



LEGACY
HEALTH

Estimates: A one-year check-in

Oregon HFMA Winter Meeting

February 21, 2013



EMANUEL Medical Center	GOOD SAMARITAN Medical Center	MERIDIAN PARK Medical Center	MOUNT HOOD Medical Center	SALMON CREEK Medical Center	
RANDALL CHILDREN'S HOSPITAL Legacy Emanuel		LEGACY MEDICAL GROUP	LEGACY LABORATORY	LEGACY RESEARCH	LEGACY HOSPICE

Our legacy is yours.



Estimates: A one year check-in

- Results
- Decisions
- Next steps



Legacy Health At a Glance

- Nonprofit, community-owned health system serving Portland, Oregon and Southwest Washington region
- Six hospitals
 - 1,064 beds
 - 225,000 Emergency Department visits annually
- 50 primary care and specialty clinics with nearly 384,000 visits annually
- Lab, research and hospice services
- 2,500 doctors on medical staffs - employed and affiliated
- 9,000 employees

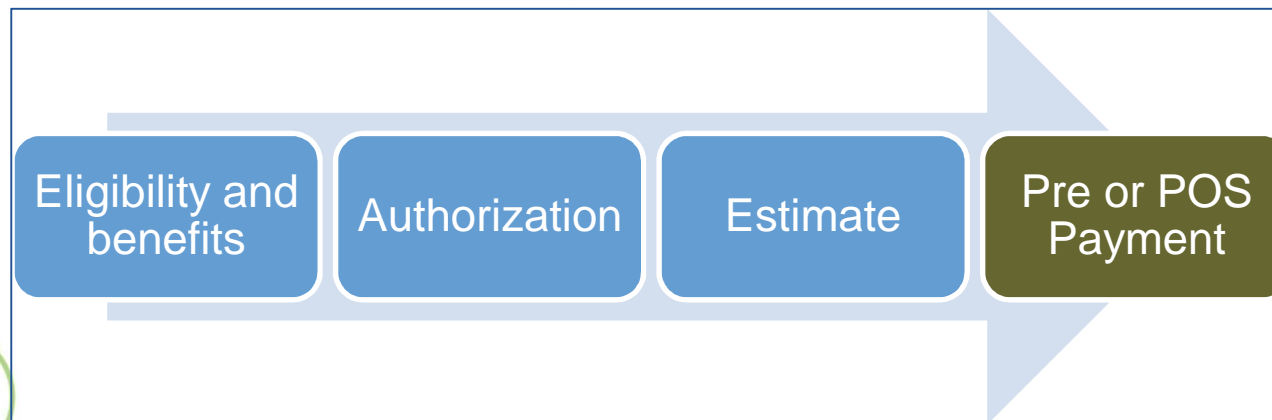


New Children's Hospital opened 2012



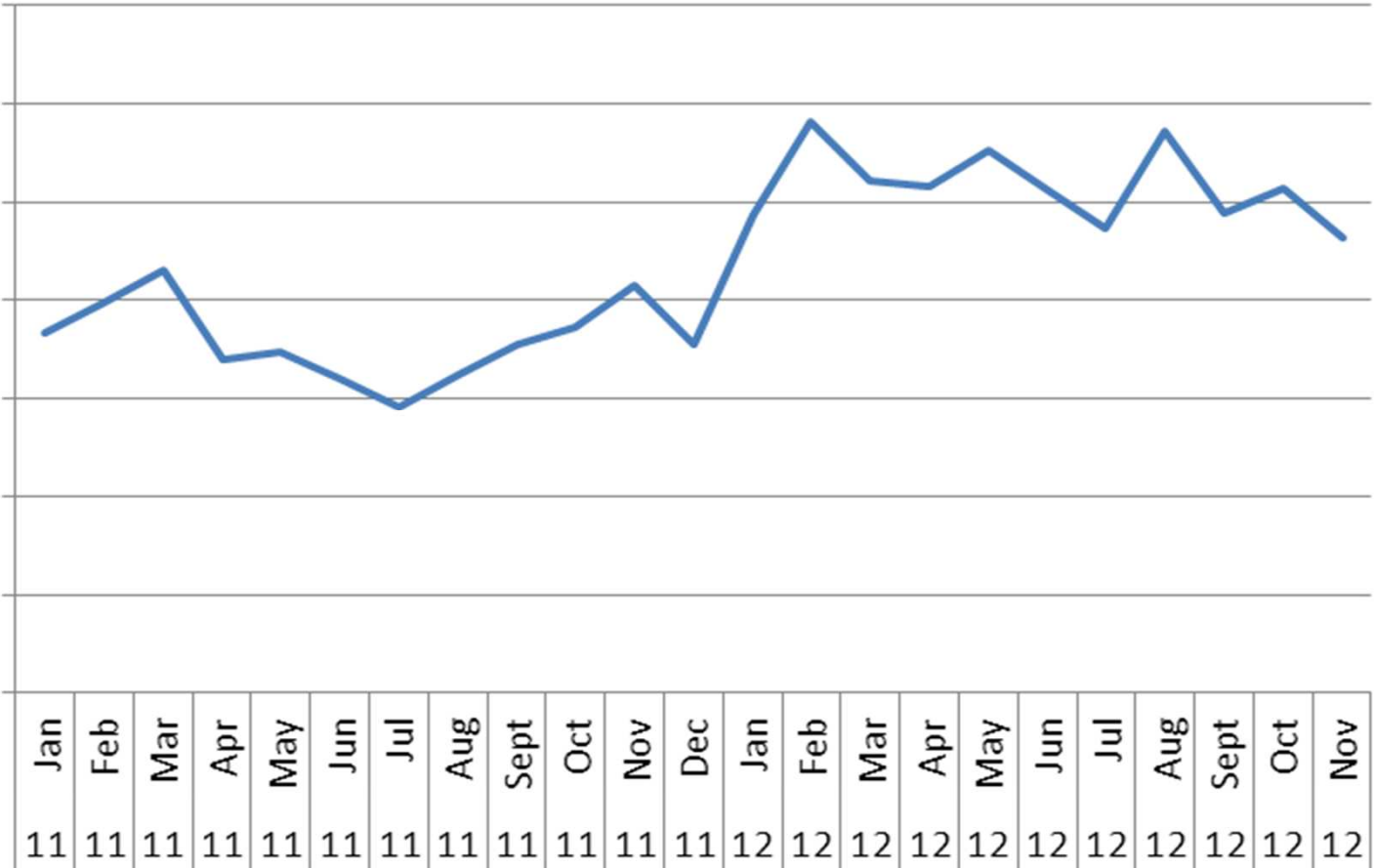
Results – implemented phase 1

- Insurance verification team
 - > Scheduled surgeries and other admissions
- Pre-registration team
 - > Phone payments
- Patient access team
 - > Point-of-service payments
- Financial counseling team
 - > Scheduled self pay, high deductible, etc.



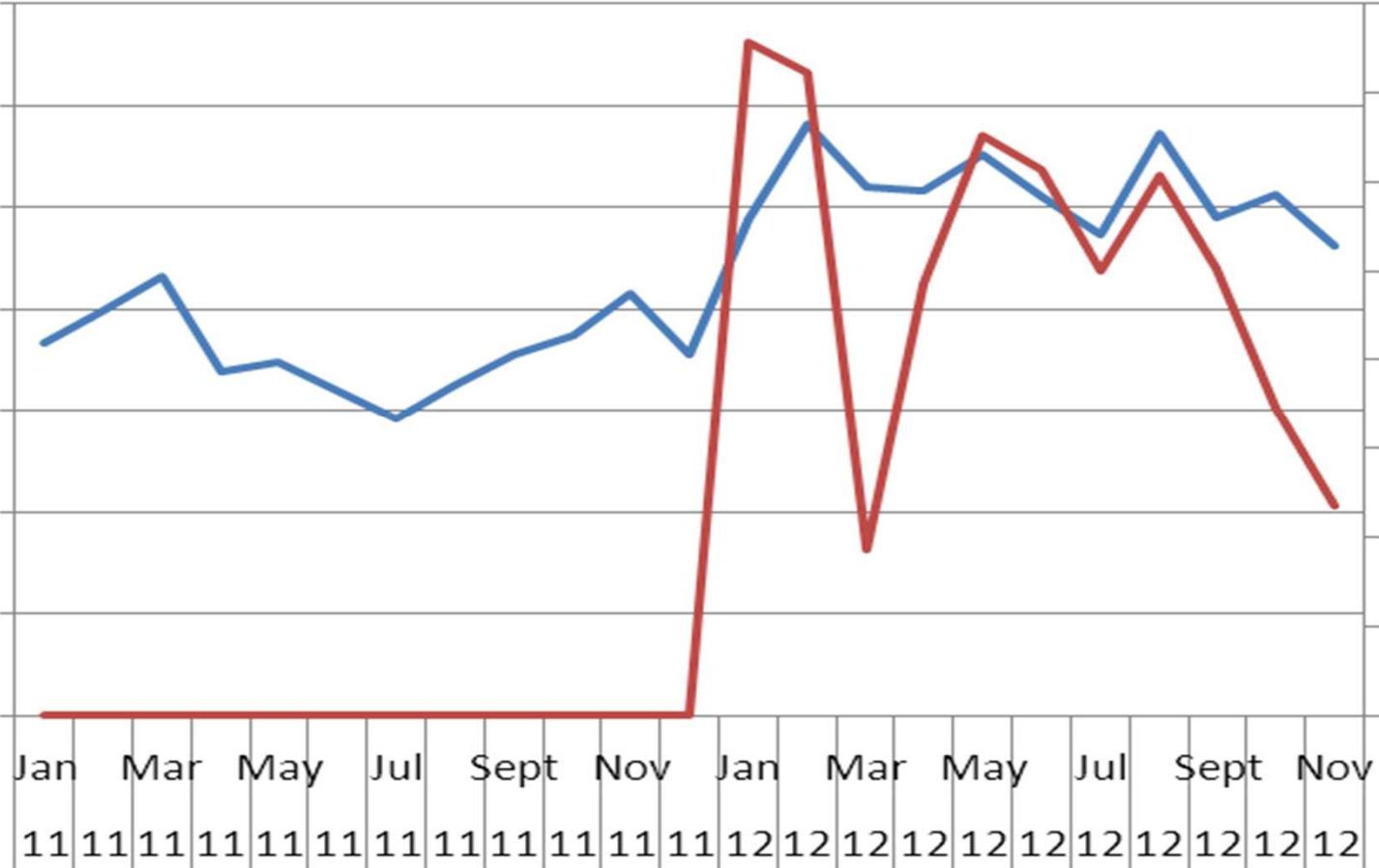
Results – thumbs up!

- Point-of-service collections increase



Results – thumbs up!

- Increase correlates to number of estimates



Results – why patients pay more

- Because we ask for a meaningful amount
 - > And it's usually at least 5-10 times larger than the deposit amount
- Confidence factor – priceless
 - > They like it that we've done our homework
- Providing a service otherwise unavailable
- They know they have to pay... just not how much
 - > Reduces the number of “Unknowns”



Results – Measuring impact

- Easy to measure: Point-of-service collections increase
- Easy to see: impact for one patient
- Lots of variables: Accounts receivable decrease
- Harder to capture: Insured BD decrease
- Tracking amount collected per estimate... manual



Results – the plot thickens...

- 10% reduction in force
 - > Two months after implementation of pre-service estimates
- Impact to results
 - > Insurance verification takes precedence
 - > Estimates only if fully staffed
 - > Keeping up with scheduled volume
 - 1 day out
 - 2 days out
 - 3 days out



Decisions

- Verify insurance, or make time for the estimator?

Verify insurance	Create estimates
Authorization denial	Bill after the service
Eligibility denial	Insured bad debt
\$50,000	\$5,000



Decisions

- Interface or add FTEs? Or both?

Build interface	Ask for FTEs
Wait 6-12 months due to IS resource shortage, backlog	Risk future department RIF
Leave money on the table	Faster
Long-term better process	Increased cash now
Eventually has to happen	Department needs 1-2 anyway



Decisions

- If no estimate, collect deposit, or nothing?

Deposit	Nothing
Better than nothing	Zero
Patient confidence – how do you know I will owe this amount?	Wait for exact bill
Patient customer service – you mean you don't know exactly what I will owe, you want me to pay this now, and you're going to bill me later?	Receive patient payment after billing... at least 60 days



Decisions

- Collect Pre-Service or at the Point of Service?
- Pre-service or Pre plus Past balances?
- Incentive pay or other motivator?
- Team or individual incentive?



Next steps

IDEALLY	REALITY	NEXT STEPS
Interface w/EHR / registration system	Stand alone, with manual entry	Interface in by next year
Everywhere	Only scheduled surgeries, inpatients	Outpatient imaging live in April 2013
Show amount due in registration screen	DONE!	Align multiple teams' incentives, communication
Productivity monitored	DONE!	Double amount of estimates by next year
Education robust	Training is quick, good support from vendor	Prepare scripting for outpatient/patient access teams
Estimate created before pre-registration call	Often pre-reg is ahead of IV, so only deposit requested	Process improvement project – increase pre-reg. ask 3x by next year



Out there . . .

- Imaging checkout
- Clinics checkout
- ED checkout
- Imaging schedulers





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Thank you!



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