THE INDISPENSABLE REVENUE CYCLE LEADER

Creating and managing your personal brand

Wendell White, Principal, HealthRev Advisors, LLC

Region 9 HFMA – Fall 2019 Conference

1

1

Agenda

- Background
- Self Assessment / Development
- Excel In Your Role
- Leverage your Success
- Redefine your role

2

2

Professional Background

- Principal, HealthRev Advisors, LLC 9/2019
- VP Revenue Cycle – 7/2015 - 9/2019
  - Virginia Commonwealth University Health System - Richmond, VA
- AVP, Hospital Revenue Cycle – 7/2011 – 6/2015
  - Ochsner Health System - New Orleans, LA
- Revenue Cycle Director – 1/2005 – 7/2011
  - R1 formerly Accretive Health – Detroit, MI
- Manager Revenue Cycle and Managed Care Technology - 3/99 – 1/2005
  - Compuware Corp, assigned to Detroit Medical Center
- Business Development Specialist – 8/1996 – 2/1999
  - Trinity Health Plans
- Administration Fellow – Trinity Health System – 7/1995 – 7/1996
  - Trinity Health System

3

3

SELF ASSESSMENT & DEVELOPMENT

4

4

Self Assessment & Development!

- What does Self Assessment and Development mean to you?
  - Being Honest
  - Being Vulnerable
  - Reading
  - Mentorship
  - Counseling

5

5

Self Development | Assess your leadership effectiveness

- Informal Conversations
- 360 feedback
- Personality Type Profiles
- "Tank check"
  - Check your own level of "engagement"
  - Ask the significant people in your life

6

6

Self Development | Myers - Briggs

Your Test Results

Thank you for completing our personality test! Here is a copy of your results:

Personality type: "The Debater" (ENTP-A)

Individual traits: Extraverted – 51%, Intuitive – 63%, Thinking – 75%, Prospecting – 58%, Assertive – 53%

Role: Analyst

Strategy: People Mastery

"Follow the path of the unsafe, independent thinker. Expose your ideas to the dangers of controversy. Speak your mind and fear less the label of 'crack-pot' than the stigma of conformity. And on issues that seem important to you, stand up and be counted at any cost."

Thomas J. Watson

7

7

Self Development | What next?

- Understand you and those around you
- Set plans for Development – but don't try to change everything at once
- Mentorship
- Executive coaching
- Accountability Partner

8

8

Self Development | Develop Meaningful Relationships

- Devote the time to seeing people from 360 degrees
  - Reveal what motivates you
  - Learn what motivates them
  - Requires more time than simply "networking"
  - Attend conferences – but be selective about your time

9

9

EXCEL IN YOUR ROLE

10

10

Excel in your Role | Define your job!

- Your job title is **problem solver**
- Everyone's job title is **problem solver**
- **Connect** your goals with your organization's strategic plan
- **Connect** your goals the needs of your internal customers
- **Connect** every team member's goals should cascade from the strategic plan
- Set and update expectations with multiple audiences frequently

11

11

Excel in your Role | Goal Alignment

12

12

Excel in your Role | Embrace Business Approaches

- Look for Collaboration and Leverage
  - Internal Examples
    - Capital Area Council on Aging
    - University Freedom of Information Officer
    - ROI Vendor providing off-hours HIM Coverage
    - Reuse existing technology | Compliance Software for CDI Audits
- Abandon "Not built here" Whether "Here" is healthcare of your organization

13

13

Excel in your Role | Embrace Business Approaches

- Know your numbers
  - Understand your cost to collect
  - Cost per unit
  - Develop a business plan approach to communicating your ideas, both financial and non-financial benefits, costs and opportunity costs
- Produce value in your space in cost, leakage and improving net revenue

14

14

Excel in your Role | Assess and Execute!

- Assess where you are in Revenue Cycle KPIs
  - Don't allow the gap to paralyze you or make excuses
- Review and document your processes
  - Invite interns and residents to assist
- Identify highest value improvements with lowest cost
- Set bold targets for incremental improvement
- Develop and execute plans
- Invite others to assist – your organization's PMO, Quality Dept. or Lean Six Sigma team

15

15

Excel in your Role | Engage your team!

- An idea generating machine
  - If the organization depends on your ideas or managements ideas only you are sub-optimizing enhancement
- Provide paid time for thinking and process improvement
- Develop your team! Paid education sessions, lunch and learns from other team members
- Recognize and celebrate their work
- Give them opportunities to speak of their success!
- Speak of their success often

16

16

Excel in your Role | Engage your team!

- Challenge, Develop, Delegate, Expose, Promote, Push
- Be willing to hire outside of our industry
- Create opportunities for leadership beyond supervisor and manager roles

17

17

Share and Celebrate Success

- Good News – A highlight of the best of everything that follows
- Financial Stability – Performance to KPIs
- People – Turnover, Engagement, Recognition
- Quality – Progress on chosen quality metric(s)
- Patient Loyalty – Progress on plans for Patient Experience enhancement or stories
- Academics – Actions to support the academic mission
- Thank You! – Recognition special project assistance – inside and outside the dept.

18

18

LEVERAGE YOUR SUCCESS

19

19

Get Out of your Office!

- Collaborate to Create a Finance / Revenue Cycle Education
- Develop a base presentation for different audiences
  - Management Meetings
  - Department Chair Meetings
  - Medical Director meetings
- Develop Revenue Cycle performance scorecards by Specialty
  - Pharmacy
  - Radiology
  - Surgery
  - Cardiology

20

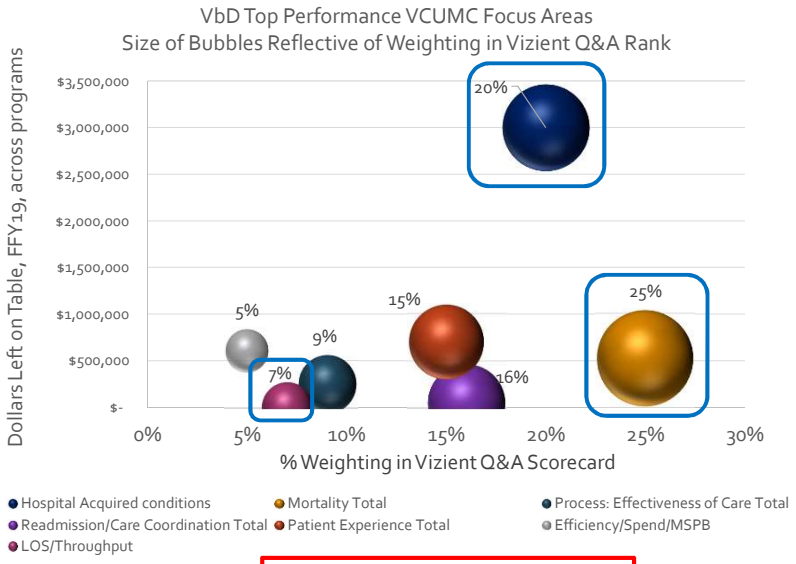
20

Understand your Impact!

- Understand the organizations priorities
- Revenue Cycle drives public data reporting
- What are your HIM, CDI, Coding and Revenue Integrity
- Initiatives
- Are you working with the Quality Department?
  - HCAP Scores
  - Value Based Purchasing
  - Macra/MIPS
  - Pepper Reports

21

21



Coding & CDI are participating in projects that can impact up to 52% of our Vizient Q&A scores

22

22

Transition to a Health System Leader!

- Be known as a problem Solver!
  - Join cross-functional committees on…quality, safety, parking, etc
  - Volunteer your people for process improvement training and projects
  - Share your tools
- Be known as a leader who develops people
  - Develop leaders and push them out of the Revenue Cycle nest
  - Mentor others
  - Secure mentors for your people
  - Have an actively managed succession plan

23

23

RECAP

24

24

Recap

- Self Assessment / Development!
  - Take steps to complete an assessment before the end of July.
  - Plan your education schedule for the year 20 – 40+ hours of education annually
- Excel in your role – Do your job!
  - You can't be a credible system leader if your shop isn't high performing
  - Revenue Cycle has rich applicability to other businesses
  - Invite your team members or others to make the connections
- Leverage your success –
  - Move from beyond your function

25

25