-19

Webinar Series



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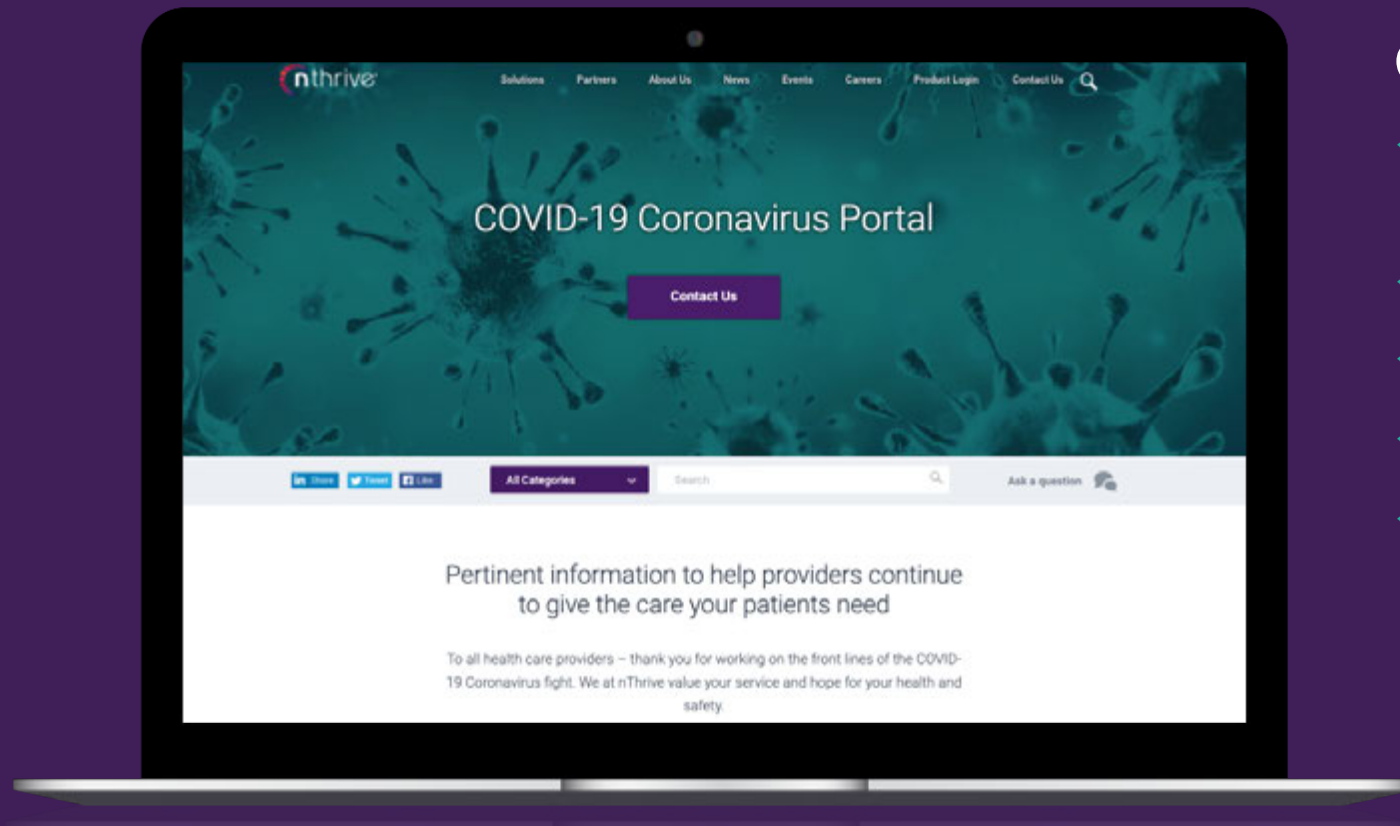
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nThrive COVID-19 Coronavirus Portal



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nthrive.com/covid19



Questions



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health care for every one in every community.®