Novant Health

Novant Health identifies $7.5 million in recoverable net revenue in just 15 months

CHALLENGE

- Charge capture leakage
- Inability to identify trends and patterns
- Significant man-hours spent parsing data

SOLUTIONS

- Charge Integrity

RESULTS

- $7.5 million in net revenue identified

The challenge

As in many health systems, charge capture leakage was an ongoing problem for Novant Health. Human error, new charges, and new team members not yet familiar with the workflow all contributed to missed charges and lost revenue. The charge capture tool Novant Health was using required extensive review to identify real missing charges and did nothing to prevent them from happening again.

"We knew we had opportunities to improve our charge integrity," said Harriett Johnson, Novant Health's Assistant Director, Revenue Integrity. "We wanted to educate our clinical teams on what those opportunities were, but to do that, we had to go beyond typical issues like human error. We needed to identify trends and patterns that could explain why we were missing charges." Although Novant Health's charge capture tool produced massive amounts of data, it couldn't provide the trend information Harriett and her team needed. They had to parse through data themselves to spot trends and translate them into layman's terms for the clinical teams. Over three months, eight team members spent 30 man-hours per month looking at data, which was more time than they spent educating clinical teams on charge issues.

False positives, i.e., issues generated by system rules that did not apply to Novant Health, were another substantial challenge. Harriett noted that 70 to 75% of the issues her team looked at from the prior vendor were false positives rather than actual missing charges. The unnecessary time spent was critical, since many of Novant Health's charge reconcilers have patient care functions on the floor.

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The Waystar solution

When Harriett and her team decided to look for a new charge integrity solution, they identified very specific criteria important to them. Strong trending and reporting capabilities and charge accuracy were top priorities. The solution had to be simple, user-friendly, and flexible enough to work

WAYSTAR

with Novant Health's established workflow and their Epic patient accounting system. The ability to regularly push data to clinical teams via email instead of requiring them to leave the floor to log in to a computer was also important. Finally, the solution had to be able to expand based on their needs. "We wanted a platform that captured immediate revenue opportunities and allowed us to explore new charge integrity and billing improvements in the future," Harriett explained.

Waystar Charge Integrity was attractive to Novant Health's revenue integrity team first and foremost because, unlike before, they would be able to quantify the return on investment (ROI). They also liked Waystar's nimble reporting function, which would allow them to report for 14 clinical areas, quickly and easily. Novant Health recognized that Waystar could deliver additional value including a significant reduction in false positives by accounting for the health systems unique charging practices and by sharing industry knowledge and insight into new opportunities for improved revenue capture.

Other factors influencing Novant Health's decision to choose Waystar Charge Integrity were the short implementation timeline, which accelerated the ROI; the Waystar team's assistance with reports and data; and their support in rolling out the solution to the revenue integrity and clinical teams across Novant Health's footprint.

"It was very important to me to know the team members who would work in the tool were comfortable with it," said Harriett. "Our clinical partners, IT team and executive leaders were impressed and excited about the Waystar solution. When my team said they thought it would be easy to use and help us stay in front of our work, I knew it was the right choice for us."

Results

Within the first 15 months after implementing Waystar Charge Integrity, Novant Health identified $7.5 million in net revenue.

The solution also dramatically reduced the costs associated with working on charge issues. As an example, with the old tool, two team members in Novant Health's Oncology Services Center spent two

hours per day on charge issues. The Waystar solution identified a trend that led to a workflow change in Epic, reducing the number of cases from hundreds per month to no more than five per month. In another situation, the quality of Waystar's predictive analytics and charge auditing eliminated almost all false positives allowing a clinical team to handle missing charges in one or two short sessions per week—delivering a significant reduction in man-hours.

> **"The Waystar solution identified a trend that led to a workflow change in Epic, reducing the number of cases from hundreds per month to no more than five per month."**

In addition to spotting trends and patterns, Harriett and her team use Waystar Charge Integrity reports to validate progress with leaders. At Novant Health's quarterly clinical area meetings, they share results at the department or service line level to guide clinical teams through the numbers and stimulate discussion of trends and reasons for re-bill. "With the Waystar solution, we work with clinical leaders to create dashboards so they can set up work for their teams. They appreciate its simplicity, accuracy, user-friendliness, and fantastic reporting capabilities," said Harriett.

> **"Waystar Charge Integrity helped Novant Health uncover hidden pockets of recoverable net revenue, improve Epic workflow processes, engage clinical teams and make work more satisfying for revenue integrity team members."**

Charge integrity audits are another plus for Novant Health. Waystar's clinical auditing experts flag, review,

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and confirm missing charges to help the revenue integrity team focus on the most impactful claims.

The Waystar auditors are our heroes," said Harriett. "When I read the Auditor Notes, it feels like they have grabbed our hands and walked us through our patient charts to take us to the parts we need to focus on. Our teams appreciate them because patients can have lengthy hospital stays and this support helps them get closer to charges they missed."

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The Waystar solution allowed Novant Health to be more efficient with training. Instead of training everyone in the system, including team members who didn't really need it, Harriett's team used the solution to identify the facilities most affected by charge integrity issues. They were trained on the solution first, then they focused on clinical teams in high priority areas.

Impact

Waystar Charge Integrity helped Novant Health uncover hidden pockets of recoverable net revenue, improve Epic workflow processes, engage clinical teams and make work more satisfying for revenue integrity team members. The positive impact on each team member was especially important to Harriett. "Empowering my team to identify and add missed charges in significant dollar amounts is very rewarding.

We know the information is accurate, which builds our confidence and strengthens relationships and engagement with our clinical partners. For me, that's a win."

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