

HFMA's 2008 ANI: The Healthcare Finance Conference



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Presenters

- Rick Rein, MHA
Finance Analyst, Mayo Clinic
- Tricia Lanzel, CPA
Finance Analyst, Mayo Clinic
- Scott Helmers
Partner, Harvard Computing Group

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Agenda

- Process Management in the Revenue Cycle
- Issues and Solutions for Process Mapping
- Documenting internal controls with Process Maps
- Future Plans for Process Mapping at Mayo Clinic

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Process Management in the Revenue Cycle

Rick Rein
Mayo Clinic

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Mayo Clinic

- Mayo Clinic is the first and largest integrated, not-for-profit group practice in the world.
- Three shields of practice, education and research
- Patient Care Revenue of \$5.2 billion in 2006

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Mayo Clinic

	Rochester	Arizona	Florida
Unique Patients	322,722	101,389	88,851
Physicians & Scientists	1,717	344	325
Residents, Fellows & Students	2,696	176	346
Allied Health	24,788	3,862	4,549

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Process Management - Goals

- Understand the Revenue Cycle
- Document how work happens and where bulk of work is expended
- Business Process Opportunities
 - ◆ Reduce administrative expenses
 - ◆ Standardize processes
 - ◆ Best practices
- Need areas to own the process

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How many people have a process management team or defined procedures in place for documenting processes?

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Must be a Better Way

- Google
 - ◆ Weren't building a bridge
 - ◆ Didn't want to add FTE just to support product
 - ◆ "Simple"
 - ◆ "Standard"

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Is Visio your software of choice for process documentation?

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Revenue Cycle Approach

- Identified workgroup
- Develop process mapping standards and template
 - ◆ Verb, Noun
 - ◆ Noun, Verb
 - ◆ Color coding & font
- Develop timeline, target functions
- Begin face-to-face interviews with SMEs

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Revenue Cycle Approach

- Create draft map
 - ◆ Top level
 - ◆ Nitty gritty in the guidelines
- Repeat interviews and edit draft map
- Commitment made to mapping meetings
 - ◆ Weekly review meetings to make sure all maps met standards

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Revenue Cycle Approach

- Posted maps in user areas
- Posted on web
 - ◆ Easy to share - Visio
 - ◆ Virtually no training

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Revenue Cycle Results

- Easy to identify process similarities and differences
- Questioned differences = greater understanding of needs/differences
- Best practice discussions emerged

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Revenue Cycle Results

- Identified what wasn't consistent and should it be
- Coding was biggest constraint
- Moved resources up front
- Process Mapping one of top 15 priorities for 2008

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Issues and Solutions for Process Mapping

Scott Helmers
Harvard Computing Group

Issues and Solutions for Process Mapping

- Why is it hard to document processes?
- Six steps to process improvement
- Creating easy-to-read process maps

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Why Is It Hard to Document Processes?

- Too many symbols
- Complex techniques
- Requires specialists
- Expensive products

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Creating Process Maps

- You Need
 - ◆ **Symbols** to represent tasks, decisions, resources, roles and other process elements
 - ◆ A **drawing tool** that lets you create, edit and publish your process maps
 - ◆ A **technique** to capture knowledge about the process and create a process map
- But first you need to understand the process...

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The Business Ecosystem

Business Goals Process Technology

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Problems Occur When...

Business Goals Process Technology

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Problems Occur When...

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Problems Occur When...

Business Goals Process Technology

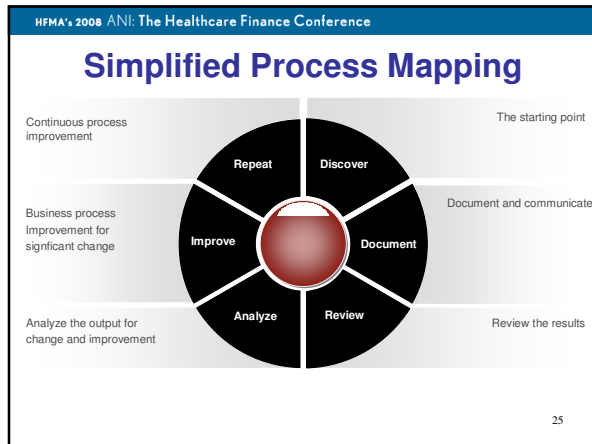
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Ideal Alignment

Business Goals Process Technology

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- ## Discovery Goals
- Understand enough about a particular process to be able to:
 - ◆ Document and describe the process
 - ◆ Complete a process by following the documentation
 - ◆ Transfer process knowledge to others
 - ◆ Change the way work is done
 - ◆ Improve the process
 - Create "points of input" for future systems and change
 - Link business requirements, processes and technology in a common framework
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- ## Keys to Success
- Obtain management support
 - Define objectives
 - Identify project team members
 - Identify subject matter experts
 - Define capture methods
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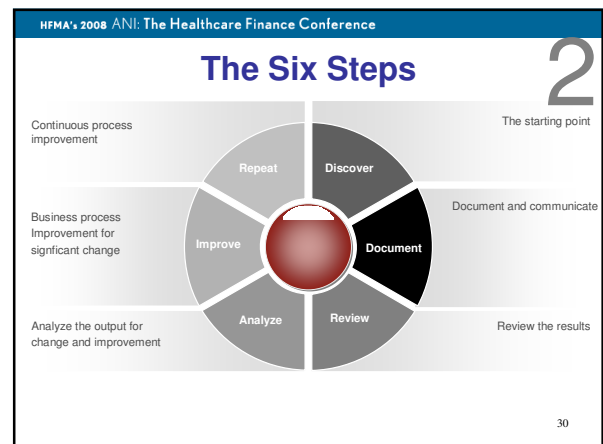
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- ## Capture Methods
- Questionnaires/Surveys/Interviews
 - ◆ Telephone
 - ◆ Face-to-face
 - ◆ Paper
 - ◆ Email
 - ◆ Web-based chat
 - Observation
 - Workshops
- 20 Questions

1 ...

2 ...

3 ...

4 ...
- 29



Documentation Goals 2

- Document the following:
 - ◆ Tasks that make up the process
 - ◆ Roles (not individual people)
 - ◆ Guidelines, business rules, instructions, policies
 - ◆ Resources, materials, data sources, applications and other tools
 - ◆ Timing, time constraints
 - ◆ Other supporting information relevant to the process

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Software Requirements 2

- Process mapping software must allow you to
 - ◆ Utilize your processing mapping technique to create a readable process map
 - ◆ Add relevant data attributes
 - ◆ Create hyperlinks to supporting documents and systems
 - ◆ Easily edit the process map
 - ◆ Publish maps for various audiences

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Usability Guidelines 2

- **Audience:** *know your audience and target their requirements*
- **Information content:** *ensure the map is accurate and in the context of the process*
- **Layout:** *make the map simple and easy to follow*
- **Density:** *provide necessary information but don't clutter the map*
- **Comprehension:** *ensure that the content is clear and accessible*
- **Flow:** *minimize direction changes*
- **Leverage:** *link to relevant data, documents and systems*

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The Six Steps 3



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Review Goals 3

- During the Review Process of a Process Capture project the goals are to:
 - ◆ Ensure the completeness of the maps
 - ◆ Confirm the accuracy of the data
 - ◆ Gain consensus for the 'as is' or 'to be' process
 - ◆ Verify the processes captured and decisions made are in line with the goals and objectives for the project

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Review Techniques 3

- Publish & Distribute
 - ◆ Describe desired feedback
 - ◆ Set due date for comments
 - ◆ Indicate format for feedback
- Review Workshop
 - ◆ Review, validate and agree on changes
 - ◆ Identify areas for improvement

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- ## Analysis Goals 4
- Identify inconsistencies or inaccuracies
 - Ensure completeness
 - Highlight redundancies
 - Identify bottlenecks
 - Examine process times
 - Evaluate resource allocation
 - Identify opportunities for process improvement
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- ## Process Improvement Goals 5
- Improve quality
 - Drive change or preserve effective processes
 - Decrease processing time
 - ◆ Eliminate bottlenecks
 - ◆ Reduce number of tasks
 - ◆ Improve how tasks are done
 - Make roles and responsibilities more clear
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- ## Repeat Goals 6
- Process capture is not a one-time event because processes change and evolve
 - Repeat as necessary
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Creating Process Maps

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Simplified Process Mapping with Visio add-in

- Drawing tool built on Microsoft Visio
- Deliberately small symbol set

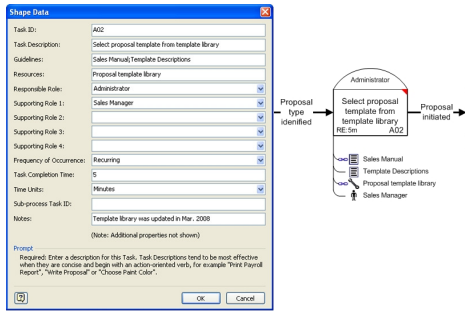


- Simple mapping technique integrated with software

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Example



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Documenting Internal Controls with Process Maps

Tricia Lanzel
Mayo Clinic

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Internal Control Evaluation (ICE)

- Mayo elected to follow
- Sarbanes Oxley 2002
- Audit needed flow charts of control processes
- Originally each area allowed to create own flow
- No standards were followed!

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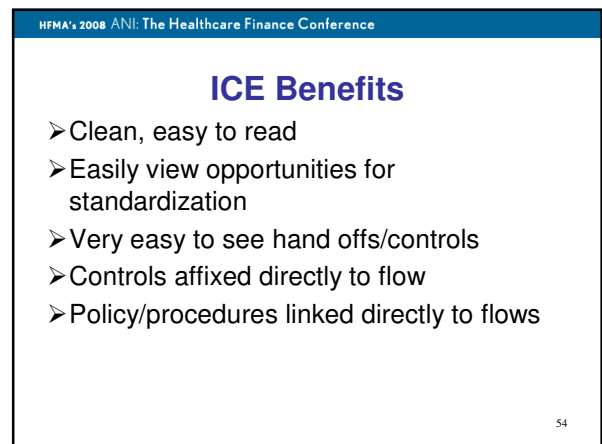
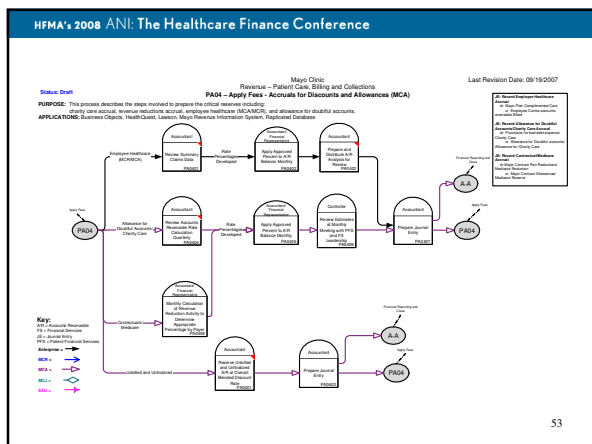
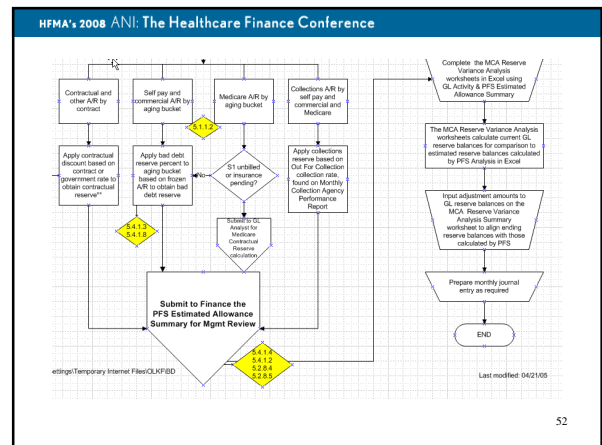
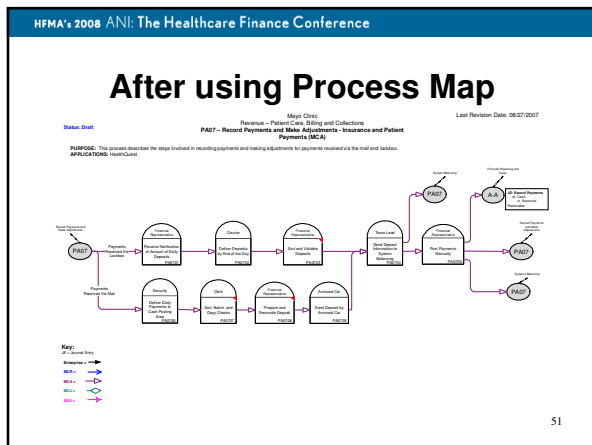
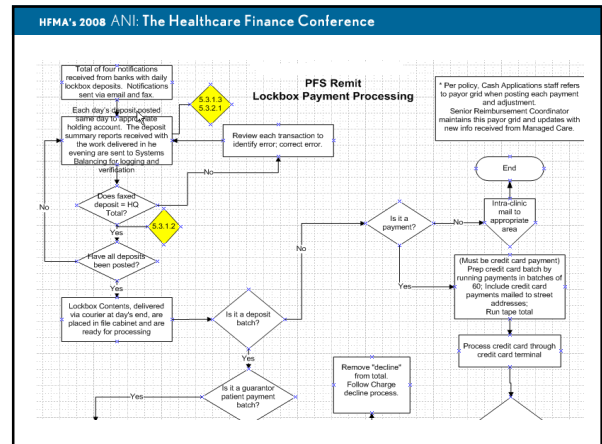
How do you document internal controls?

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Problems

- Documenting Process, not how work happens
- Difficult to Read – left, right, up, down
- Hard to pin point where handoffs were
- Managers frustrated during sign-off, never knew where to look

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ICE Benefits

- ICE Team creates maps
- Change in real time with customers
- High-level revenue flow helpful for clinical staff

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ICE Benefits

- Meeting Facilitation
 - ◆ Start point – End point
 - ◆ Not off on tangents
 - ◆ No independent mapping
- Outside customers do not need to spend time on mapping

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ICE Time Savings

- Fall 2004 – 100 hours per month
- Fall 2007 – 50 hours per month
- Expenses cut in half!

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Future Plans

- Information Technology
- Pharmacy
- Research Accounting

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Summary

- Ensure that the audience for your maps can read and use them
- Good process maps
 - ◆ Make the process more visible
 - ◆ Improve process performance
- Simple, standard-format maps are most effective
- A central process mapping team can save time and money

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Contact Information

Rick Rein, Mayo Clinic, 507-266-2924
Rein.Richard@mayo.edu

Tricia Lanzel, Mayo Clinic, 507-538-0273
Lanzel.Tricia@mayo.edu

Scott Helmers, Harvard Computing Group
978-800-4590 x103
shelmers@harvardcomputing.com

www.taskmap.com

