MAKING DATA
ACTIONABLE IN RCM

Seth Maheu, CEO, Birdrock Laboratories

PRESENTER

Seth Maheu is CEO of Birdrock Laboratories, a clinical reference laboratory offering a diverse range of diagnostic services, including toxicology, PCR, and blood chemistry testing.

With over a decade of multifaceted experience in the diagnostics industry, Seth has inhabited various roles, from his humble beginnings as an intern in accessioning to laboratory sales and ultimately into the realm of laboratory management. In 2017, his journey led him to co-acquire Birdrock Laboratories, subsequently orchestrating a remarkable 5300% increase in total revenue. Seth attributes this meteoric rise to the collective efforts of an exceptional team, a relentless dedication to customer service, and a commitment to continuous improvement, underscored by the strategic implementation of cutting-edge technology.

Seth authored Birdrock's recent expansion into clinical trial and validation services and serves as the Chief Executive Officer at Sequence Sciences, where he continues to leverage his expertise to drive innovation and propel organizational growth.

Birdrock LABORATORIES

Seth Maheu
CEO

OBJECTIVES

01 Understand the importance of leveraging historical data in revenue cycle management (RCM) to strategically position teams for improved collections and resource utilization

02 Explore strategies for optimizing RCM workflows by integrating data-driven decision-making processes into daily operations

03 Learn how to identify trends in payment data, denial types, and payor activities to prioritize claims with the highest financial potential

04 Discover how leveraging technology and data-driven strategies can enhance financial control, streamline workflows, and maximize revenue outcomes in RCM

OUR COMPANY

Headquarters: San Diego, CA

Founded: 2016

Services:
   Toxicology
   Blood/Chemistry
   PCR

Serving 30 States

COLA Accredited

CLIA Licensed

CAP Proficient

Innovating the RCM Process

01
Receiving samples and associated data

02
Sample processing and data-related roadblocks

03
Structuring a team to resolve exceptions. (denials, appeals, PA's, etc.)
- Dedicated FTEs
- Workload overlap
- Medical record requests
- Prior authorizations
- Appeals and denials
- General documentation requests (RFI)

04
Manual data processing to align workflows
- Monthly report generation and review
- Intermittent staff reassignment
- Timely filing pressures
- Contract management
- Ever-changing insurance response game

ESTABLISHING RCM VENDOR PARTNERS

- Data organization and workflow management

- Report generation makes reporting more manageable

- Very accessible from customer service perspective

ESTABLISHING RCM VENDOR PARTNERS

Implementation tool that makes integration between the laboratory and the EHR much smoother

Streamlines the process by facilitating access to patient data, diagnosis codes and chart notes

Helps mitigate the enormous costs that often come with direct interfacing

Digitizes highly analog processes

ESTABLISHING RCM VENDOR PARTNERS

experian. health
Formerly Wave HDC

- Automated eligibility and discovery tool

- Seamless integration into existing RCM platform

- Real-time result delivery

- Broad insurer coverage

SOLVING THE CLEAN DATA PROBLEM

Do they have the insurance that the staff at that practice thinks that they have?

Are they eligible for this service and is this insurance active?

All four vendor platforms integrate seamlessly with Sphere

Data Verification

experian. health
* Formerly Wave HDC

INSURANCE CHANGE ──────

Doe, Jane – Patient is the guarantor

UHC– Point of Service   **Coverage Terminated 12/31/19**

Phone	608-555-3382	Fax	608-774-1234
Group	Preferred	Group #	GE 1174
Subscriber	Doe, Jane	Subscriber #	XXP960957054

Doe, Jane – Patient is the guarantor

BCBS of Missouri (Wellpoint)   **Effective from 01/01/2020**

Phone	608-555-3382	Fax	608-774-1234
Group	Preferred	Group #	GE 1174
Subscriber	Doe, Jane	Subscriber #	XXP960957054

ADDRESS CHANGE ──────

2142 S. First Avenue   412 Garfield St.
Madison, WI 53704   Verona, WI 53704

DEMOGRAPHIC CHANGE ──────

Name: DOE, A, JANE
DOB: 12/16/90
Mobile: 608-555-7724

PATIENT ASSISTANCE PROGRAM DETERMINATION ──────

100%   L $

ESTABLISHING RCM VENDOR PARTNERS

e5workflow

- **High volumes**
- **Time sensitive**
- **Requires human touch**

- Prioritizes work that is the highest operational and financial priority right now

- Even with advanced AI, there are **always** exceptions that require human interaction....e5 prioritizes, and optimizes, that action

DENIALS AND TEAM MANAGEMENT - CURRENT BILLING PRACTICES

BY TEAM

Managing Contracts
Managing Volume
Team management
Write-offs
Time frame management
Denial types
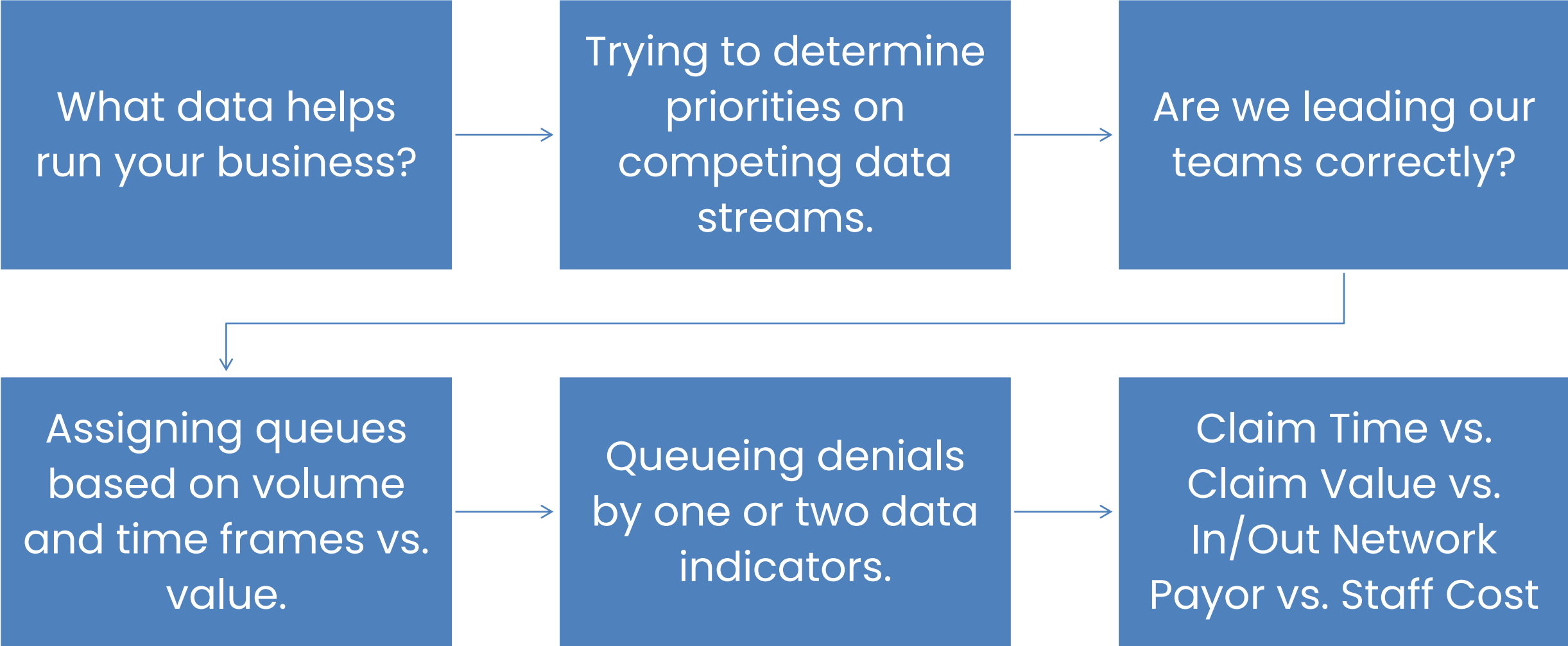Reimbursement discrepancies

BY MEMBER

Cherry picking claims
Value of claims worked
What areas are they best at working?
Cost of FTE's
Depth of knowledge
Denial pattern identification
Payer problem communication

REPORTING DATA VS. ACTIONABLE DATA

Assigment	Transaction ID	State	Zip	City	State	Zip	Date of Service	Payer	MappedPayc	eligStatus	memberId	subDOB	subGender	ranceType	mogFirstNa	mogLastNa
Mike	123456	TX	77503	Pasadena	TX	77503	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	520687347	1/1/1900	FEMALE	Medicaid	Smith	Sheila
Mike	234567	TX	75474	Quinlan	TX	75474	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	525548121	1/2/1900	FEMALE	Medicaid	Test	John
Steve	345678	TX	78748	Austin	TX	78748	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	6465322703	1/3/1900	FEMALE	Medicaid	Knot	Steve
Steve	840683	TX	78801	Uvalde	TX	78801	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	5008618718	1/4/1900	FEMALE	Medicaid	Who	Greg
Jane	490684	TX	75146	Lancaster	TX	75146	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	5734608548	1/5/1900	MALE	Medicaid	Info	Mike
Jane	984958	TX	76082	PRINGTOWI	TX	76082	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	5274930710	1/6/1900	FEMALE	Medicaid	CYNTHIA	HODO
Jane	205749	TX	76133	Fort Worth	TX	76133	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	518275071	1/7/1900	FEMALE	Medicaid	JENNIFER	SALINAS
Jo	758694	TX	79403	Lubbock	TX	79403	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	50986234999	1/9/1900	FEMALE	Medicaid	TIFFANY	KELLY
Jo	143049	TX	75043	Garland	TX	75043	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	5243921879	1/10/1900	FEMALE	Medicaid	ROUNNEY	SMITH
Jo	536504	TX	78201	San Antonic	TX	78201	2023-01-20T00:00:00.000Z	MCD TX	exas Medica	eligible	5158594497	1/11/1900	FEMALE	Medicaid	CAROLYN	GARCIA

- Color coded spreadsheet assignment

- Worklist assignments with multiple priorities

- Sunday night assigning

- Leads and managers focused on shared spreadsheet management

ARE YOU MAKING DATA ACTIONABLE?

What data helps run your business? → Trying to determine priorities on competing data streams. → Are we leading our teams correctly?

Assigning queues based on volume and time frames vs. value. → Queueing denials by one or two data indicators. → Claim Time vs. Claim Value vs. In/Out Network Payor vs. Staff Cost

DYNAMIC STAFF ASSIGNMENTS - I

DYNAMIC STAFF ASSIGNMENTS - II

DRIVE ANALYTICS TO DRIVE PRIORITIES

Number of Claims, by Days Left to File or Appeal, by Payor Group
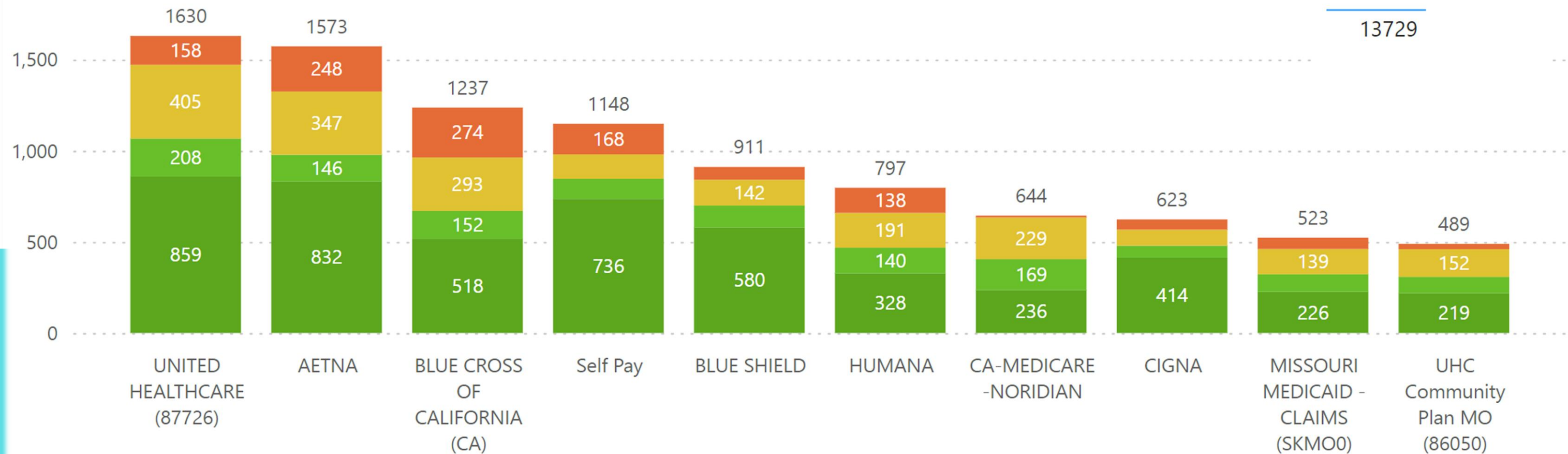
DRIVE ANALYTICS TO DRIVE PRIORITIES
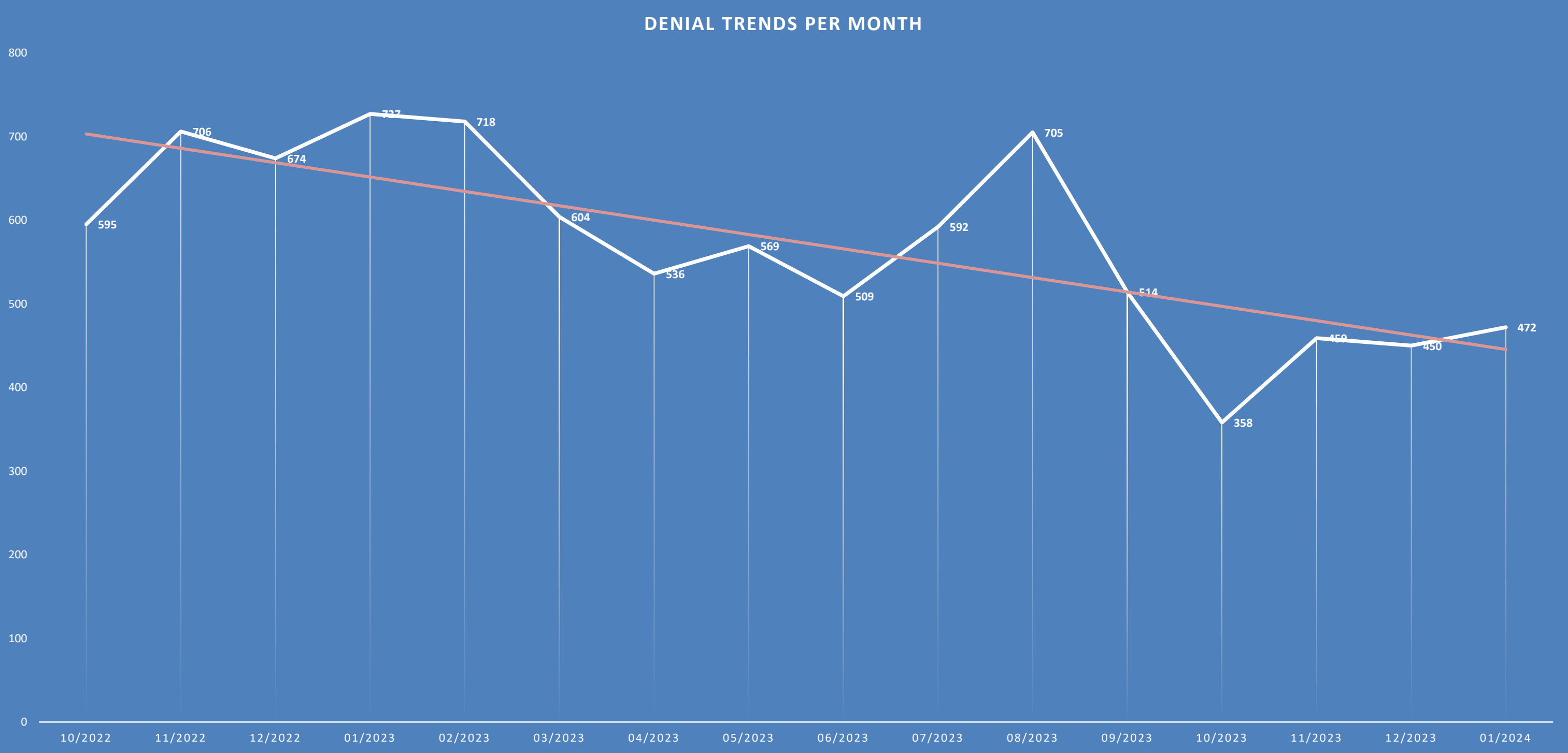

Error Code Combinations by Billed Amount, Top 20 Payors

DENIAL TRENDS BY MONTH

DENIAL TRENDS PER MONTH

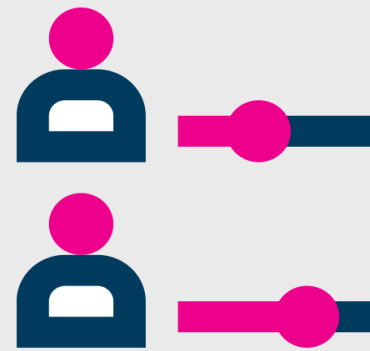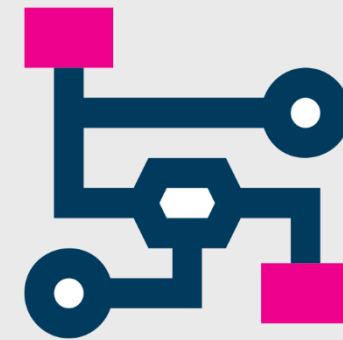| Month	Denials
10/2022	595
11/2022	706
12/2022	674
01/2023	737
02/2023	718
03/2023	604
04/2023	536
05/2023	569
06/2023	509
07/2023	592
08/2023	705
09/2023	514
10/2023	358
11/2023	458
12/2023	450
01/2024	472
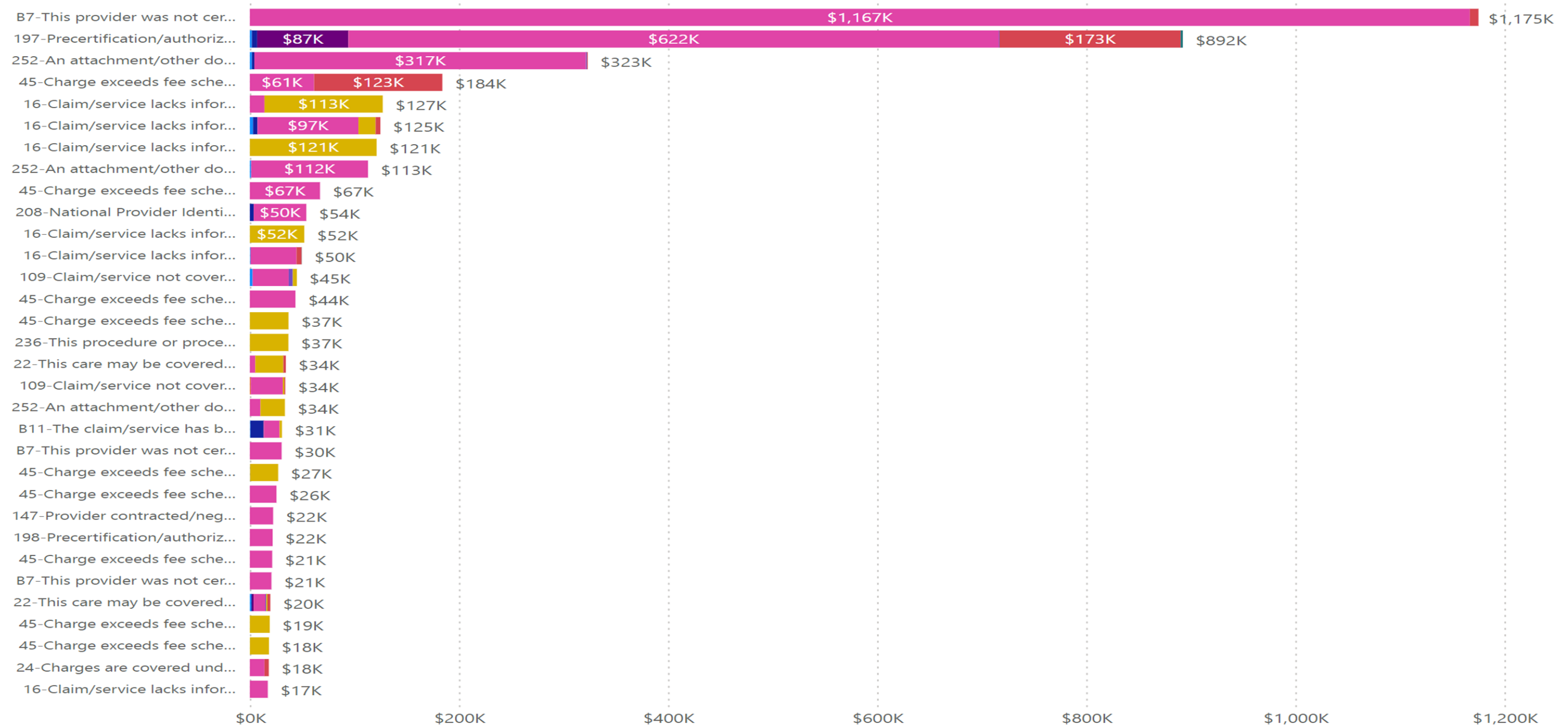
HOW RCM AUTOMATION HELPS

IDENTIFY
Analyze data to identify operational priorities

MODEL
Model resources to achieve priorities

DELIVER
The "next-best" item to work is provided to each team member automatically

OPTIMIZE
Analyze results and team productivity to optimize performance

IMPLEMENTATION RESULTS

Metric	Results
Lost Revenue Avoided[1]	$828K
Return On Investment	20X
Active Coverage Found[2]	Eligibility: 77%; Discovery: 41%
Practices Installed	70 Practices across 11 States
Transactions Processed[3]	Over 55K – Saving 8min per TRN = over 7,400 hours saved
Out of Total Accounts with Missing Billing Information	Accounts Using Paper Requisitions = 93% Accounts using Shadowbox = 7%
Transition from Paper to Shadowbox	Reduced claims with missing billing info by 90%

[1]*The Wave Analyzer corrected records for over 45k accessions, helping Birdrock avoid $828k of lost revenue in 2021*

[2]*Based on a sample size of 15K transactions processed in 2021 in 2021.*

[3]*BSource: CAQH – Electronic automation saves and average of 8min/transaction*

QUESTIONS?