The Patient Financial Experience:  
A Link to Satisfaction, Payment and More

HFMA Region 9  
Monday, November 16, 2015  
1:00 pm CT

Ronald Wachsman  
Chief Revenue Officer  
Memorial Hermann

Randy Weber  
Chief Revenue Officer  
Simplee

Speakers

Ronald (Ron) Wachsman is the Chief Revenue Officer at Memorial Hermann Health System in Texas. Previously, Ron led Revenue Cycle for ProMedica Health System in Ohio where he oversaw the expansion from 1 to 9 hospitals and over 350 physicians. He holds an MBA and BBA in Accounting from University of Toledo.

Randy Weber is Chief Revenue Officer at Simplee and an expert in enterprise software. He holds a bachelor of electrical engineering from Santa Clara University and an MBA from The Johnson School at Cornell University.
Agenda

1. About Memorial Hermann
2. Perspective and vision
3. Results and what we did
4. Implementation learnings
5. Q&A

About Memorial Hermann Health Systems
Agenda

1. About Memorial Hermann
2. Perspective and vision
3. Results and what we did
4. Implementation learnings
5. Q&A
Consider the patient *financial* experience

"My doctor told me to avoid any unnecessary stress, so I didn't open his bill."

---

**Satisfaction** related to payment and beyond

*Source: Connance Consumer Impact Study, August 2014 (n=500)*
**Expectations are high**

Think “1 click”…. “2 seconds or less” before abandon.

71% consumers report **valuing their time** is most important thing a company can do to provide **good service**.


Photo credit: [https://www.helpscout.net/blog/self-service/](https://www.helpscout.net/blog/self-service/)

---

**Set high bar = early + self service**

- **Early payment**
  - Pre-service estimate
  - Point-of-service collection

- **Self service payment**
  - Digital: online, mobile, IVR, financing
  - Offline: mail/lockbox

- **Staff assisted payment**

- **“Early Out” collections**

- **“Bad Debt” collections**

- **Write off**
Self service aligns provider + patient goals

Drivers of self service success

- Engagement
- Convenience
- Trust
- Empowerment

National Survey of "How Consumers Pay"
(Federal Reserve of Boston, 2011)

5-10X

Healthcare rapidly closing its consumer gap

Vision

Empower healthcare consumers with a financial experience that enables a successful patient journey (+ builds loyalty!)
Agenda

1. About Memorial Hermann
2. Perspective and vision
3. Results and what we did
4. Implementation learnings
5. Q&A

Motivations

1. Raise patient satisfaction
2. Increase net collections
3. Lower cost per payment
4. Engage patients digitally
Targeted improvement areas

1. More **self-service**
   - “Smart” email campaigns
   - Coordinated payment flows across web, mobile, paper, email, and IVR
   - Launched self-service payment plans

2. Better **patient-to-staff interactions**
   - Staff shares same view as patient of bill
   - One system for payments, less switching between systems

3. Greater **visibility**
   - Online bills offer patient friendly CPTs
   - Collection performance stats by channel, department, and individual
     - Patient satisfaction monitored with each payment

---

Immediate impact, growth continues...

↑57%

**Self-service**

Lowering costs, raising *net collections*

- **24%** ↓ Cost per payment (post-service)
- **17%** ↑ Net collections

**Source:** 2014 baseline data from MHHS Rev Cycle team + 2015 data from SimpleePAY backoffice admin reports. Note: Pre-launch represents monthly average. Cost excludes MH operating costs for historical online system and corresponding licensing costs for SimpleePAY solution.

**Innovation focus: process**

- Insource BAI Collections (Day 60-120)
- Outsource True Self Pay

**Highlights**
- Empower staff and focus
- Extend statement cycle
- Better experience for insured
Innovation focus: process + technology

Optimize self-serve & engagement

Upgrade staff billing & payments tools

Offer self-serve payment plans

Drive Accountability (KPIs, Reports)

Highlights
- Empower patients and improve billing experience
- Integrate engagement, billing, and payment
- Increase transparency and accountability

Insource BAI Collections (Day 60-120)

Outsource True Self Pay

Go paperless

Optimized statement for digital engagement

Design principles
- Visual layout, focus on key messages
- Emphasize benefits of paying online
- Multiple paths to online (mobile too)

Source: Simplee re-designed paper statements for Memorial Hermann

“For a 68-year-old woman, this is convenient.”

Patient
Memorial Hermann
Checkout includes **patient friendly details**

**Highlights**
- Patient friendly details, beyond paper
- Interactive design (mobile too)
- Integrated into payment flow

“Love that I can see what amount owed is for.”

Patient
Memorial Hermann

---

Empowered with **payment plan option**

“Payment plan was *REALLY* easy to set up.”

Patient
Memorial Hermann

“Thank you for allowing me to pay in small payments and when I am able to do so. Thank you very much.”

Patient
Memorial Hermann
Tackling common patient requests

Reporting: Patient revenue cycle performance

Performance across

- Channels: POS, BAI, Online, IVR, 3rd party, etc.
- Payment method

Transparency driving higher productivity
**Satisfaction:** Measured with each payment

"Love that I can see what amount owed is for."

"This was so easy and quick that I almost fell off my chair."  "Payment plan was REALLY easy to set up."

"I appreciated not having to use a username/password"

"Thank you for allowing me to pay you in small payments and when I am able to do so. Thank you very much."

"I really like this new email bill."

"Very easy and fast! I didn't even have to enter my address."

"I was on hold, so I decided to log on and it was faster and convenient for me. Thanks."

"Just paid one at [different hospital] and it took me twice as long."

---

**Net Promoter Score**

Source: Patient survey after self-service payment on SimpleePAY

Comments for question: "How likely is it you would recommend [Leading regional hospital] to a friend or colleague due to your recent payment experience?" (n=12,749, Response rate = 30.3%, Answers range 0 to 10, average 8.3)

---

**Agenda**

1. About Memorial Hermann
2. Perspective and vision
3. Results and what we did
4. Implementation learnings
5. Q&A
Rapid integration at scale

“Completing a system wide implementation in only 5 months is a true testament to dedicated team-oriented approach. [Simplee] can be viewed as a model implementation.”

- Dennis Laraway, Chief Financial Officer, Memorial Hermann

12 hospitals
~1,200 staff users

- Jul '14
- Dec '14
- Jan ‘15
- Feb ‘15
- Coming soon...

Kickoff
PayMyBill
Point-of Service
Payment plans
Paperless billing
+ PayPal
+ EMV readers

Continuous learning culture

●
●
●

●
●
●
Implementation lookback

1. Moved at lightning speed
   ○ 5 months vs. 12-18 month historical norm
   ○ Stretched limits, significant coordination

2. Launched new functionality
   eg, Self-service payment plans

Agenda

1. About Memorial Hermann
2. Perspective and vision
3. Results and what we did
4. Implementation learnings
5. Q&A
Questions?