Understanding digital transformation in healthcare provider organizations:

Deploying process automation as a strategy

JULY 11, 2019

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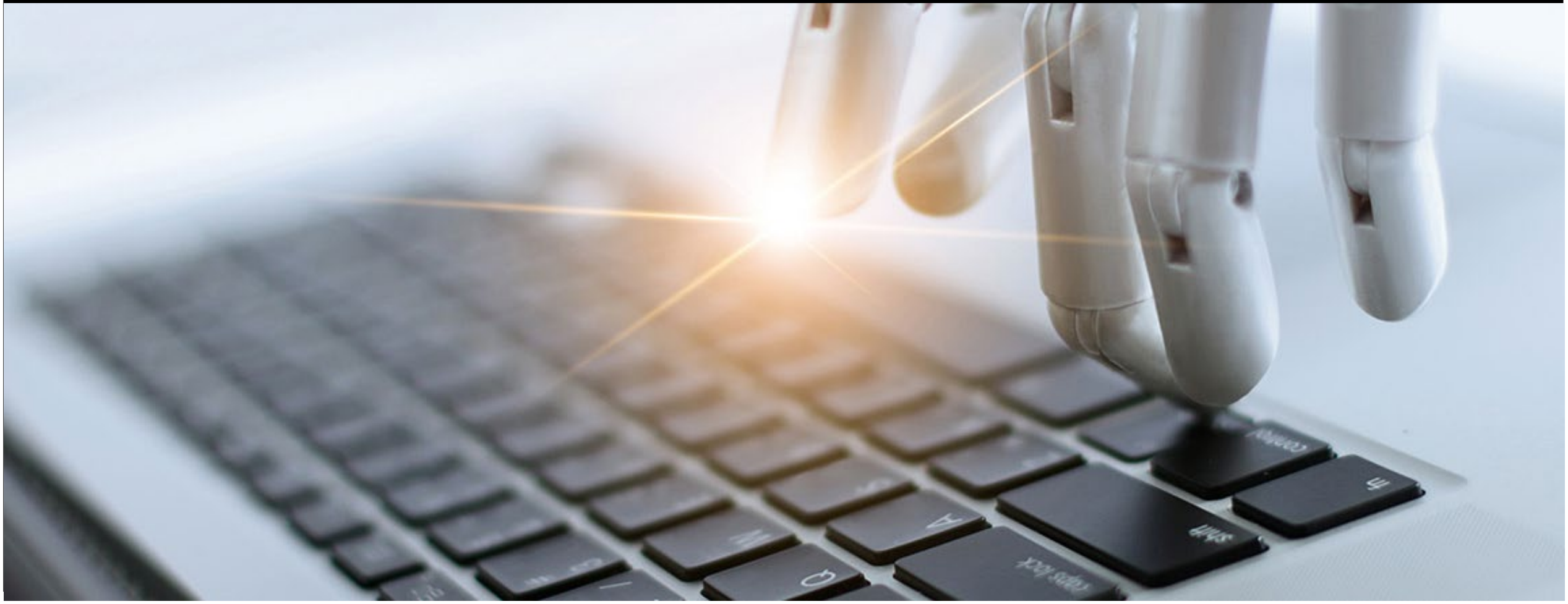
Agenda

- Automation landscape (now and future)
- Identifying/prioritizing automation use cases
- Implementation challenges
- Minimize risk to scale automation
- Questions?

Automation landscape

Process automation (now and future)

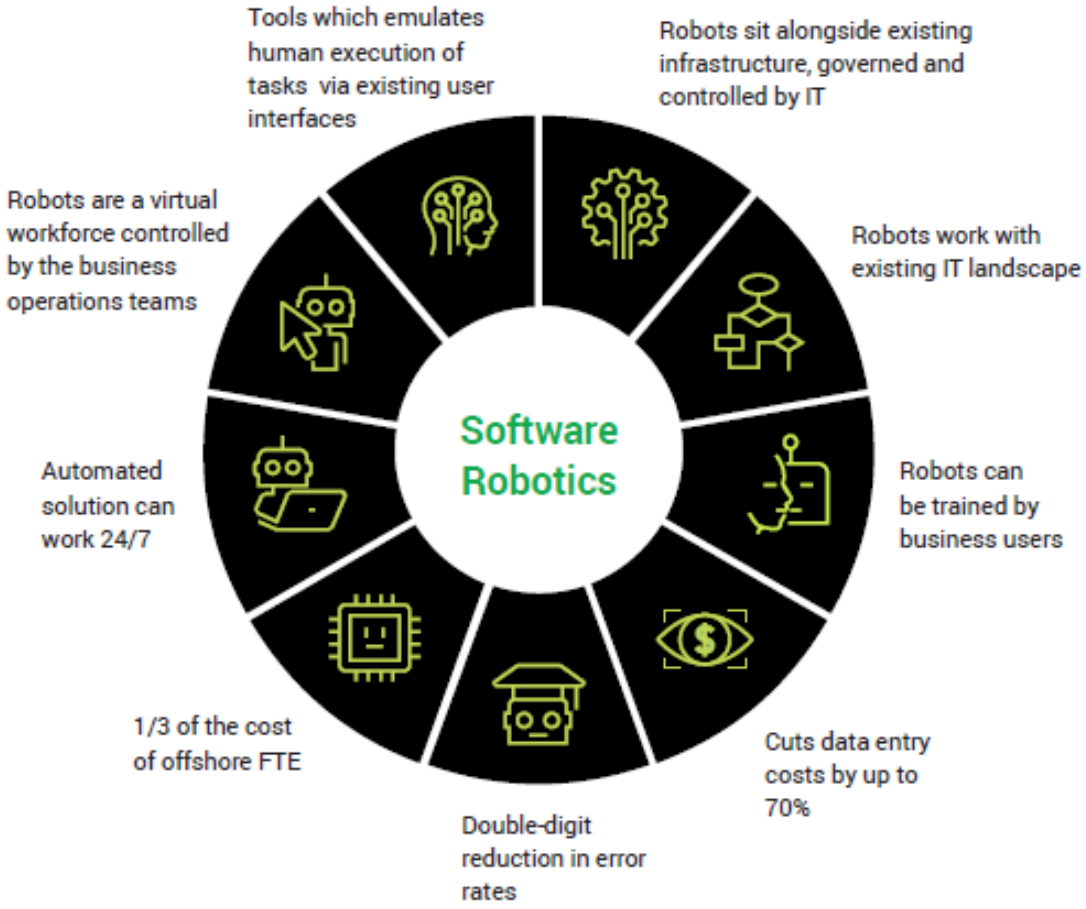


AUTOMATION LANDSCAPE

Process automation - Defined

Automating manual, standardized processes:

In general, if an employee executes a workflow with a computer/keyboard/system, then the RPA technology may be considered to automate the entire process, or part of it.



AUTOMATION LANDSCAPE

Standard types and capabilities of automation

Types

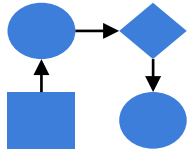
Attended

Robot is integrated with, and dependent on human interaction during the course of the process.

Unattended

An automated process where the robot performs entire process without interruption or human intervention.

Capabilities



Rule-based

Robot follows business rules of repetitive, manual, large volume processes.

Cognitive

Non-routine tasks requiring judgment (cognitive capabilities/dynamic rules/artificial learning).

AUTOMATION LANDSCAPE

What is intelligent automation?

Intelligent automation leverages advanced technologies to provide optimal cognitive solutions.

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Five capabilities of intelligent automation

Robotics development
- Robotic process automation
- Robotic desktop automation

Data management
- Optical character recognition
- Intelligent voice recognition

Communication
- Chatbots, workflow management, iBPMs

Cognitive capabilities
- Artificial intelligence
- Machine learning
- Natural language processing

Advanced analytics and insights
- Predictive and prescriptive data analysis and visualization

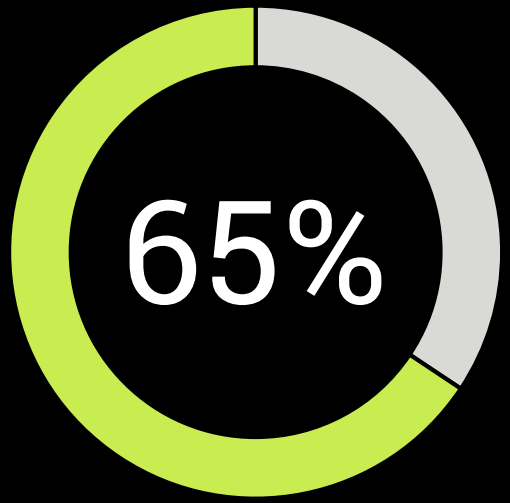
AUTOMATION LANDSCAPE

Automation future trends: *Where are we going?*

By 2019

Limited scaling for 50% adopters focused on labor savings.

2020 & beyond



Automation and AI will impact shared-service center FTEs by 65% allowing redeployment to higher value added work.

— *Survey conducted by Gartner – RPA Trends 2018*

Automation opportunities

Use cases & trends: Healthcare provider organizations

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AUTOMATION OPPORTUNITIES

Automation use cases: Increasing levels of complexity

Standard	**3rd party insurance claim status**	Gather real time data from payer portals to “hot route” account workflow to drive activities to the next most appropriate knowledge worker – Dramatic reduction in wasted FTE efforts – More detailed account information than traditional EDI transactions – Improve FTE effectiveness
Intermediate	**Treatment authorization obtainment**	Obtain real-time data from multiple sources to interact with payer portals to reach treatment authorization – Dramatic reduction in FTE time – Improved bottom line revenue – Reduce denial rework in other departments
Advanced	**3rd Party rejection/denial auto processing**	Use machine learning to auto appeal specific denials and pull information from various sources to compile the appeal – Strengthen cash flow (and accounts receivables collections) – Time and cost savings – Improved management visibility into denial root cause and corrective measures

Critical business challenge: Revenue cycle

Evaluate current process and opportunities

- Interviews of management and staff personnel
  - Delve deeper into individual issue areas and employees to determine process changes and maximize value
- Observe several administrative activities
- Leverage data analysis and subject matter expertise
  - Measure historical activity and performance metrics to identify where issues and opportunities exist
- Implement changes through technology combined with industry best practices for optimal results

Automation implementation

Best practice and challenges

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AUTOMATION IMPLEMENTATION

How to start and where to focus?

Use case selection and common types:

PROCESS SELECTION CRITERIA

1. **High frequency**
2. **Multiple systems**
3. **Rule-based**
4. **Structured/ Digital data**
5. **Data quality**
6. **Limited exceptions**
7. **Limited judgement**
8. **Return on investment**

TYPICAL USE CASE EXAMPLES

IT services

- Synchronizing, deleting and emptying folders
- File management
- Email and batch processing

HR services

- Benefits admin
- Recruiting process
- Onboarding/off-boarding

Revenue cycle

- Claim status check
- Real-time eligibility
- Refiling of claim not on file

Finance

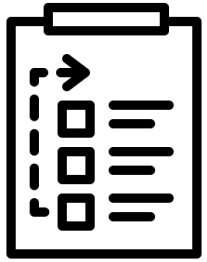
- A/P + A/R
- Procure to pay
- Incentive claim

AUTOMATION IMPLEMENTATION

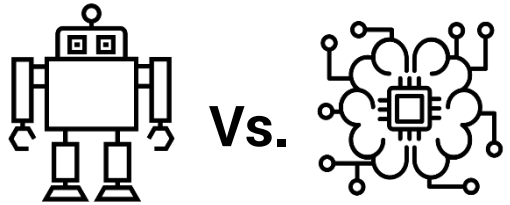
Automation implementation: *Challenges*

Anticipate these factors to successfully implement your strategy.

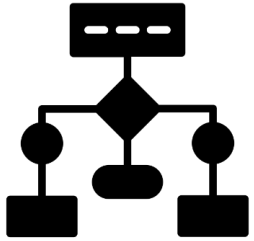
Common goals



Use case identification



Rule-based or cognitive



Business process engineering

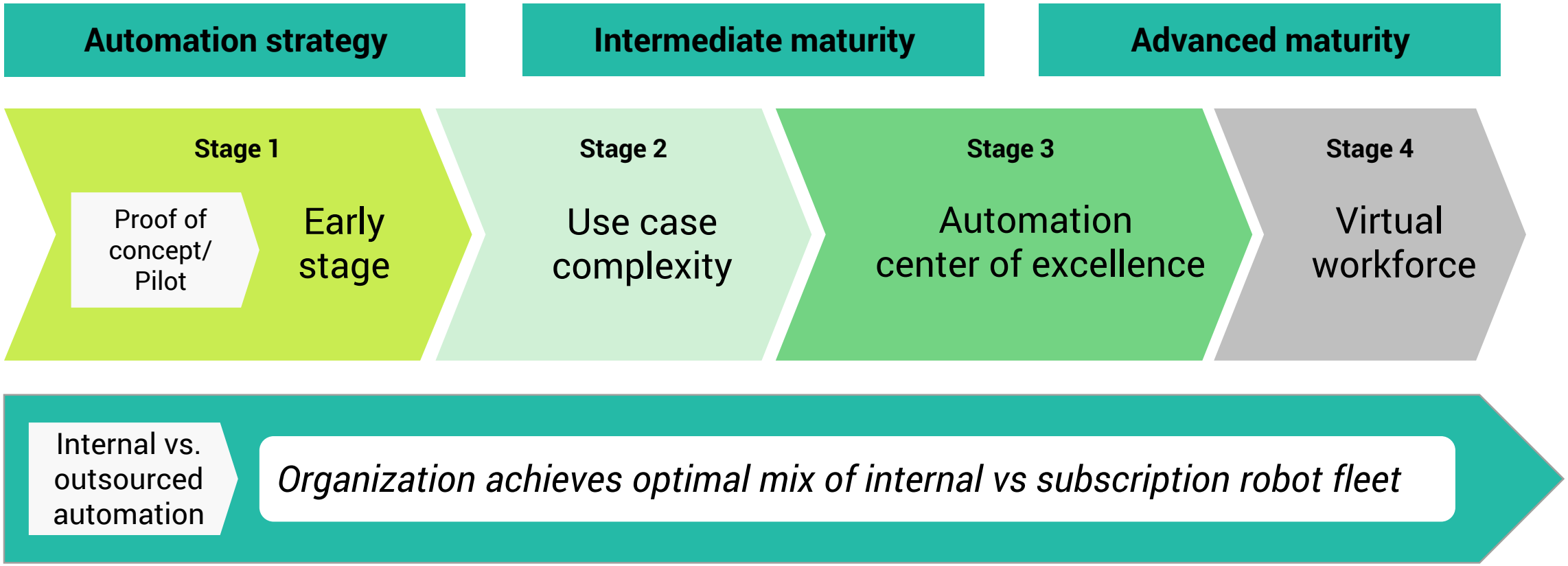
Automation anxiety

Return on investment and measurement

AUTOMATION IMPLEMENTATION

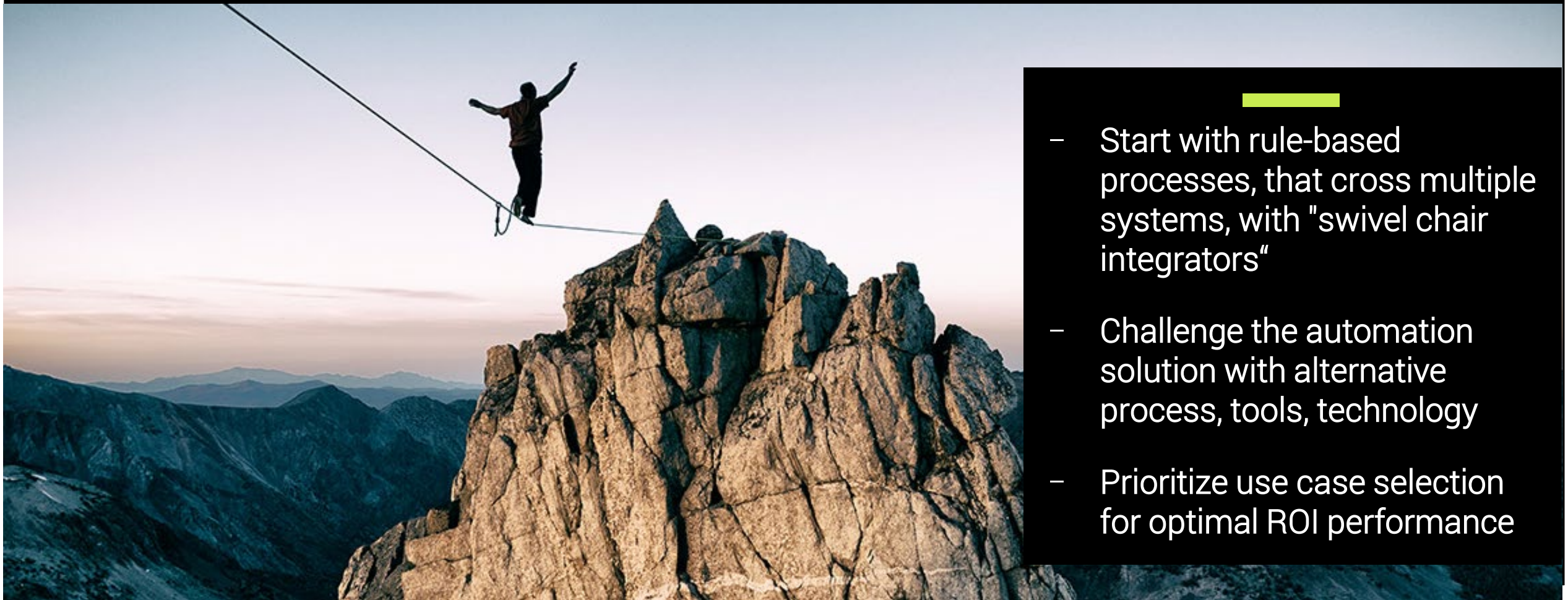
Automation journey maturity

*As automation maturity increases, your organization will: build an effective strategy, pursue more complex use cases, develop a CoE and **achieve an optimal mix of internal and subscription based robot fleet.***



Minimize risk

Successfully scaling automation



- Start with rule-based processes, that cross multiple systems, with "swivel chair integrators“
- Challenge the automation solution with alternative process, tools, technology
- Prioritize use case selection for optimal ROI performance

MINIMIZE RISK

Getting started

Automation strategy roadmap

- ❑ Aligned with your overall IT strategy
- ❑ Use cases identified across organization

Early stage implementation

- ❑ Opportunities prioritized for optimal ROI
- ❑ Begin implementation of ‘quick wins’

Define automation budget

- ❑ License, robot development, support
- ❑ Internal vs. outsourced assessment

Disclosure

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