Creating a Data Analytics Strategy Using RCA

Crowe

Sept. 23, 2020

Presented by:
Alex Garrison
Thor Peterson

CROWE HEALTHCARE SUMMIT / THE POWER OF COMMUNITY

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Agenda

- Understand new capabilities and data sources that can be utilized from Crowe's RCA tool and other integrated solutions

- Develop an understanding of different means stakeholders of a variety of skill sets and scopes of influence can engage with data on the RCA platform

- Understand how develop and operational model around sharing of content within your organization to improve your outcomes on utilizing data and insights.

Your Presenters

THOR
PETERSON

CROWE LLP

Thor Peterson is a manager within the finance and reimbursement healthcare group at Crowe, based in the Indianapolis office. He is responsible for helping Crowe's clients better visualize and understand their financial data. In this role, Thor leads content design using the Crowe RCA Ad Hoc Reporting module and oversees Tableau software implementation and training. Thor is a certified Tableau Desktop Qualified Associate with eight years' experience using the software. Over the course of his 20-year career, he has focused mainly on financial business intelligence and analytics in consumer lending and healthcare industries.

ALEX
GARRISON

CROWE LLP

Alex Garrison has over eight years of healthcare revenue cycle experience helping organizations of all types and sizes transform data to valuable insights on revenue cycle performance. As the service line lead for Crowe's Performance Analytics solutions, Alex helps organizations value and track performance through a mixture of products and services.

Crowe Finance Suite Data Sources & Functionality Overview

Crowe Finance Suite
Simplify your business with a data-first strategy.

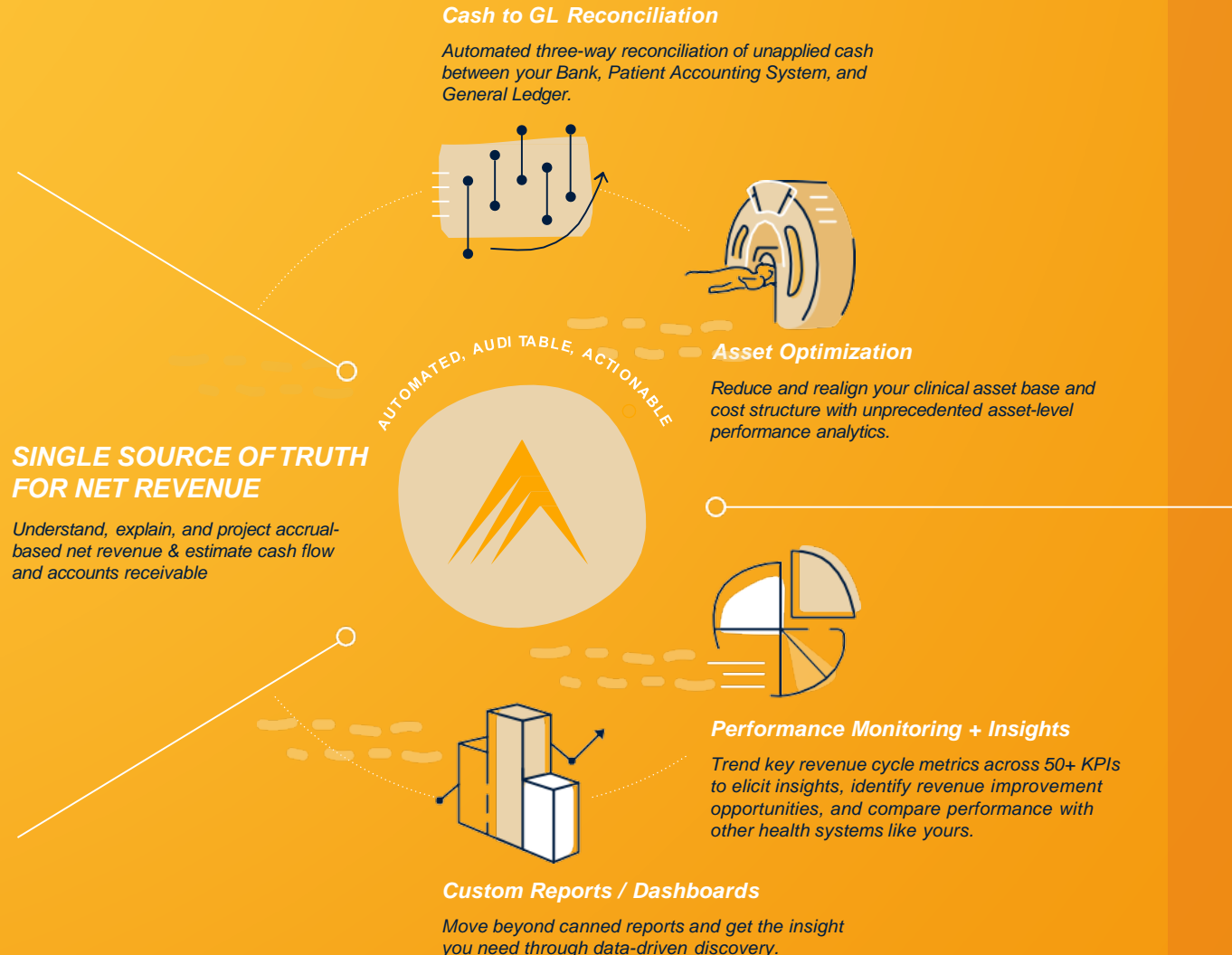**Patient accounting data from 1,500 hospitals & 100,000 physicians**

Patient accounting data

General Ledger Data

Asset cost structure data

EDI data (835s, 837s)

Bank data

AUTOMATED, AUDITABLE, ACTIONABLE

Cash to GL Reconciliation

Automated three-way reconciliation of unapplied cash between your Bank, Patient Accounting System, and General Ledger.

Asset Optimization

Reduce and realign your clinical asset base and cost structure with unprecedented asset-level performance analytics.

SINGLE SOURCE OF TRUTH FOR NET REVENUE

Understand, explain, and project accrual-based net revenue & estimate cash flow and accounts receivable

Performance Monitoring + Insights

Trend key revenue cycle metrics across 50+ KPIs to elicit insights, identify revenue improvement opportunities, and compare performance with other health systems like yours.

Custom Reports / Dashboards

Move beyond canned reports and get the insight you need through data-driven discovery.

DIRECT IMPACT ON FINANCIAL STATEMENTS

☑ **INCREASE ACCURACY**

☑ **REDUCE RISK**

☑ **IMPROVE MARGIN**

Crowe Finance Suite
Analytics & Insights
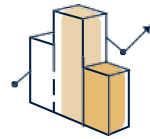
Coming Soon!

Asset Data
Bank Data
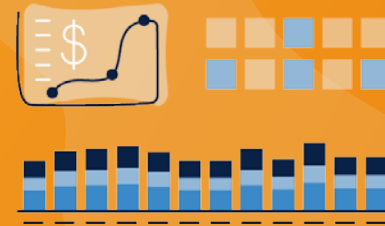
Benchmark

KPIs PAS

feeds

Net revenue data

Raw 835s / 837s

Report library

– Payor scorecards

– Crowe index dashboard

– Change in priors analysis

– Initial denials analysis

– Final denials analysis

– Hindsight analysis

– ZBA analysis

– Charge data analysis

– Revenue cycle & finance KPIs

– KPI performance scorecard

– A/R stratification scorecard

– CFO report

– Uncompensated
  care dashboard

– Customized peer
  group KPI tracking

BI tool options

+tableau·

Power BI

Reporting features

– Access to account transaction
  and charge level data.

– Flexible reporting options
  across data visualization
  tools.

– Ability to compare performance
  to benchmarks.

– Linkage of PAS data to EDI data.

– Ability to create custom dashboards.

Polling Question #1

How do you primarily engage with data and insights in your day to day within your organization?

A. Bolt-on application or two (e.g. RCA, G/L Software, etc.)
B. EHR related data sources in the form of extracts, reports, and embedded dashboards (e.g. Epic, Cerner, Meditech)
C. Centralized data & dashboard repositories using software like Tableau, PowerBI, Qlik, etc.
D. A blend of all of these! It's hard to pick one as my primary tool!

Optimizing the Crowe Finance Suite: A Case Study

A Central Source of Truth:
Hub & Spoke Approach around Crowe Analytics
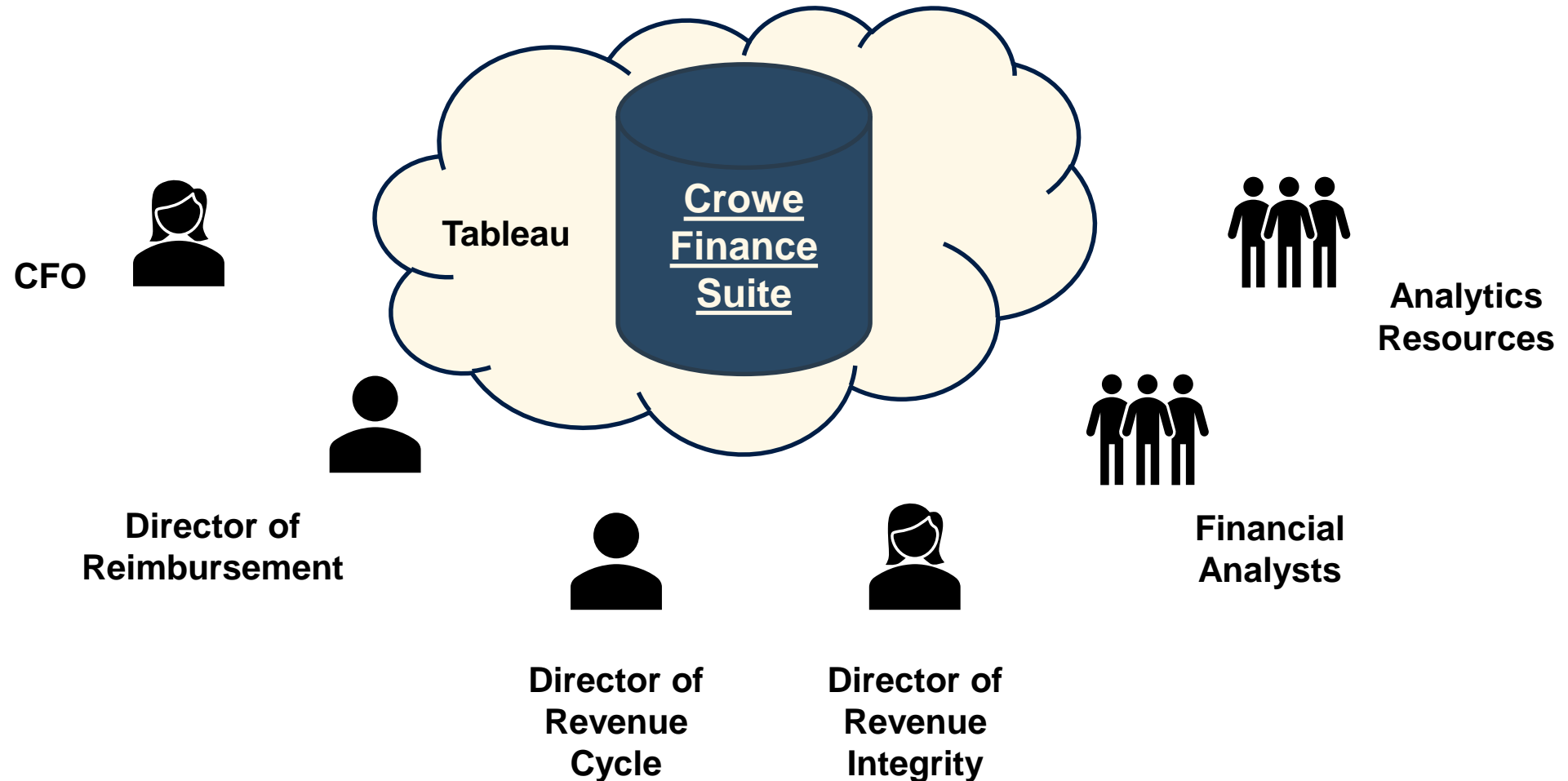
Polling Question #2

How would you describe connectivity to other stakeholders and cohorts in your organization's analytics and reporting strategy?

A. Very in sync and meet regularly to expand on our vision and toolsets?
B. Mostly in touch on happenings between groups, with some mutual and some independent initiatives
C. Occasionally connect, but for the most part do not align strategies between stakeholders
D. Very independent in our strategy and operations around reporting from group to group

Chief Financial Officer: The Problem & Solution

Chief Financial Officer

As leader of the finance function, they are responsible for monitoring holistic financial performance and need efficient & trustworthy solutions to address revenue cycle health

Through convening with their key stakeholders in the analytics committee, they were able to determine the following reporting needs and deploy for monthly tracking:

- **What are the key metrics to highlight successes and inefficiencies?**
- **What are the appropriate data sources & methodology to compile these measures?**
- **What goals do they want to set to track against?**
- **How will this report relate to other reports in the enterprise?**

Director of Revenue Cycle: The Problem & Solution

**Director of
Revenue Cycle**

As leader of the revenue cycle, line of sight to denials and updated trends was needed to direct resources to potential problem areas and sources of improvement

After meeting with patient access, PFS, & HIM leaders they plotted a path forward to monitoring denials in the following ways:

- **Key patient types and services**
- **Types of denials root causes and categorizations**
- **Different payors affecting denial trends**
- **Trends over months & years**
- **Tracking against goals targets**

Director of Revenue Integrity: The Problem & Solution

Director of Revenue Integrity

As leader of revenue integrity spanning across a multitude of departments there was a need to monitor specific departments and recent process improvements across certain procedure capture optimization

Based on knowledge of key initiatives deployed across several key departments, the following components were decided to be included in dashboards

- **Procedure capture rates by types of procedures**
- **Acuity levels of E&M codes**
- **Overall patient volume trends**
- **Trends against baseline and goal**
- **Specific procedural trends**

A Community of Sharing & Continuous Improvement
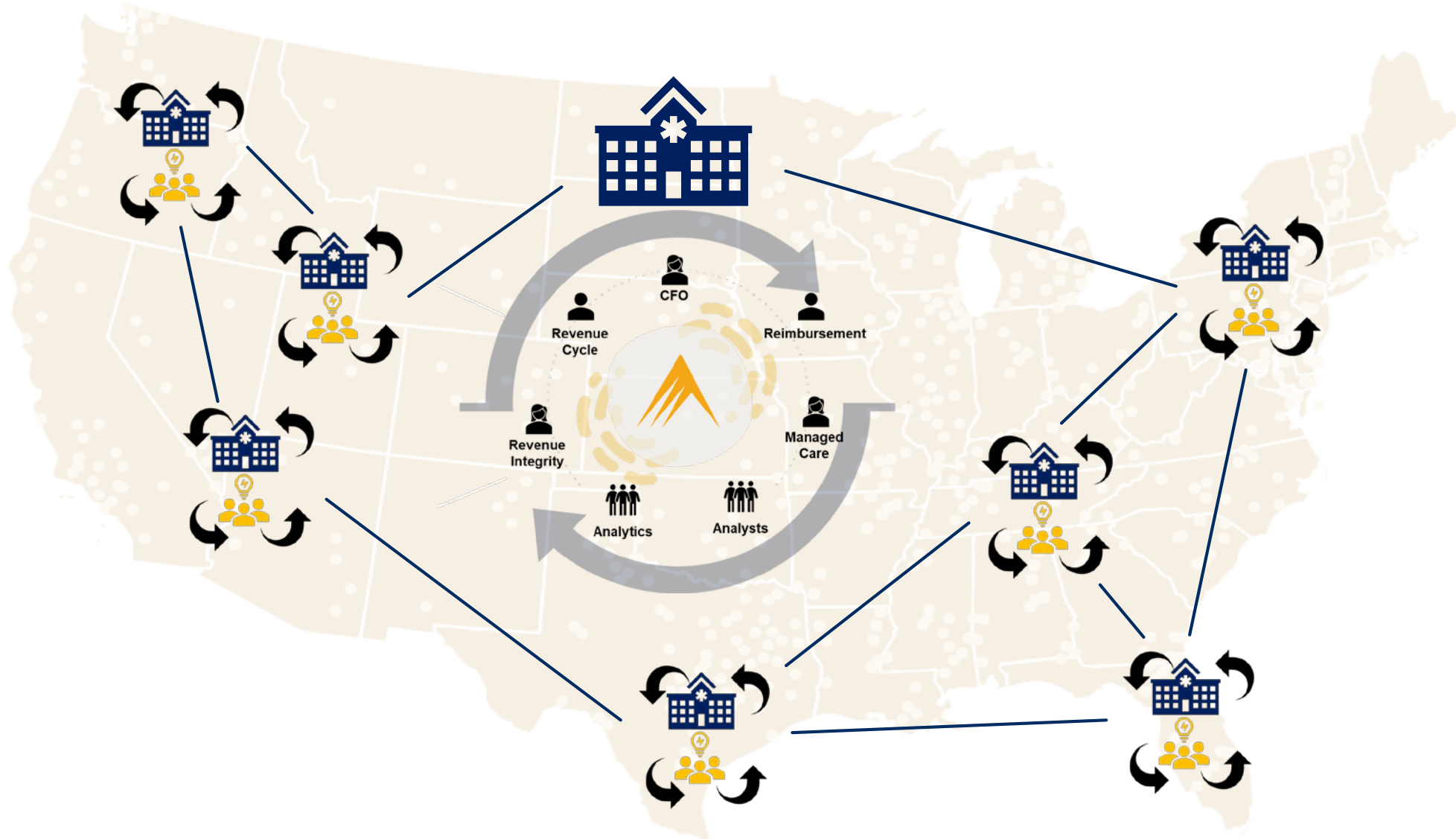
Polling Question #3

What value do you find in engaging with other organizations on their strategy and key deliverables around analytics and reporting?

A. Essential to understand what others are doing to integrate into our own strategy!
B. Regular connectivity is important for taking temperature on if we're on the right path, but integration to our own strategic thinking isn't always a need.
C. Occasionally connecting with others in our network can be helpful from a show and tell perspective, but typically won't drive much of our thinking.
D. We're very unique and as a result our strategy and needs isn't well complimented by what others are doing.

Building an Operating Model for Optimizing Crowe Finance Suite Data

Identifying Key Stakeholders & Charter

- Identify the key stakeholders to convene around using Crowe data assets.

- After convening the committee, determine the charter for the group and establish a cadence of ongoing meetings and initial prioritizations. In addition establishing ground rules for operating in an group with potentially competing priorities is a must!

- Establish the appropriate resources (internal and/or external) to building toward the vision of the committee

- Consolidate around a roadmap with associated timing and milestones that are clearly measurable.
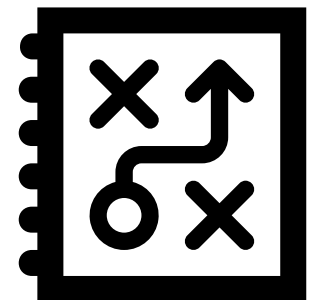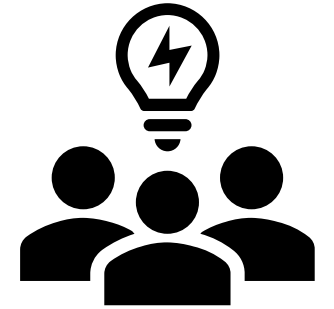
Building While Also Managing a Culture of Ongoing Improvement

- Once through the initial planning process, the building begins. Crowe recommends planning on incremental building in short multi-week periods. It's also key to highlight progress for the steering committee after each of these increments.

- Following these showcases, retrospective reviews should occur to identify ways to improve future builds and identify other synergies

- Crowe recommends thinking forward but not too far in advance! Every 3-4 months, increment planning should occur to ensure that changes in vision don't need to occur.

- It's important to instill a culture of ongoing improvement within the steering committee and to understand that it will be a constantly evolving process

Importance of Curating Assets

- It's important to remember this process will never be truly complete. Just like a garden, constant pruning will be needed to keep assets functional and value add.

- Existing data and visual assets should go under periodic reviews to determine if improvements may be necessary. Additionally, assets no longer in use should be under consideration for sunsetting.

- An overgrown reporting ecosystem can reduce engagement and add to confusion in some cases especially when there are similar reports but for different audiences in production.

- As always, consult with Crowe around new capabilities to utilize in our datasets and share ways we can improve the experience. This helps all of those in our community!
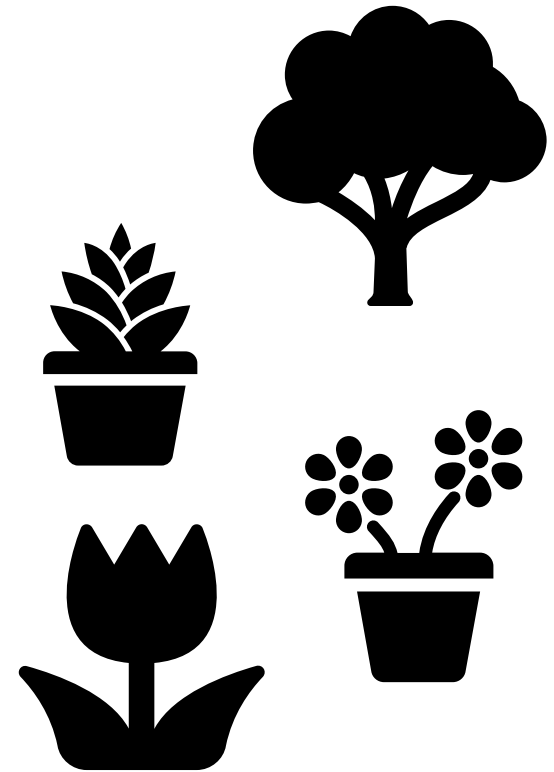
Polling Question #4

How would describe where you and your organization stand on your journey to optimize reporting & analytics?

A. We're a very mature operation and mostly in the incremental improvement phase
B. We're well on our way, but still have a few key initiatives we'd like to complete!
C. Not quite at square one, but have a lot of room to grow in our journey
D. Just starting to think about needs beyond basic functionality in core tools. Our journey is just beginning!

Conclusion

- More data available than ever from Crowe. It is only growing!

- Our community continues to grow now with over 1,500 hospitals.

- Think broader about how you're utilizing data from Crowe beyond what you've done in the past.

- Build a culture of sharing and continuous improvement. Always ask what's next!

- Engage Crowe on how RCA & Crowe Finance Suite data can be better utilized in your organization. There's a chance we already have solved that for others in the community!

Crowe

Thank You

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