Cross-Functional Communication to Improve Revenue Cycle Management

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Agenda

- Review the revenue lifecycle, beginning at scheduling and ending with payers’ payment(s).
- Build understanding of each step of the revenue-cycle process.

Revenue Lifecycle

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Oops, We Scheduled Wrong

Phone Room	• Patient with non-participating coverage scheduled
Front Desk	• Checks patient in
Care Team	• Office visit and plans treatment/next steps
Authorization Team	• Identifies non-participating coverage
Claim	• Denied office visit
Financial Advocacy Team	• Burden of bad news

Phone Room

- Insurance participating guide
- Scripts for non-participating coverage options
- Email/notification of new appointments

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Workflow: Non-Participating Coverage

Phone Room

- Patient with non-participating coverage
- Script
- Referral to financial advocacy team

Financial Advocacy Team

- Reviews options:
  - Identify participating facilities
  - Identify change of coverage options

Oops, Established Patient with Change of Coverage

Front Desk
- Checks patient in
- Updates new coverage
- Or inactive Coverage

Treatment
- Received

Claim
- Infusion denied

Front Desk

Change of Insurance

- New coverage
- Inactive coverage

Future Changes

- COBRA
- Losing coverage

Real-Time Communication

- Authorization team
- Care team

COBRA = Consolidated Omnibus Budget Reconciliation Act

Workflow: Change of Coverage

Front Desk

- Checks patient in
- Updates new coverage or inactive coverage
- Notifies in real time

Workflow: Change of Coverage

Authorization Team:

New Coverage

- Subject matter experts
  - Reviews new coverage
  - Preferred drug
- Immediate authorization request

Workflow: Change of Coverage

Financial Advocacy Team:

Inactive Coverage

- Promptly assess coverage options
  - COBRA
  - Medical assistance
  - Affordable Care Act (ACA) plan

Care Team

- Notified of potential treatment hold

Tips for the Pharmacy/Care Team

- Communication:
  - Include financial advocacy/authorization teams on drug validation groups
    - New drugs
    - New regimens
- Department task force

Authorization Team

Medicaid Changes

Fee-for-service to managed care

Treatment

- Preferred drug
- Mandated drugs
  - Specialty
  - Site of service

Coding

Documentation

Treatment

- Preferred drug
- Specialty drug
- Site-of-service drug

Tips for the Authorization Team

- Medical benefits check
- Understand payers' medical policies/ guidelines
- Drug prior authorization attempt
- Insurance provider representatives

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Oops, We Billed Wrong

Financial Advocate

- Patient assistance program
- Authorization denial/adjustment

Incorrect Billing

- 340B pharmacy acquisition cost: $275,088
- Field reimbursement manager

Accounts Receivable Meeting

- Rebilled claims

Paid Claims

- Payments: $411,000

Biller

- Communication of new drugs
- J-9999 vs. C-9399
- Claim documentation
- Monthly meetings

Accounts Receivable Team

System Adjustments

Bundled Payments

Denials

Review of Authorized Documentation

System Adjustments/Bundled Payments

Contractual write-offs are those wherein the excess of the billed amount over the carrier's allowed amount is written off.

- System Adjustments
  - Request accounts receivable team to provide adjustments
- Bundled payments
  - Ensure revenue integrity has correct build

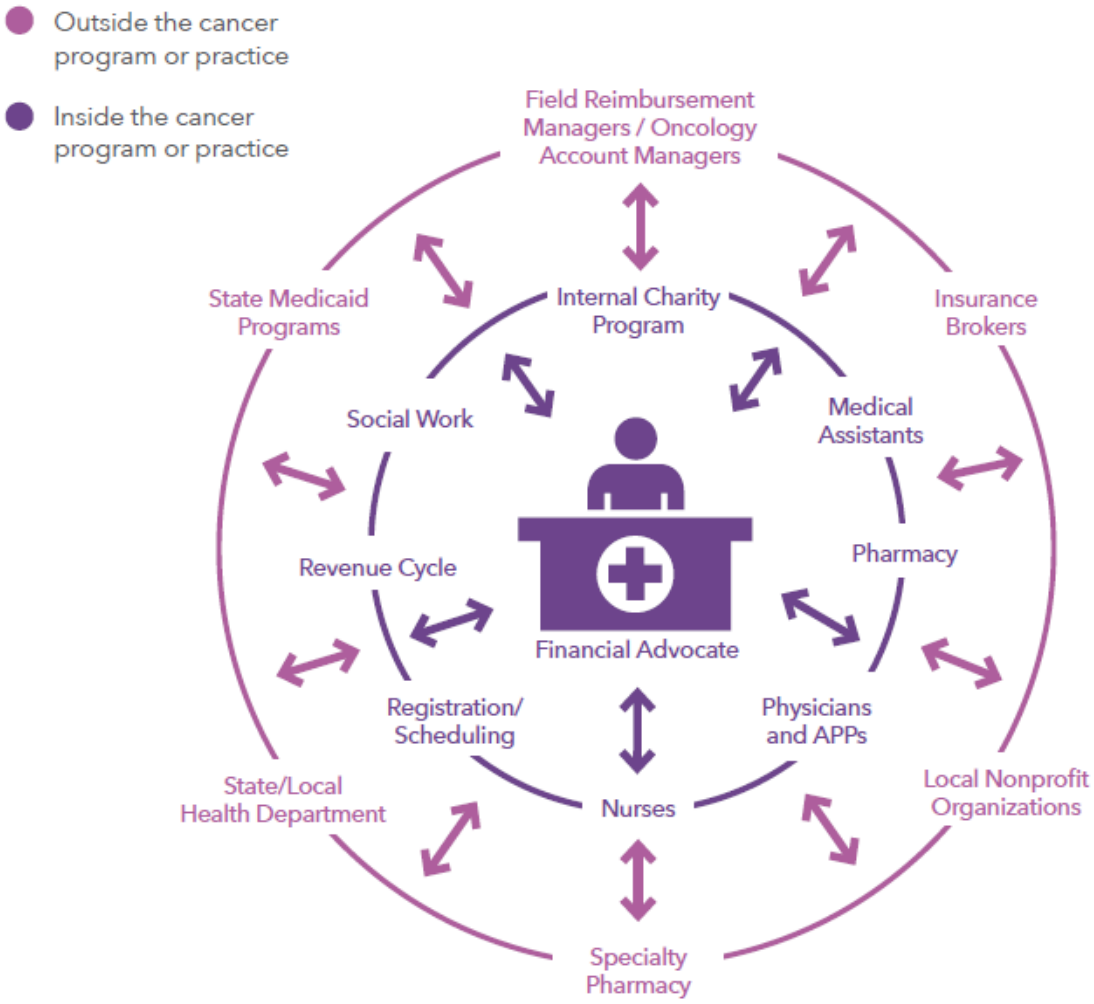
Denials/Review of Authorized Documentation

- Group effort
- Monthly reviews:
  - Identify trends
- Timely communication

Denials/Review of Authorized Documentation

- Documentation:
  - Authorization attachment
  - “No authorization required” attachment
  - National Comprehensive Cancer Network Guidelines®
  - Reference number

Figure 3. Who is Involved in Financial Advocacy?



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Questions?

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References

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