



CLIENT SUCCESS STORY

# Moffitt Cancer Center

Tampa, FL

## Situation

Moffitt Cancer Center is dedicated to partnering with patients and their families to provide a quality experience. With this mission in mind, the center recognized a need to redesign front-end workflows to improve operational efficiency, financial integrity and patient experience. The revenue cycle team at Moffitt sought strategies to improve patient experience while maintaining performance in traditional metrics such as denial write-off trends, abandoned call rates, turnaround time and other quality and operational indicators.

## Approach

Moffitt used feedback from patient satisfaction surveys to identify opportunities for customer service improvement. The Center sought to boost its Press Ganey percentile ranking, particularly in metrics related to courtesy and concern of the team.

To address these service issues, Moffitt implemented a comprehensive quality improvement strategy encompassing both systems and staffing. The center added a full-time Patient Experience director and engaged the Patient and Family Advisory Council to spearhead these efforts. In Patient Access, Moffitt developed a quality review and assurance operation for all key areas, implementing productivity metrics and KPIs to improve team accountability to customer service standards.

Through this approach, Moffitt sought to accomplish the following:

- Integrate quality assurance into Patient Access culture
- Establish accountability among agents for standards of service
- Boost service levels to patients and clinical departments
- Increase operational efficiency with shared access to needed records

One of only 45 National Cancer Institute-designated Comprehensive Cancer Centers

Top-ranked cancer hospital in the Southeast United States

U.S. News & World Report "Best Hospital" for cancer care since 1999

More than 5,000 team members

Economic impact of \$1.9 billion in Florida

“With Trace, we can find the recordings immediately by searching by the patient’s name, and we have all of the supporting detail including an audit trail of every agent who has accessed the record.”

**Lynne Hildreth**  
Director of Patient Access

## Solution

Moffitt Cancer Center knew processes and staffing alone wouldn’t be enough; it needed new technology that would improve front-end workflow and complement existing systems. While exploring solutions, Moffitt learned about the Trace® platform from Vyne Medical®, a solution that makes it easy to share patient records through a seamless integration with Cerner Soarian® Revenue Cycle Management suite. Trace would make it easy to capture and integrate patient financial data such as benefits, financial clearance and pre-registration information for enterprise access and exchange. Moffitt chose Trace so that they could leverage this data to assist patients in making informed care decisions, ensuring coverage for care and communicating the cost of services up front.

### Redesigning the Patient Appointment Center and Financial Clearance Unit

Moffitt redesigned workflows from the ground up with additional controls to ensure financial integrity. Prior to the unit’s redesign, agents had been assigned their own fax machines to receive authorizations from payers for their assigned physicians. Because authorizations were delivered to individual fax machines, others in the department were unable to see when procedures had been approved. Now, all fax numbers are directed to Trace so that no matter what number a payer uses to deliver a document, it is immediately available to all team members electronically.

Each agent sets up a list of favorites to prioritize the faxes they need to process and organize them by payer. After processing authorization from the payer, staff send it directly to the patient’s medical record through an integration between Trace and the Center’s Soarian Financials EDM. This has been a major improvement to the unit’s workflow, eliminating printing and scanning to save time, reduce paper and boost the department’s service levels.

Staff also use the Trace image capture application to document insurance verification obtained from payer web sites. Payer phone calls are automatically recorded for documentation of authorization, as well as cases where payers advise that no authorization is required. Voice, fax and web records are later referenced to overturn denials and improve quality through training with staff.

A more efficient authorization process with payers allows the center to ensure authorizations are secured prior to service. With shared access to benefit information, Moffitt can communicate patient estimates with more lead time prior to service, partnering with referring providers to make informed care decisions rather than automatically performing procedures and later covering the cost if coverage is denied.

## Redesigning the Patient Appointment Center

Moffitt then turned its focus to its Patient Appointment Center, which receives over 8,000 weekly scheduling calls from patients. To better manage this volume and improve service quality, the center researched patient expectations and redesigned its systems and staffing accordingly. Trace played a key role in quality improvement, enabling Moffitt to:

- Automatically record patient phone calls, providing a PC connection to index recordings to patient accounts
- Perform audits of the recordings, scoring team performance against organizational objectives
- Monitor productivity and quality of all agents, including work-from-home agents
- Readily address complaints by being able to quickly locate recordings of every patient communication, expedite root cause analysis and perform corrective action.

Supervisors, patient experience leaders and an internal audit team perform regular quality audits of recordings and track team performance against organizational objectives for customer service and adherence to policies. To further its patient experience objectives, leaders use training techniques such as role playing and peer reviews with group feedback.

"Recording phone calls is critical for a comprehensive quality review process," said Hildreth. "The process establishes accountability for work performed by giving us a comparison between what is documented in the computer system and what is actually discussed with the patient."

## Results

As a result of implementing Trace for call recording, image capture and electronic faxing, Moffitt has improved the quality of staff interactions with patients, payers and clinical departments across the center. Outcomes also include time savings, operational efficiency and improved financial performance.

### Quality Assurance

Call recording provides supervisors with quality indicators not previously available. Recordings are routinely referenced to troubleshoot patient complaints and provide training on customer service issues. As a result, the Patient Appointment Center was recognized as the Center's first AIDET Promise department of choice for its compliance with the AIDET approach to patient engagement.

### Financial Performance

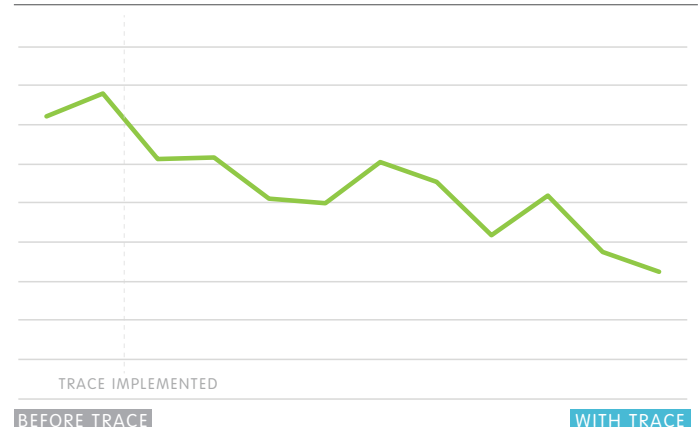
As a result of changes to workflow, staffing and technology in the Financial Clearance Unit, Moffitt reduced authorization and eligibility-related denial write-offs by 50 percent just one year. A permanent record of patient authorization – verbal, fax or electronic – is used as a reference to prevent and overturn denials.

### Operational Efficiency

Electronic faxing and integration between systems has streamlined the authorization process, eliminating time-consuming processes such as printing and scanning.

**"Moffitt reduced authorization and eligibility-related denial write-offs by 50 percent just one year."**

Figure 1. Authorization and eligibility-related denial write-offs







## Patient Experience

Moffitt has made significant progress toward improving patient experience with the end goal of increasing its percentile ranking with Press Ganey. The PAC now ranks in the 80th percentile for Press Ganey's metric related to courtesy of registration staff, one of the five highest scoring metrics across the Center. With leadership training in place to promote quality reviews of employee encounters with patients, Moffitt anticipates continued progress in this area.

## Employee Engagement

The ability to ensure quality and consistency as well as the elimination of paper-based faxing provided by the Trace software has allowed the Patient Access teams to provide work-from-home opportunities to high performing team members. The culture of accountability strengthened by the technology has improved retention of the highest performers.

## Future

Since initially implementing Trace, Moffitt has expanded the platform to other areas such as nurse navigation and managed care. The Center intends to continue this expansion to additional units moving forward. The Center plans to expand its quality assurance program by adding dashboards for deeper insight into quality trends. Moffitt will also continue implementation of new Trace features such as screen capture for documenting work conducted on employee work stations and audio search for further analysis of recorded calls.

## Conclusion

Moffitt Cancer Center has achieved excellent results through its comprehensive quality review and assurance operation for Patient Access. With an approach that includes both systems and staffing, Moffitt has integrated quality review into the Patient Access culture and established accountability among agents for standards of service. Outcomes are reflected in improved quality, patient experience, operational efficiency and financial performance.