Revenue Cycle
Top Tier Performance
and Employee Engagement
HFMA Lone Star Summer Institute 2019

Gerilynn Sevenikar, VP Hospital Revenue Cycle
SHARP HealthCare
Sharp Healthcare at a Glance

A fully integrated healthcare delivery system

- 2,110 licensed acute care beds
- 4 acute care hospitals and 3 specialty hospitals
- 3 affiliated medical groups
- SHARP health plan
- 3 skilled nursing facilities
- 22 outpatient clinics
- 5 urgent care centers
- 18,000 employees and 2,000 affiliated physicians

serving the 3.2M residents of San Diego, CA
Sharp Healthcare at a Glance

➢ Goals:
   - engagement while bolstering financial performance
   - Increase employee

- 0.08% Cost to collect
- <5% Turnover
- 5.8 Days in DNFB
- 45.6 Days in A/R
Embracing Innovation

- Looking for a new and innovative way to motivate and recognize employees, real-time.
- Drive desired behavior across varying levels of experience to counteract “drift” from desired revenue cycle workflows.
- Attracting and retaining the best and brightest talent in the industry.

- This presentation will help you understand how gamification of our workflow:
  - Created a new culture of rewarding and recognizing desired behavior
  - Is driven by real time analytics that have the power to influence individual and team productivity
  - Empowers leadership to achieve desired outcomes by modifying the reward system
What Do We Mean By “Gamification”?

Analytics

Information resulting from the systematic analysis of data or statistics.

Gamification

The use of game elements and game thinking (e.g., point scoring, competition with others, rules of play) in non-game environments to increase target behavior and engagement.
Does This Idea Make Sense…. 

• Tracked steps or health information on your device?
• Used WAZE for directions?
• Approached a Speed Camera that displays your speed?
Behaviors Driven By Real-Time

• Builds a culture of transparency and trust
• Improves employee performance
• Increases motivation by offering recognition and encouragement
• Increases the quality and accuracy of performance data
• Builds manager capabilities- more accurate insights
• Encourages peer coaching and knowledge sharing
• Reduces the amount of time required to prepare for formal performance reviews
• Satisfies millennials acute respect for real-time feedback and love of instant recognition
We Asked Over 200 Participants...

When do your teams receive feedback on their performance?

- Annually: 31%
- Weekly: 20%
- Monthly: 41%
- Daily: 8%
The Kick-Off - 2017
Wish List – Just a Few Things....

• Reward Gold Standard Work Flow – Reduce Drift
• Recognize Accomplishments: Best Day, Record Days in a Row, Most Improved, Highest Cash Collections, Most Calls
• Leader Discretion Bonus Opportunity, Banner News, ‘Hidden Treasures’
• Team Challenges, Individual Challenges, Manager Challenge
• Double Points for Difficult Hours/Days/Accounts
• Real Time Feedback that Motivates Productive Behaviors (leveling up)
• Avatar zzz’s When Breaks Extend
• If Quality Check Failed, No Point/Coin Accrual
Game Features

• Manager Dashboards
  Real-time, actionable information for leaders ensures alignment of the game to organizational goals

• Leaderboards
  Drives competition
  Provides actionable, real-time information and recognition

• Performance Monitoring
  Real-time feedback influences outcomes and reinforces best practice

• Gameplay/Challenges
  Competition and engagement leads to better employee performance
Management Dashboards

- Game Dashboards
- Game Overview
- Game Player Scorecards
- Tournament Cards
  - Trending
  - Status Summary
  - Duration Summary
Analytics: Daily Productivity by Player

Weekly Trending of Top 10 Players

Daily Trending of Top 10 Players

Hourly Trending of Top 10 Players

Sharp HealthCare Confidential and Proprietary
Analytics: Productivity Trending by Team

Historical Tasks:
Workflow: Hold Bills

<table>
<thead>
<tr>
<th>Task Count</th>
<th>Assigned 9-30 Days</th>
<th>Assigned 1-30 Days</th>
<th>Assigned 1-30 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,382</td>
<td>1.8</td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td>Assembled 31-45 Days</td>
<td>Assembled 31-45 Days</td>
<td>Assembled 31-45 Days</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Close to 1st Open (Median Days)</th>
<th>Assigned 9-30 Days</th>
<th>1.7</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assembled 31-45 Days</td>
<td>0.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Close to 1st Activity (Median Minutes)</th>
<th>Assigned 9-30 Days</th>
<th>3.1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assembled 31-45 Days</td>
<td>2.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task Close to Last History (Median Minutes)</th>
<th>Assigned 9-30 Days</th>
<th>3.1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assembled 31-45 Days</td>
<td>2.9</td>
</tr>
</tbody>
</table>

Trending: January 2019-01-31/02-05

Total Points By Week:
- Selected Player
- Average All Players

Total Points By Day:
- Selected Player
- Average All Players

Points By Player - Yesterday and Today:
- BATMA
- CMLIA
- COLO
- DANU
- ELKLU
- ESSOR
- EKES
- MAGVAR
- MANDO
- MILAN

Sharp HealthCare Confidential and Proprietary
# Analytics: Drill Down Options

## Player's Best Hour

<table>
<thead>
<tr>
<th>Player</th>
<th>Hour</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BATMA</td>
<td>10</td>
<td>6,452</td>
</tr>
<tr>
<td>CAMLA1</td>
<td>15</td>
<td>5,042</td>
</tr>
<tr>
<td>ESPAN</td>
<td>10</td>
<td>7,219</td>
</tr>
<tr>
<td>EXESO</td>
<td>9</td>
<td>2,191</td>
</tr>
<tr>
<td>MONER1</td>
<td>15</td>
<td>7,305</td>
</tr>
<tr>
<td>MONYV</td>
<td>20</td>
<td>10,009</td>
</tr>
<tr>
<td>OZUES</td>
<td>7</td>
<td>1,680</td>
</tr>
<tr>
<td>ROSAN2</td>
<td>13</td>
<td>5,687</td>
</tr>
</tbody>
</table>

## Player's Best Payor

<table>
<thead>
<tr>
<th>Player</th>
<th>Payor</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BATMA</td>
<td>MEDICARE</td>
<td>44</td>
</tr>
<tr>
<td>CAMLA1</td>
<td>SHARP HEALTHPLAN</td>
<td>6</td>
</tr>
<tr>
<td>ESPAN</td>
<td>MEDICARE</td>
<td>48</td>
</tr>
<tr>
<td>EXESO</td>
<td>MEDICARE</td>
<td>11</td>
</tr>
<tr>
<td>MONER1</td>
<td>MEDICARE</td>
<td>47</td>
</tr>
<tr>
<td>MONYV</td>
<td>UNITED HEALTHCARE</td>
<td>33</td>
</tr>
<tr>
<td>OZUES</td>
<td>COMMUNITY HEALTH GROUP</td>
<td>2</td>
</tr>
<tr>
<td>ROSAN2</td>
<td>SHARP HEALTHPLAN</td>
<td>7</td>
</tr>
</tbody>
</table>

## Player's Best Visit Type

<table>
<thead>
<tr>
<th>Player</th>
<th>Visit Type</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BATMA</td>
<td>IPE</td>
<td>13,386</td>
</tr>
<tr>
<td>CAMLA1</td>
<td>IPW</td>
<td>24,939</td>
</tr>
<tr>
<td>ESPAN</td>
<td>IPE</td>
<td>14,530</td>
</tr>
<tr>
<td>EXESO</td>
<td>IPE</td>
<td>3,876</td>
</tr>
<tr>
<td>MONER1</td>
<td>IPE</td>
<td>19,035</td>
</tr>
<tr>
<td>MONYV</td>
<td>IPE</td>
<td>30,907</td>
</tr>
<tr>
<td>OZUES</td>
<td>IPW</td>
<td>8,877</td>
</tr>
<tr>
<td>ROSAN2</td>
<td>IPW</td>
<td>28,108</td>
</tr>
</tbody>
</table>

## Player's Best 3 Outcome

<table>
<thead>
<tr>
<th>user_id</th>
<th>activity_outcome_txt</th>
<th>Total points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BATMA</td>
<td>Ready to Bill</td>
<td>41,713</td>
</tr>
<tr>
<td></td>
<td>Coding Review</td>
<td>1,357</td>
</tr>
<tr>
<td></td>
<td>Mcare Review Days</td>
<td>1,149</td>
</tr>
<tr>
<td>CAMLA1</td>
<td>Ready to Bill</td>
<td>21,226</td>
</tr>
<tr>
<td></td>
<td>Approved Days Requested</td>
<td>4,077</td>
</tr>
<tr>
<td></td>
<td>Auth Number Requested</td>
<td>1,471</td>
</tr>
<tr>
<td>ESPAN</td>
<td>Ready to Bill</td>
<td>45,193</td>
</tr>
<tr>
<td></td>
<td>Coding Review</td>
<td>1,444</td>
</tr>
<tr>
<td></td>
<td>Series Visit Pending DC</td>
<td>691</td>
</tr>
<tr>
<td>EXESO</td>
<td>Ready to Bill</td>
<td>11,002</td>
</tr>
<tr>
<td></td>
<td>Coding Review</td>
<td>355</td>
</tr>
<tr>
<td></td>
<td>Series Visit Pending DC</td>
<td>148</td>
</tr>
<tr>
<td>MONER1</td>
<td>Ready to Bill</td>
<td>44,114</td>
</tr>
<tr>
<td></td>
<td>Mcare Review Days</td>
<td>988</td>
</tr>
<tr>
<td></td>
<td>Series Visit Pending DC</td>
<td>725</td>
</tr>
<tr>
<td>MONYV</td>
<td>Ready to Bill</td>
<td>61,641</td>
</tr>
<tr>
<td></td>
<td>Auth Number Requested</td>
<td>1,877</td>
</tr>
<tr>
<td></td>
<td>Ancillary Dept Follow Up</td>
<td>1,246</td>
</tr>
<tr>
<td>OZUES</td>
<td>Auth Number Requested</td>
<td>6,392</td>
</tr>
</tbody>
</table>
Game On!
Game Features

- Leaderboard
- Avatars/Gamer Profile
- Gameplay/Challenges
- Performance Monitoring
- Employee Recognition
- Achievements
- Gifts
- Coupons/Rewards
Leaderboard

Leaderboard (Hold Bills)
Week
Updated: 24 Minutes Ago

6  ANDREA  10105
7  Eriza    10046
8  Good Day 9485
9  JOSIE   8683
10 Easy Breezy 7784

WELCOME TO THE NEWEST VERSION OF GAMIFICATION
Performance Monitoring – KPI’s
Gameplay/Challenges - Levels and Badges
Gameplay - Gifts

Hello Happy Friday

- "Thank you for helping me with that high dollar account!"
  - Jan Paulus

- "You rock! Thank you again for the help yesterday!"
  - Jan Paulus
Gameplay/Challenges, Celebrating Small Wins
Rewards and Shopping
Gameplay/Birthday and Sharp Anniversary Recognition
## Gamification Metrics

### Hold Bills/Alerts
- Demographic
- Insurance Coverage/Eligibility
- Authorization/Referral
- Others

### Billing
- TES Edits
- Claims Manager Edits
- Lag Days/DNFB

### Claim Submission
- Claim Edits
- Clearinghouse Edits
- Payer Rejections

### Payer Adjudication
- Denials
- Payments
- Contractual Adjustments
- Write-Offs

### Productivity
**Data Source(s):** Gamification Analytics and Centricity Enterprise Task Manager (ETM)
- Hold Bills Worked by User
- Hold Bills Worked by Category/Type
- Task Duration by User
- Task Duration by Category/Type
- Hold Bill Creation Date -> Worked Date

### Financial Outcomes
**Data Source(s):** Centricity Revenue Cycle Ambulatory and Hospital Solutions
- Denied $ and Volume by Hold Bill Category/Type
- Write-Offs $ by Hold Bill Category/Type
- A/R Days/Days in Discharge Not Final Billed

### Quality and Accuracy
**Data Source(s):** Centricity Enterprise Task Manager, Centricity Transaction Editing System, and Centricity EDI Services
- Task Returns by User
- Task Returns by Category/Type
- TES Edits Per Hold Bill Category/Type
- Payer/Clearinghouse Rejection $ and Volume by Hold Bill Category Type
- Clean Claim Rate

### Employee Engagement
**Data Source(s):** Client’s Human Resources, Online Survey(s)
- Employee Turnover Rate
- Employee Satisfaction Level(s)
- Gamification Satisfaction Level(s)
What’s Next?

➢ Optimize Future Workflows
➢ Gamify Next Area
➢ Formalize Rewards and Redemption Process
➢ Cross Team Challenging
➢ Keep Game Interesting
➢ Work From Home!
The Voice of the Employee
Thank You!