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CHAMPIONS OF HEALTH UNITE

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Evolution of the Healthcare Contact Center

Session 52, February 12, 2019

Lynne Hildreth, Director of Patient Access, Moffitt Cancer Center



Conflict of Interest

Lynne Hildreth

Has no real or apparent conflicts of interest to report.

Agenda

- Learning Objectives
- 15 minutes of presentation – Moffitt Cancer Center and the impact of the Patient Contact Center
- 35 minutes of Audience Conversation

Learning Objectives

- Define primary roles of the healthcare consumer contact center
- Identify research-based metrics used to measure contact center performance
- Discuss pre-registration information needed to facilitate an express check-in at admission
- Describe technology used to monitor patient interactions in the contact center
- Assess the role of the contact center in increasing pre-service collections



Role of the Contact Center

Evolving Consumer Expectations

- Consumer expectations
 - High availability
 - Seamless service
 - 24/7 support

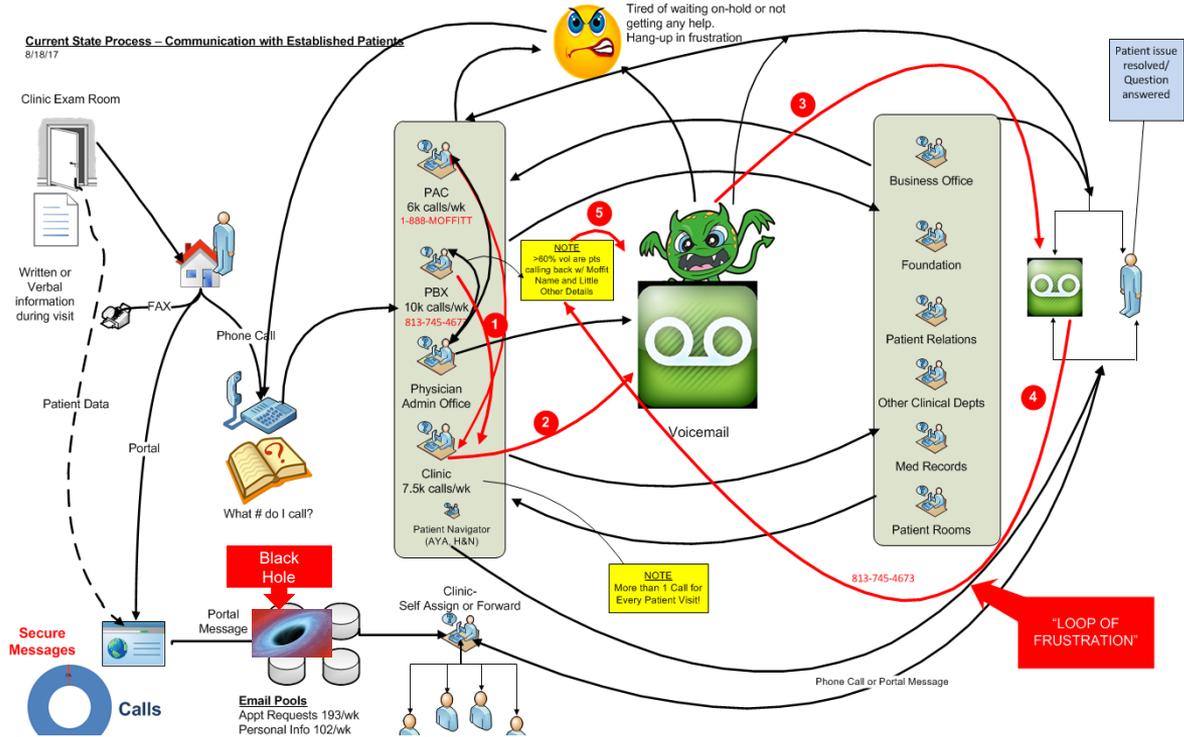
“Revenue cycle call centers must be flexible, fast and versatile to meet patient expectations and market shifts.”

“The Current State of the Revenue Cycle Call Center.” Revenue Cycle Analytics, 2018, Issue 1. Healthcare Business Insights.



Healthcare Patient Communication

“Please hang up and call 911”



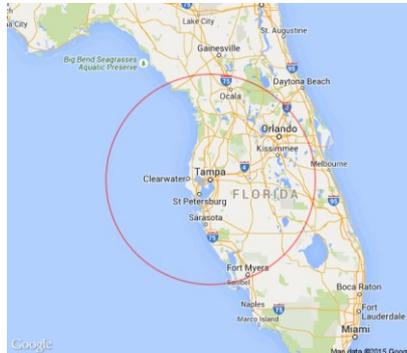
Healthcare Contact Center

- First stop in the consumer experience
- Set the tone for the entire patient encounter
- Often-untapped opportunity to build patient loyalty and brand awareness



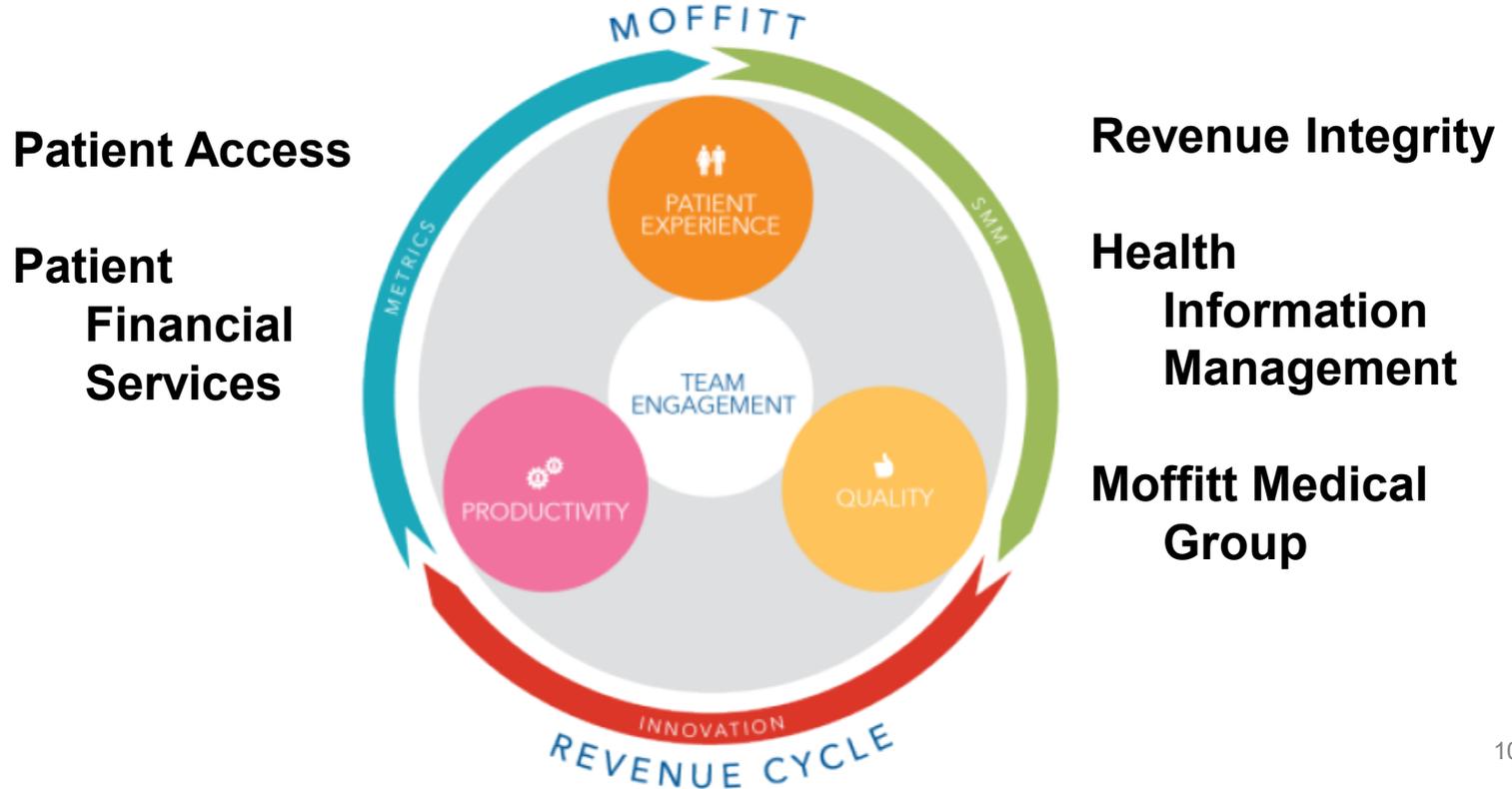
My Organization: Moffitt Cancer Center

- 21 clinical programs focused on disease groups (breast, GYN, lung, GI, skin, etc.)
- Highly specialized, multi-disciplinary approach attracts patients from throughout Florida and the country, particularly for rare cancers
- In the process of making a cultural shift from Provider-First to Patients-First



Moffitt Revenue Cycle

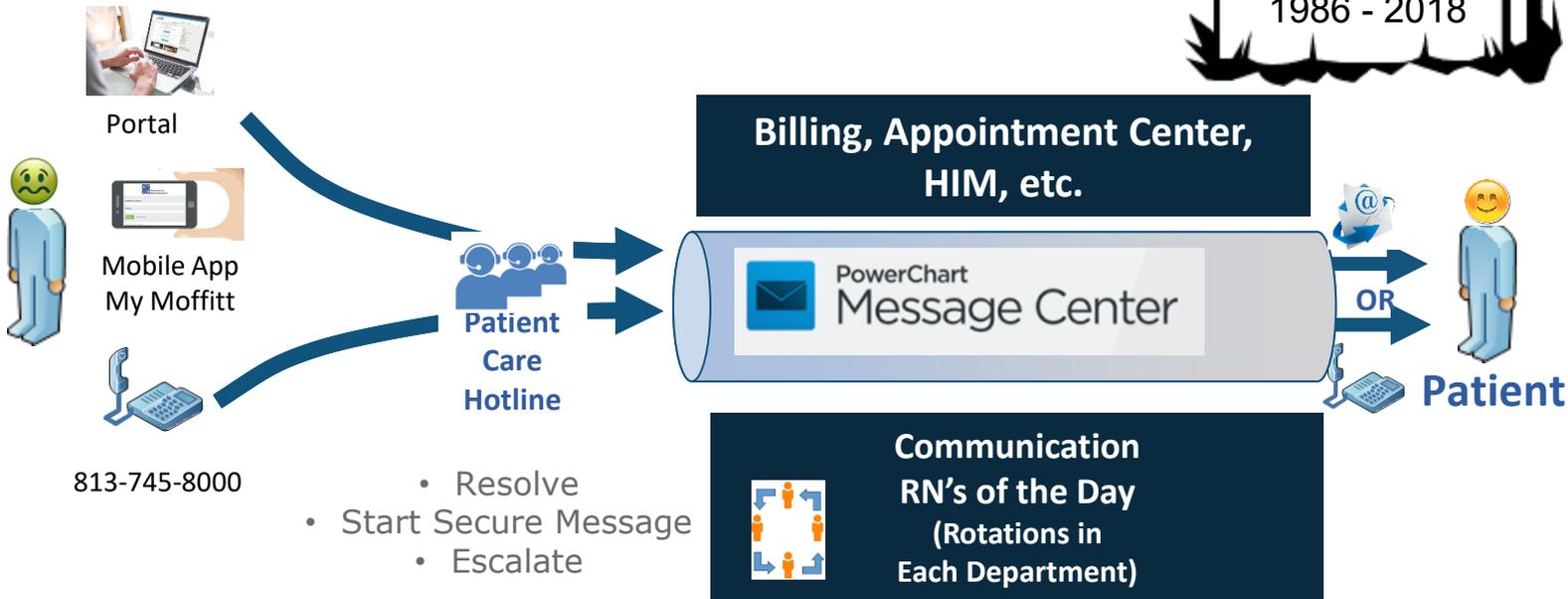
700 team members, 5 key departments



Contact Today at Moffitt



PC

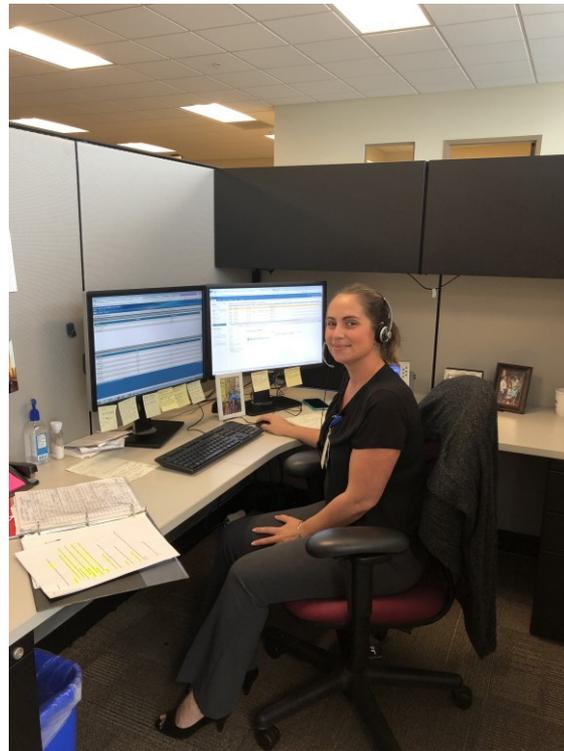


813-745-8000

- Resolve
- Start Secure Message
- Escalate

Moffitt's Principles for Patient Access

- Commitment to efficiency, quality and reimbursement optimization
- Integrated scheduling, preregistration, and insurance verification
- Single point of contact to schedule an appointment at any Moffitt clinic, lab or radiology facility



Primary Roles / Key Functions

- Front End
 - Facilitating streamlined access to services: Scheduling
 - Improving consumer experience: Patient Answer Center
 - Validating coverage to prevent denials: Financial Clearance
 - Improving quality of patient registration and billing data: Pre-reg
 - Increasing front-end payment
 - Reducing appointment no-shows and referral leakage: Reminders
- Back End
 - Billing/Account Servicing, Guarantor Collections
- Other
 - Clinical?
 - Medical records: Release of Information
 - Portal / technical support line



Centralization

- Forward-thinking health systems centralizing to streamline scheduling, pre-registration, billing and collections
- Signs point to a one-touch option for patients in the future – eliminate the front-end/back-end division
 - Options to set up payments plans
 - Price estimation



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Metrics



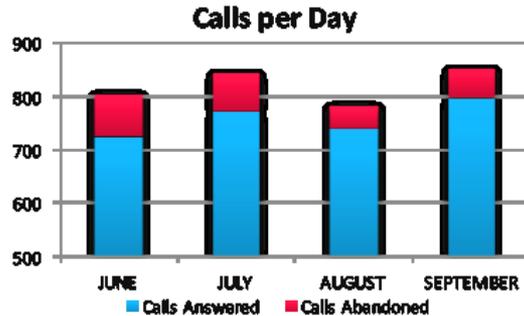
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Research-Based Metrics

- Peter Drucker:
“What gets measured gets managed - even when it's pointless to measure and manage it, and even if it harms the purpose of the organization to do so.”
- >100 metrics in our ACD system
- Workforce Management (WFM) introduces dozens more....



Getting the Level of Detail is Critical



So what?

Portland Combined										
Date	Productive Hours	Outbound Hours	Aux 8 Hours	Break Hours	Meeting Hours	Coaching Hours	Clear Connection Hours	Read Hours	Debrief Hours	Training Hours
01/01/2011	2259.31	123.55	22.59	131.61	23.22	102.75	0.00	0.04	1.05	0.00
01/02/2011	4172.65	210.85	165.73	251.21	43.87	229.06	0.00	1.96	2.92	0.00
01/03/2011	4954.02	224.73	44.08	317.84	94.53	203.09	0.00	0.28	19.75	0.05
01/04/2011	4605.20	207.45	72.71	295.58	119.51	292.62	0.00	0.00	25.12	0.00
01/05/2011	4171.38	191.50	0.94	260.28	51.58	174.71	0.00	0.01	18.36	0.00
01/06/2011	4391.93	194.65	1.85	272.75	108.92	169.13	0.00	0.18	6.51	0.00
01/07/2011	4352.91	201.52	42.47	282.63	83.59	277.87	0.00	0.95	38.96	23.94
01/08/2011	3027.40	163.27	62.76	195.07	21.19	167.74	0.00	0.11	0.63	0.00
01/09/2011	2212.35	113.40	123.50	136.67	27.24	74.39	0.00	0.30	0.78	0.00
01/10/2011	4820.98	224.64	123.60	309.83	98.00	260.35	0.00	1.51	27.28	9.73
01/11/2011	4544.93	204.24	82.36	285.58	74.85	333.52	0.00	0.93	33.32	0.00
01/12/2011	4117.13	202.52	92.31	259.09	38.08	145.72	0.00	2.50	26.50	0.00
01/13/2011	4506.58	198.92	90.29	294.28	104.98	433.43	0.00	0.09	40.97	0.00
01/14/2011	4341.88	203.22	66.49	286.82	78.93	385.81	0.00	2.53	57.62	0.00
01/15/2011	2948.41	140.31	82.00	196.31	27.43	416.03	0.00	0.00	0.75	0.00
Total	59427.06	2804.77	1073.70	3775.56	995.91	3666.21	0.00	11.40	300.53	33.74

Historical vs Real Time Metrics

- Should you present them together?



How do you choose?

- Focus... perhaps create one of each
 - Department metric
 - Team metric
 - Individual metric
- People don't like math! Watch your decimal places – consider not just the metric but the presentation of the metric.
- Averages vs. Medians



Performance Metrics to Consider

Metric	Definition	Advantages	Disadvantages
Abandonment Rate	% of Callers which hung up prior to reaching an agent	<ul style="list-style-type: none"> • Easy to explain / understand • Easy to benchmark 	<ul style="list-style-type: none"> • A caller that won't hold at all (repeated call backs) can skew the rate. • Needs sufficient volume (n > 500 calls?).
Service Level	% of Calls which were answered within ___ seconds	<ul style="list-style-type: none"> • Removes outliers (those who won't wait for even a few seconds) from your metric 	<ul style="list-style-type: none"> • Difficult to grasp / relate to. • Variety of # of seconds used makes benchmarking difficult.
Hold Times	Average time a caller waits on hold prior to reaching an agent	<ul style="list-style-type: none"> • Easy to explain / understand 	<ul style="list-style-type: none"> • Benchmarks are less available (can vary widely by type of business) – relationship of call duration vs hold time is

- Quality – Accuracy – Service – “hard items” and “soft items”
- Net Promoter Score?
- Volumes – what matters?
- Average Handle Time vs. Production Metrics

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Role of Technology



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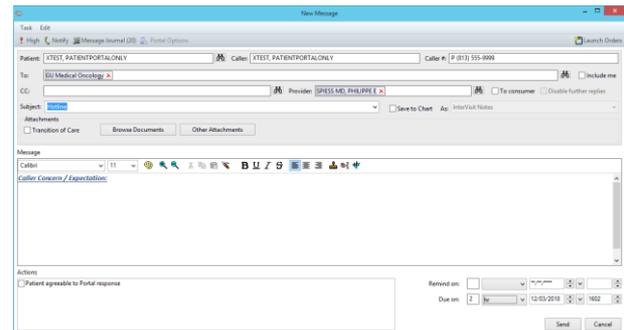
Technical Approach

- At Moffitt:
 - Knowledge Base and Digital Algorithms: Cannot expect agents to rely on their memory and experience
 - Call recording – voice and screen capture
 - ACD – skillsets, call routing, real-time reporting
 - Patient Portal
 - Faxing engine (sigh!)



Secrets to Patient Communication

- ACD skillsets – dedicated outbound agents and inbound “pods”; get benefits of centralization while retaining expertise of decentralized approach
- Multi-channel communication strategy: seamless service and accountability
 - Email; Portal; Live chat (with AI?)
- Outstanding service via the patient portal to drive business there
- Digital Audit Trail



Voice Recording/QA

- Quality Assurance
 - Call recording and scorecards for quality monitoring
 - Metrics for accuracy/comprehensiveness of transcription
- Quality Review Process
 - Supervisors perform first level review
 - Quality Review team performs secondary review
- More QA tools
 - Audio search checks recordings for key words
 - Screen recording matches on-screen activity with recordings



EP/NEP/CX Requirements

Introduction (State your name, your role/function, and "on recorded line" as appropriate)	Yes
Verify the patient's identity	Yes
Schedule appointment correctly	Yes
Enter appropriate notes	Yes
Provide accurate date/time and location of appointment(s) including instructions	Yes
Offer to view their itinerary/schedule	No
Complete Soarian Pre-Registration requirements based on the date of last visit	Yes
Index call	Yes

Score

95

Scored 1/14/19 5:18 PM by Gray, Samantha

Soft Skills

Personalize the call	-
Follow hold and transfer protocols	-
Efficient call management	-
Ensure professionalism	Needs Improvement
Communicate effectively and empathetically	Needs Improvement
Manage up	-
Gratefully wrap up the call and provide opportunity for questions	-
Soft Skill Comments	
4) Wait for the caller to finish speaking @ 1:13 5) Because of the symptoms and concerns the patient mentioned the call would've been appropriate to transfer to a nurse whether prior to scheduling or after. Acknowledge the caller after providing information- long pause @ 1:31. Tone is very short and unempathetic ex. "which one?" @ 3:20. Celida effectively managed the call and completed the reschedule request for the patient.	



Continuity in Communication

- One location for all recordings from scheduling to pre-registration to contact center to billing/collections
 - Digital audit trail of patient interactions
 - Valuable data to improve consumer experience
- Corresponding faxes/electronic records
 - Moved clinic's faxes to centralized electronic faxing engine
 - Send records, move to worklist based on assigned clinic
 - Clinic checks records and uploads to patient's chart



A Special Word on Phone Setup



- Caller ID masking is critical

Moffitt Cancer Center has dedicated Communication Specialists to immediately assist patients with questions, clinical concerns and scheduling needs.

To reach our team, please call 813-745-8000 or send a message to your provider through the Patient Portal at My.Moffitt.org.

Patient Care Hotline ☎ 813-745-8000

**CALL PATIENT CARE HOTLINE
813-745-8000**

Monday-Friday 7 a.m. to 7 p.m.
Saturday 8 a.m. to 12 p.m.

FOR THESE SERVICES

- Refill requests
- Treatment instructions
- Symptoms
- Paperwork and forms
- Financial questions
- Rescheduling
- Patient Portal support
- Medical records requests

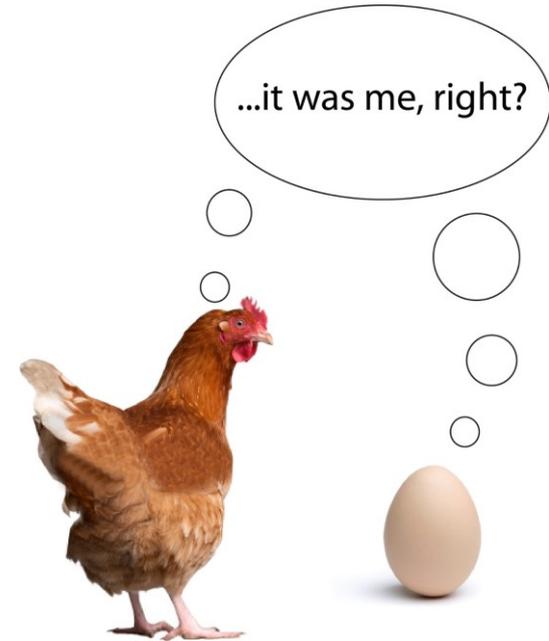
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Pre-Service Collections



Where does up-front collection fit in?

- Pre-service collection – at time of:
 - Scheduling?
 - Pre-registration?
 - Financial counseling?
- Price Estimation
 - Is it a pre-requisite to up-front collections?
 - How accurate must it be?
- Patient Financing Programs
 - Is this a pre-requisite to up-front collections?
 - Do you stand to lose more than you gain without one?



Audience Conversations

- Do you believe the benefits afforded by a contact center outweigh the downsides? Does a contact center truly reduce costs or increase revenue/collections?
- What metrics do you think are the most valuable for a contact center? What is the best way to present metrics?
- What technologies could further enhance the contact center?
- What is the best way to introduce pre-service collections? Is price estimation necessary? Patient financing programs?
- What cultural, technical or other challenges can you see in trying to implement a contact center in your setting?
- While it wasn't covered in the presentation, what best practices for recruiting, training and retention?



Keep in Touch

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