PROHANCE

WORKFORCE ANALYTICS

A Key Lever for RCM Success

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1. Abstract

High quality healthcare is essential to quality of life. It prevents disease, saves lives, improves public health, and contributes substantially to the U.S. economy. For most healthcare providers, patient health is the primary focus—however, to ensure the continued viability of our healthcare system, maintaining financial health is equally important.

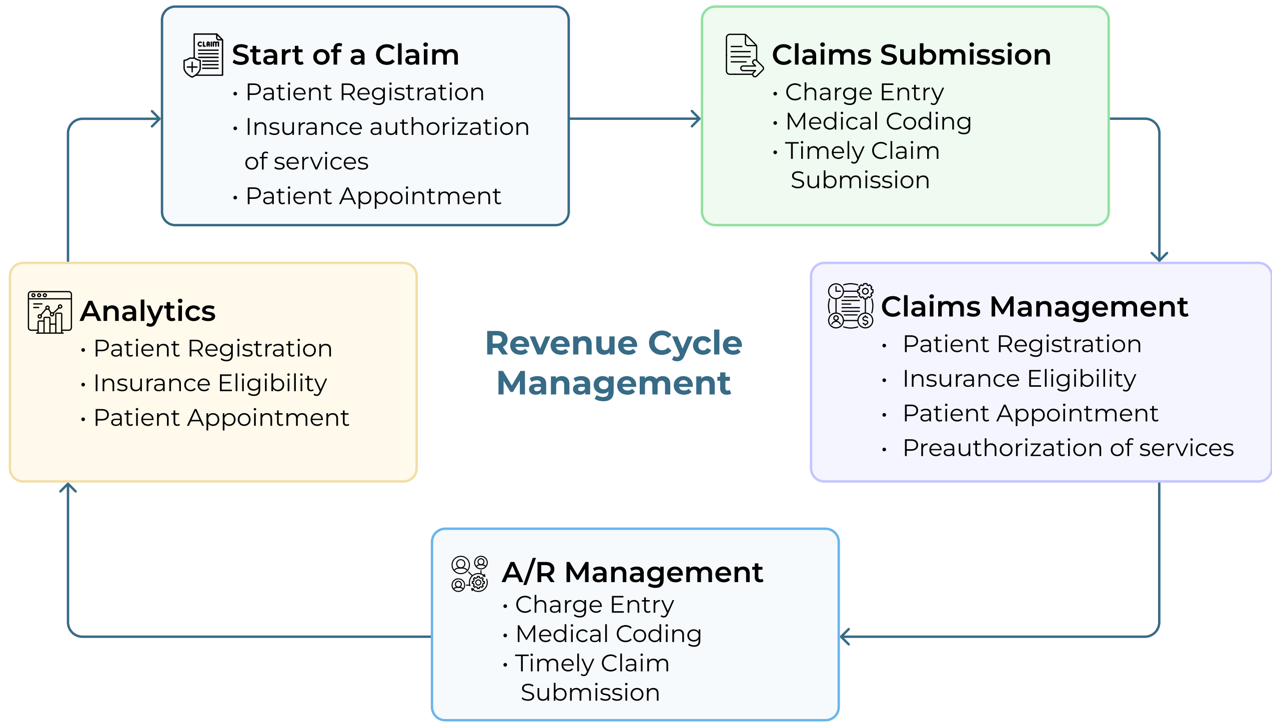
In recent years, healthcare organizations have faced many financial challenges, including increased costs, reduced reimbursements, and ever-tighter operating margins. This has led to pressure to improve profitability and reduce administrative expenses through more efficient Revenue Cycle Management (RCM). As healthcare providers strive to optimize RCM operations and improve financial outcomes, increasing employee productivity is crucial. Yet for many providers, the shift to remote and hybrid work has led to a lack of visibility into daily operations, making it difficult to monitor and supervise employee performance.

This whitepaper will explore ProHance Workforce Analytics as a solution for RCM transformation, helping healthcare organizations lower costs, increase productivity, reduce errors and denials, and speed up accelerate cash or, accelerate insurance reimbursement, leading to greater profitability.

2. Introduction

The Importance of Revenue Cycle Management

Effective Revenue Cycle Management is critical to the success of every healthcare organization. It encompasses all actions healthcare organizations take to collect payment for medical services provided to patients, including patient registration, insurance verification, preauthorization of services, medical coding, claims submission, payment posting, and collections. Effective management of this process is essential to ensure timely reimbursement, reduce administrative costs, and maintain financial health.



The Role of Employee Productivity in Revenue Cycle Management

Given the complexity of these tasks and the challenges facing healthcare systems today, employee productivity plays an important role in meeting key RCM goals, including:

- Accurate data entry
- Timely claims processing
- Minimal administrative costs
- Fast, frictionless payments from insurance providers
- Higher profitability for healthcare systems

The most productive and efficient RCM employees enter data accurately, complete tasks quickly, follow established processes and adhere to compliance standards. However, employees who are less productive, make frequent data entry errors, or fail to comply with standards often cause delayed payments, denials, and reduced revenue.

Hospital systems and RCM providers have a vested interest in increasing employee productivity—however, managing a large team of employees is difficult, especially with remote and hybrid work arrangements. Without direct supervision, how do RCM administrators know which employees are top performers, and which might benefit from additional training or mentorship for broader roles and work assignments? Further, how do they track performance across their RCM teams, set reasonable goals for improvement, and monitor progress? Given the importance of productivity improvement in RCM, many healthcare and RCM organizations are implementing ProHance Workforce Analytics Solutions, to track performance in real time and provide businesses the data needed to drive performance.

What are Workforce Analytics Platforms?

Workforce Analytics Platforms use software to track and analyze employee activity and productivity during work hours. They monitor:

1. Time spent on various activities/ tasks
2. Time spent on specific applications and websites
3. Time spent on repetitive, manual activities
4. Work patterns
5. Advanced reporting on productivity, Time lost to distractions, etc.
6. Effort vs Outcome correlation

How can Workforce Analytics Improve RCM?

Using cloud-based or SaaS solution that automatically tracks activity real time in all online platforms, across an organization's entire workforce, organizations gain valuable insights to dramatically improve productivity, reduce waste, and increase profitability. Some of the benefits of ProHance Workforce Analytics are

Real-Time Analytics
Immediate insights into employee performance and process bottlenecks.

Enhanced Accountability
Clear metrics promote accountability and adherence to processes and local regulations.

Remote Work Enablement
Facilitates effective management of remote and hybrid workforces.

Improved Decision-Making
Data-driven insights support strategic decisions.

Process Improvement
Streamline complex processes, and replace manual allocation of tasks.

Peer-to-Peer Comparisons
Easy identification of top & bottom performers with an opportunity to balance workloads.

Why should healthcare organizations consider Workforce Analytics to Improve Productivity?

Healthcare organizations have a unique set of challenges when it comes to RCM improvement—and workforce analytics solutions can help solve many of these challenges, leading to higher productivity and better results. This whitepaper will explore these challenges and solutions, show how ProHance Workforce Analytics can help, and offer strategies for successful implementation.

Key Challenges Impacting Healthcare Revenue Cycle Management

Some of the greatest RCM challenges healthcare organizations are facing today include:

- **Financial Pressure to Improve Efficiency**
  Due to Increased Costs, Reduced Reimbursement, and Lower Operating Margins
- **Process-Related Problems**
  Leading to Denials, Errors and Cash Delays
- **Employee Management Challenges**
  Including Productivity Concerns, Lack of Visibility, and Work/Life Balance

Let's review each challenge in more detail.

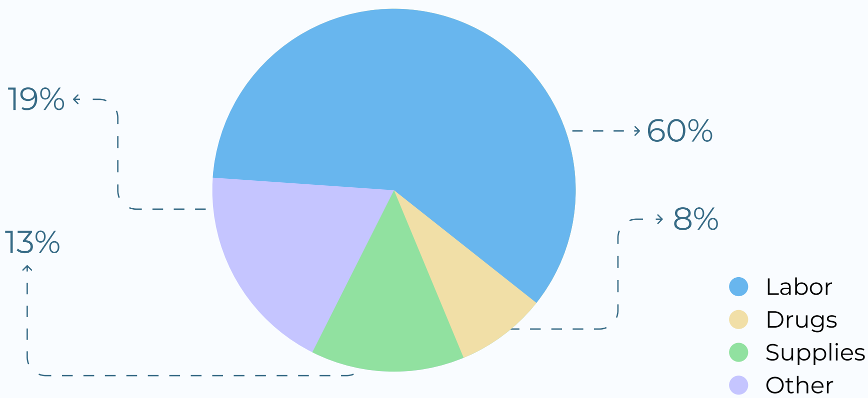
Financial Pressure to Improve Efficiency

With increased operating costs, including the high cost of labor, and reduced reimbursement from insurance providers, healthcare organizations are facing reduced margins, impacting their financial stability.

High Labor Costs

Employee wages are the highest costs paid by healthcare providers, accounting for 60% of total expenses —and in recent years, they have increased significantly.

Figure 1: Labor constitutes largest percentage of hospital expenses.



Note: Average expenses estimated by Strata Decision Technology median 2023 values across all hospital spending. Labor is inclusive of purchase services and professional fees.

Salaries for other healthcare roles are also increasing. The MGMA's 2024 Management and Staff Compensation Data Report indicated that total median compensation for healthcare staff has grown considerably in recent years. Compared to pre-pandemic benchmarks set in 2019, payment through 2023 increased by:

21.42% for patient accounting staff

17.89% for radiology and imaging staff

17.23% for medical receptionist staff

17.18% for general administrative staff

26.88% for managed care administrative staff

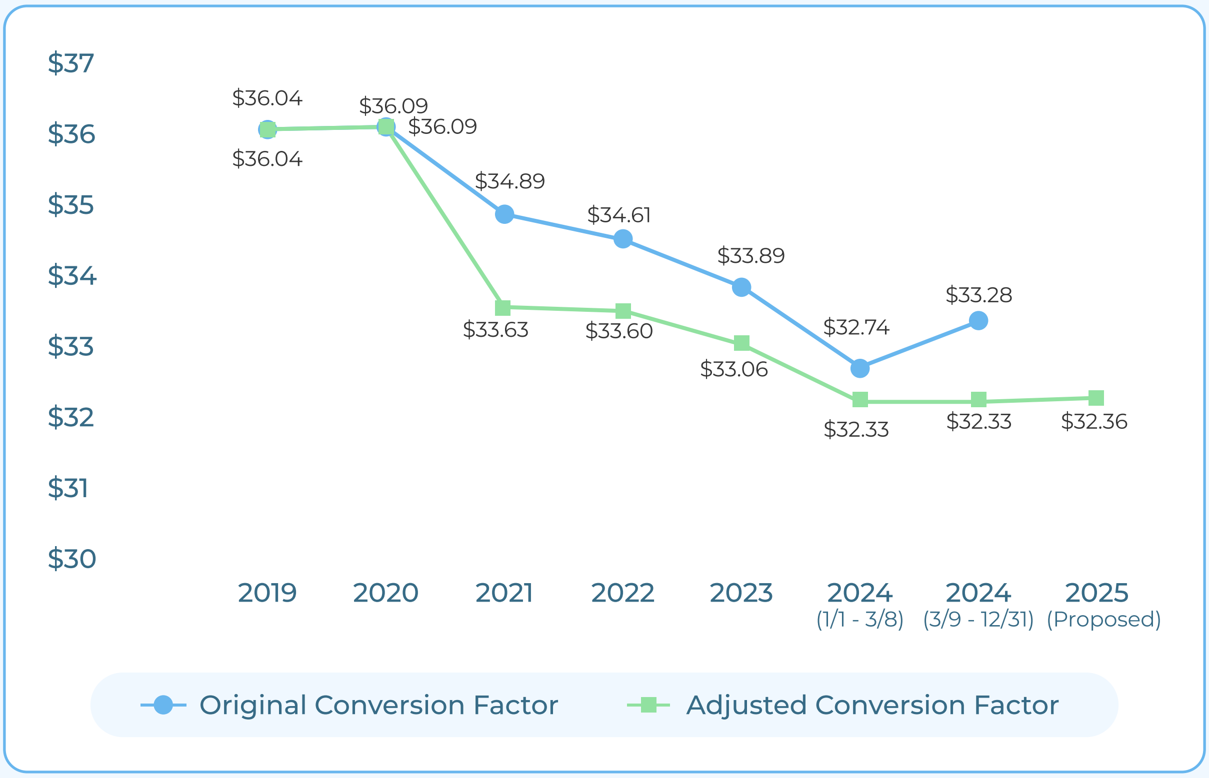
Providing competitive compensation to healthcare providers is essential in attracting and retaining qualified medical staff, ensuring quality patient care and generating revenue for hospital systems. However, administrative costs are often viewed as non-revenue-generating expenses and targeted for reduction. RCM undoubtedly contributes to a healthcare organization's bottom line, and RCM employees deserve fair and competitive compensation. However, it is possible to reduce labor expenses without reducing individual employee salaries.

One strategy is to reduce headcount by increasing productivity and efficiency with workforce analytics solutions. Ajuba (now Coronis Health), a leading medical billing provider, used ProHance's workforce analytics platform to improve efficiency in its operations. After implementing the program and making strategic changes, it was able to increase output across its 3,500-employee RCM workforce by 25 percent. This allowed the organization to reduce its team size by 14%, significantly lowering labor expenses. Ajuba first implemented the platform in 2015 and continues its use today. Ajuba as a BPO may not be attractive to some healthcare executives. Consider a domestic oranization.

Reduced Reimbursements

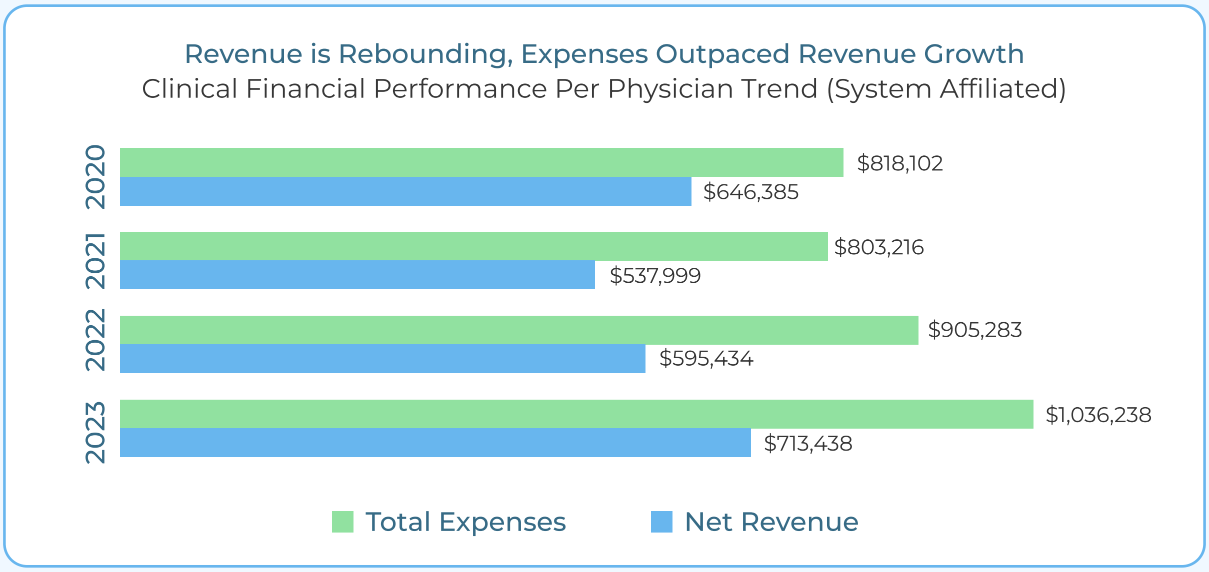
Reduced reimbursements are another factor impacting profitability. Healthcare systems rely on insurance companies and government programs to reimburse them for services to covered patients. However, reimbursements have been on the decline in recent years. In 2024, the Centers for Medicare and Medicaid Services (CMS) proposed a conversion factor of $32.36 for 2025, which is a decrease of $0.93 (2.8%) from the current rate. The conversion factor is used to translate the cost of providing medical services into physician payments—and if the 2025 decrease is approved, it will be the fifth year in a row that the rate has declined.

Unlike labor costs, reimbursements cannot be controlled. However, they do impact RCM by underlining the need to control overall costs and improve efficiency.



Lower Operating Margins

Shrinking revenue and growing costs have led to lower operating margins—a problem plaguing healthcare systems across the U.S. For some hospitals, expenses are outpacing revenue, causing healthcare systems to operate at a loss. According to a 2023 survey by the American Medical Group Association (AMGA), the median loss per physician for system-affiliated groups is now more than $249,000. The AMGA's data also highlights a longer-term trend: while median total revenue per physician has increased 9.1% compared to pre-pandemic performance (2020 survey results), median total expense per physician has increased 26.5% over the same period.



Several 2024 reports show that hospitals are beginning to recover from pandemic losses, but margins still have room for improvement. According to a report from credit agency Fitch Ratings, nonprofit hospitals' operating margins reached the 1% to 2% range in 2024. Another 2024 report, by healthcare consulting firm KaufmanHall, showed a median operating margin of 4.2% for hospitals in the first half of the year, dropping slightly in July to 4.1 percent. This is compared to a median operating margin of 1.3% in July of 2023 and -0.98% in July of 2022.

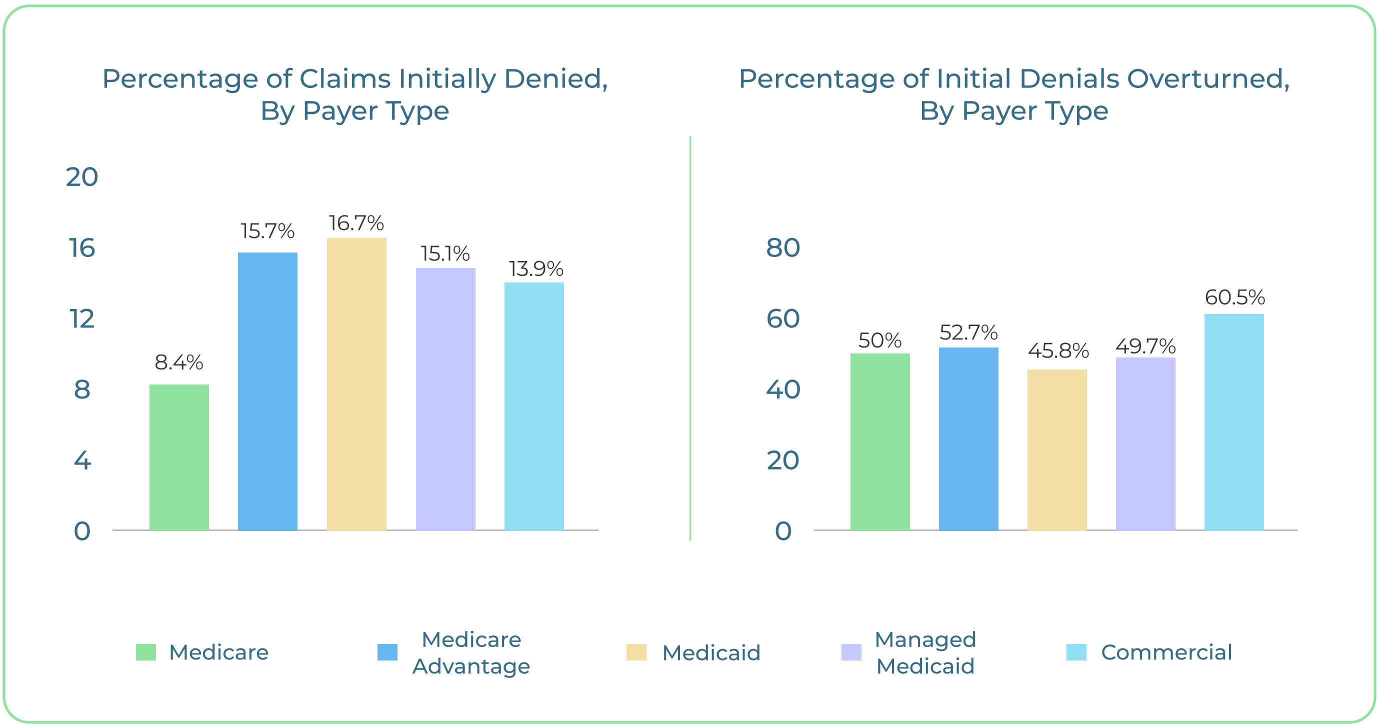
Reduced operating margins have put healthcare systems under financial pressure to improve efficiency in RCM. While healthcare RCM leaders cannot directly control operating margins, they can impact overall margins by improving efficiencies and processes.

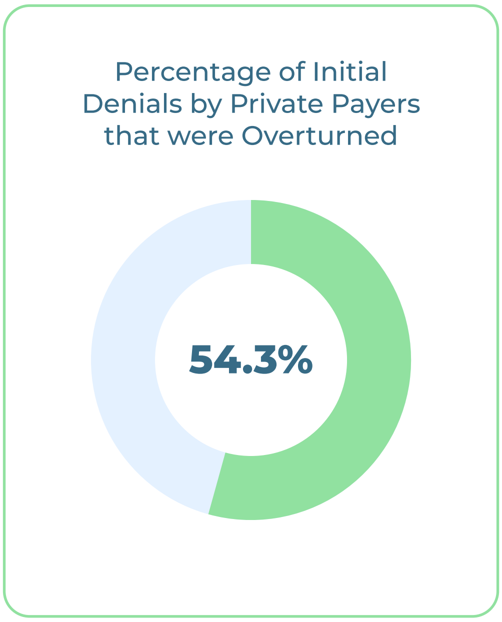
Process-Related Problems

Inefficient Processes in RCM can lead to big expenses. Prior authorizations, denials, errors and delays are among the most expensive and time-consuming concerns in the RCM process. As the case studies in this whitepaper will show, ProHance Workforce Analytics can help organizations improve these processes, thereby reducing expenses.

The High Cost of Denials, Delays and Errors

A 2021 McKinsey study estimated that hospitals spent $10 billion annually on tasks and processes related to insurer prior authorizations. In addition, a 2023 study by Premier found that hospitals are spending just under $20 billion annually in appealing denials. More than 50% of these expenses were wasted on claims that should have been paid immediately after claim submission.

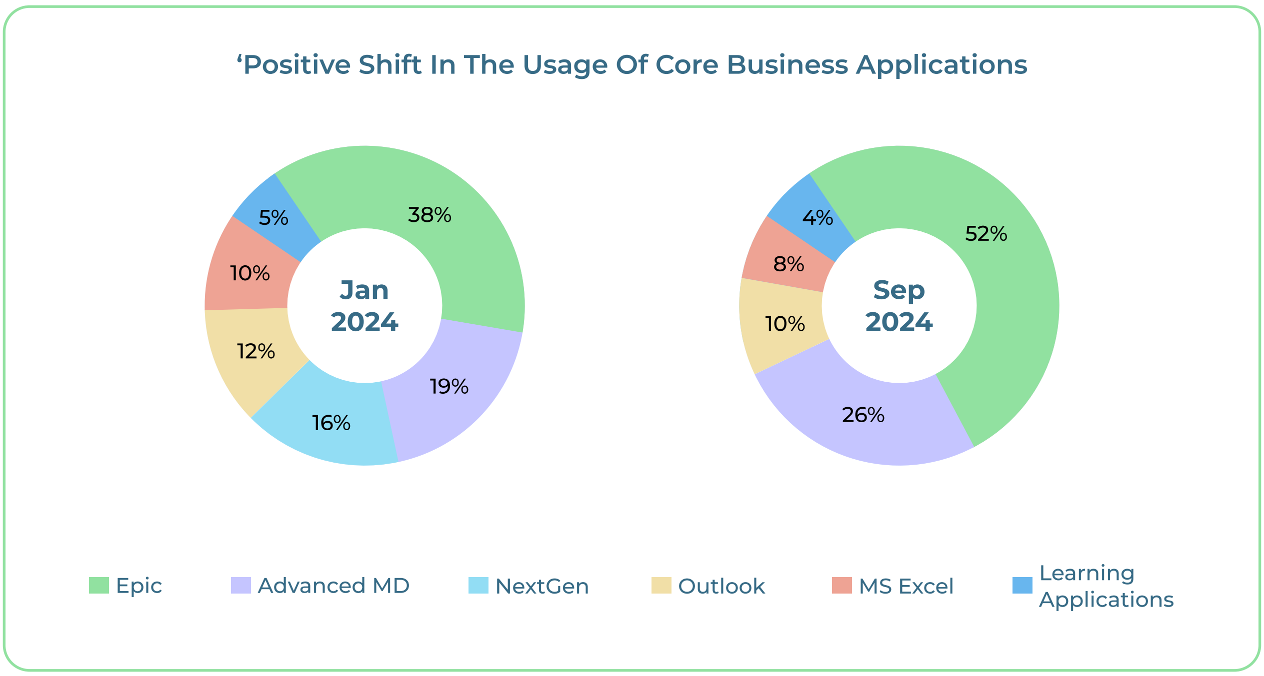




A study by the Department of Health and Human Services' (HHS) Office of Inspector General (OIG) found that 75% of claim denials were eventually overturned. While it is reassuring to know that most denials are reversed, it does not change the fact that hospitals are not reimbursed for costs incurred to navigate the process.
In addition to denials, delayed payments also pose a problem for healthcare systems. In 2023, the amount of time taken by commercial payers to process and pay hospital claims after the date of submission increased by 19.7%, according to data from the American Hospital Association.

While hospital systems and RCM companies cannot prevent all denials, they can reduce the likelihood of denials by improving processes within their internal or outsourced RCM teams. Common errors, such as entering the wrong patient or payer information, incorrect codes and modifiers, or lack of documentation, can often be avoided by following established best practices to ensure the right steps are taken in the right order, with every claim, and monitoring performance to confirm adherence to standardized processes.

Using the ProHance platform, administrators/managers may see which programs their employees access, in order, and how much time is spent on each task. This can help to determine if tasks are being completed in the correct order, in a timely fashion.



Given the costs of RCM errors, the stakes for improvement are high. According to Experian Health, medical billing errors cost U.S. healthcare systems approximately $935 million weekly. Missing or inaccurate claims data, prior authorizations and inaccurate or incomplete patient data are the top three reasons for claim denials.

Top 3 Reasons for Claim Denials

- Missing or Inaccurate Claims Data
- Prior Authorization
- Inaccurate or Incomplete Patient Data

To standardize and improve processes, RCM managers must first understand the cause of errors, compliance problems, and delays. Then, they can begin to explore solutions to improve results.

ProHance Workforce Analytics can uncover problems, providing valuable insights into resolving them. For example, if data shows that certain employees or groups are less productive than expected, additional training may be in order. New employees may make errors because they do not understand processes. Experienced employees may skip steps to save time. In either case, targeted training can help. If productivity is lacking across an organization, systemwide processes may need to be reviewed and adjusted.

110 New [8 delayed]			
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91 In Progress [6 delayed]			
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4 Completed [2 delayed]			
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	Actions	Auto Code Unique	Actual AHT	Expected AHT	Status	Associate
		PTASK18509	0	8.00h	New	John
		QUAL18510	4:32h	12:00h	In Progress	Dana
		PROJ18431	0	7:00h	New	George
		PROJ18304	8:23h	7:30h	Completed	Anita

The Need to Streamline Time-Consuming Tasks

As noted above, labor makes up a large portion of expenses for healthcare organizations—highlighting the need to streamline time-consuming tasks.

Using automation and AI, healthcare organizations can reduce the amount of time required to complete many tasks previously performed manually. But how can RCM leaders identify which tasks are taking the most time, and **which processes should be targeted for improvement?**

The answer lies in the data. Using ProHance Workforce Analytics, RCM administrators can review how much time is spent on key tasks across their organization. Time per task can be analyzed across the organization as a whole and on a peer-to-peer basis. Reviewing this data can reveal obstacles or bottlenecks that slow down the RCM process. Removing these obstacles can lead to faster claims processing across the board, resulting in substantial cost savings and faster collections.

In the same case study mentioned above, Ajuba's managers were able to identify varying patterns in user efficiency as well as low outputs. They realized that certain jobs were creating bottlenecks to the entire production process, leading to sub-optimal efficiency. These tasks were targeted for streamlining, leading to greater efficiency overall.

Reducing "touches" per claim can also help to lower costs in RCM. Every time an employee performs a manual task (touch) related to a claim, it adds a cost in terms of time spent on the claim. The more touches, the greater amount of time per claim. RCM administrators should ask, "How many touches does it take to get claims paid?" "How many people are involved in processing each claim?" "What is the cost of each touch?" "What is the cost of a touch that results in an error?"

ProHance Workforce Analytics can uncover the answers to these questions, providing a pathway for cost reduction. Armed with this information, organizations can use software, including ai, to automate tasks that previously may have required multiple manual touches.

Employee Management Challenges

Even with today's advanced technology, ai and streamlined RCM software solutions, people are still at the heart of revenue cycle management. This means there is great potential for human-led innovation in RCM—along with human-centered challenges. Key employee management challenges include lagging productivity, a lack of visibility, performance management problems, work/life balance concerns, excessive overtime, and excessive headcount. In this section, we will address each of these concerns, and explain how ProHance Workforce Analytics can help address them.

Lagging Productivity

Healthcare organizations want to reduce the costs of revenue cycle management, improve labor margins, and speed up claim processing, so hospitals receive payment faster. Lagging productivity impacts each of these goals. As discussed above, the more time workers spend per claim, the higher the cost per claim, and the longer it takes to receive payment from insurers. We know that productivity can be improved with better processes, training and technology. But what about when productivity is impacted by employee behavior, such as spending too much time in non-productive applications, or billing for time not spent on work?

> *According to Gallup's State of the Global Workplace: 2024 Report, employees who are not engaged cost the world $8.9 trillion in lost productivity. To address lagging productivity, employers and managers need to see how their employees are spending their time at work. This leads to another challenge: lack of visibility.*

Lack of Visibility

The rise of remote and hybrid work arrangements has led to increased quality of life for healthcare administration employees. However, it has also led to a lack of visibility into the daily work of employees, creating a major challenge for managers and a lack of accountability for employees. Healthcare organizations also often outsource RCM to contract workers, who may be working thousands of miles away. Without visibility, workers may feel less motivated to perform at their best—and without accountability or a sense of connection to co-workers, they may be less engaged in their work.

Healthcare organizations that lack an integrated workforce analytics solution may instead deploy multiple tools across the organization to gain visibility. While this approach provides various sources of data, it offers limited analytics, because data is coming from disparate sources and is not aggregated. Another way to gain visibility is by requiring employees to track their time and submit timesheets. This method relies on manual data entry for reporting and is prone to errors.

Online workforce analytics platforms like ProHance provide full visibility and analytics by assessing activity across all websites and applications including telephony, with real time reporting. Its comprehensive suite of modules provides a unified solution.

Work Time
Provides real-time view of user workstation engagement by tracking time on/off system, idle hours & schedule adherence

Asset Optimization
Enables auto discovery of inventory, geo-tagging of assets, software utilization & allows performing actions on endpoints

Workflow
Enables job prioritization, job allocation, job flow management and also maps activity time to job & assesses productivity

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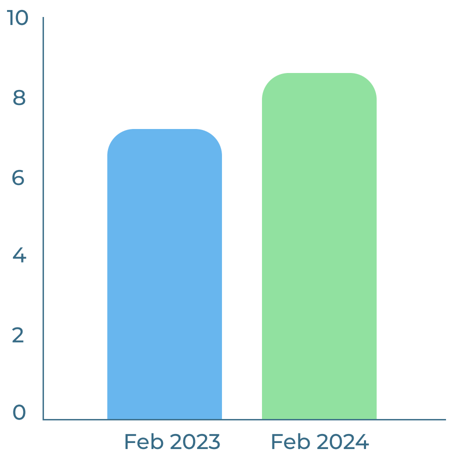
Work Output
Comparatively analyses measurable work output by work dimension & by people groups, also mapping target vs result

Advanced Analytics
Provides deeper insights into user work habits including quarterly & annual trend analysis, competency & churn analysis.



A clinical process outsourcing provider achieved a 17% increase in productive time usinng ProHance Workforce Analytics.

A global leader in clinical process outsourcing recently used the ProHance platform to better understand workflow patterns across its employee teams. Using data and insights discovered through analytics, the company was able to increase case output by 33%, without increasing resources.

Before using ProHance, managers manually assigned cases to agents, and the consolidation of reports demanded a significant amount of time, often spent on manual consolidation in Excel or SharePoint.

ProHance worked with the client to implement the Agile methodology, a project management framework that uses an iterative approach to break down projects into phases called sprints, for quick delivery. Prioritizing collaboration and adaptation to change, the project management team was able to achieve a 50% reduction in time spent on non-value-add activities, and a 17% increase in productive time.

Performance Management Problems

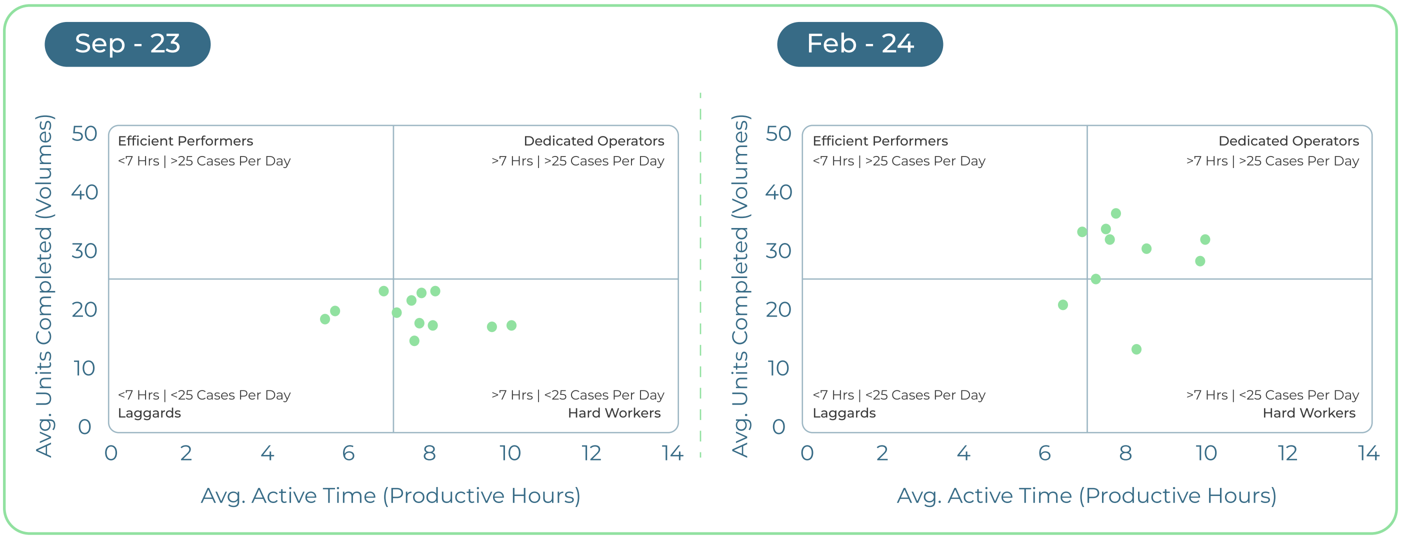
Without visibility, it is difficult to manage employee performance. Traditionally, managers have sought to recognize and reward top performers, motivating them to continue performing well, and increasing their job satisfaction. However, without visibility into each employee's work, managers may not know who their best workers are. By the same token, they also won't be able to identify less productive employees—including those who are just getting by, or those who may simply need more training or supervision.

Beyond individual performance, RCM administrators also need solutions to track performance across their workforce. Workforce analytics solutions like ProHance provide a clear picture of performance on an employee-by-employee and systemwide basis. Using this data, administrators can determine baseline performance, set goals for improvement, measure progress, and track results. Data can also be used to guide performance reviews and increase productivity for all RCM employees.

To aid in this process, ProHance has developed four quadrants to classify performance, as illustrated in the graphic below.

ProHance Productivity Quadrants

This framework can help organizations set realistic targets and initiate actionable interventions for employees and teams across different quadrants. It also provides valuable insights for shaping strategic policies related to hiring, performance evaluation, attendance, L&D, and digital transformation.



The quadrants show a positive movement of employees from Burnout Risk category to Dedicated Operators category within 6 months.

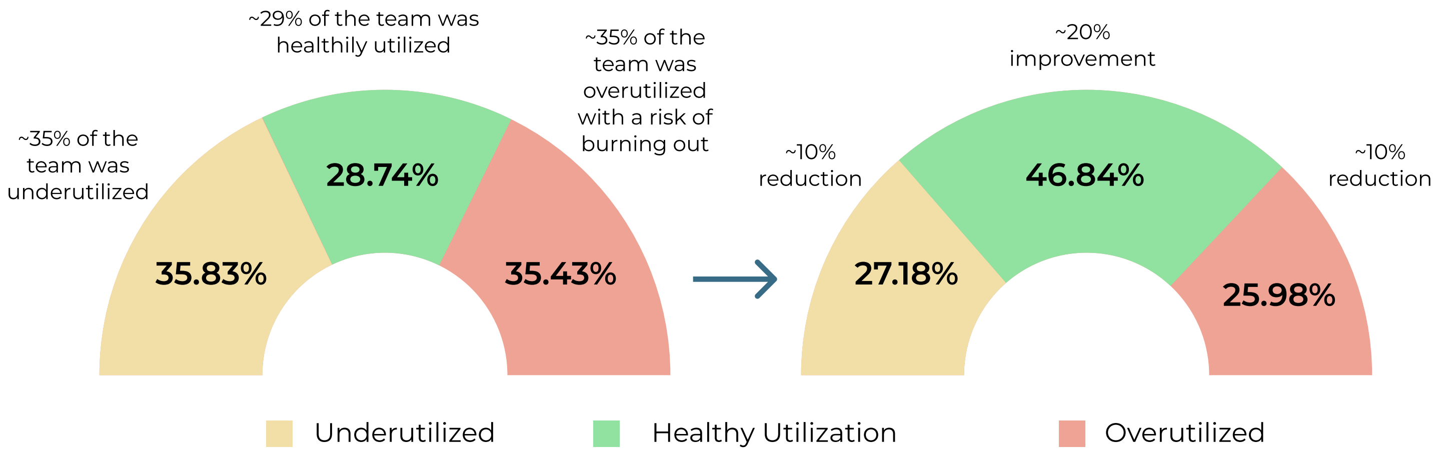
Work/Life Balance Concerns

Achieving RCM success isn't only about profitability. It's also about people. The most successful organizations recognize the value of their teams, and want to cultivate workplaces where employees feel happy, important, and appreciated. We all know that work/life balance is essential to worker satisfaction—but how can employers help their employees achieve it?

One way is by monitoring hours worked by each employee, across the organization, and analyzing patterns to identify cases of overwork, which may lead to burnout. If certain employees are working significantly more hours than others, while continuing to be productive and efficient, there may be an opportunity to re-balance the workload, so that these high-performing employees are not overworked. By doing so, employers can help to relieve pressure and improve retention of their best workers.

Firstsource Solutions Limited, a global business process management provider serving healthcare clients and other diverse industries, recently implemented ProHance across their hybrid workforce.

Firstsource Solutions Limited, a global business process management provider serving healthcare clients and other diverse industries, recently implemented ProHance across their hybrid workforce. Data revealed that ~35% of their team was underutilized, while another ~35% of was overutilized, with a risk of burnout. The remaining ~29% of the team had a balanced workload. Ten months after implementing ProHance and making strategic changes to re-balance work, they experienced a ~10% reduction in overutilization and underutilization, leading to a ~20% improvement in employees performing optimally.



Excess Overtime

On the flip side, if data reveals that certain employees are working a higher number of hours than others, but not producing higher output, this may indicate an opportunity to increase efficiency and reduce excess overtime.

In the same case study referenced above, FirstSource was able to achieve a notable **10% reduction in overtime payout and a 40% reduction in time spent on non-core activities. These changes greatly reduced their cost of delivery.**

4. Strategies for Implementing Workforce Analytics Platforms

Overcoming Challenges to Ensure Successful Implementation

We've explored how Workforce Analytics can help resolve the top challenges in RCM, boosting efficiency, productivity and profitability for healthcare organizations. Now, let's look at steps organizations can take to implement workforce analytics. The strategies listed below can help to ensure a successful implementation:

Applying Change Management Best Practices to Reduce Resistance to Change

Identifying Key Performance Indicators to Avoid Data Overload

Ensuring Data Security Balancing Monitoring and Privacy

Comprehensive Training & Support from Implementation to Continuous Improvement

Let's review each step in more detail.

Applying Change Management Best Practices to Reduce Resistance to Change

Employees may resist new tools due to concerns about increased surveillance and pressure. Organizations may find it easier to address this concern by following an organized process for change management. This may include the following steps:

Step 1: Create Awareness of Why the Change is Needed
Clearly communicate the reasons why your organization is implementing workforce analytics. This may include the need for efficiency to control costs and ensure success of the organization. This will help employees understand why the change is important.

Step 2: Involve Employees in Supporting and Participating in the Change
Transparent communication, including a clear explanation of the benefits and objectives of monitoring, can encourage support from your team. You can also create buy-in by involving employees in the selection and implementation process.

Step 3: Educate Employees and Managers in How to Change

Spend time learning about the workforce analytics solutions available, and when you select the right product, ensure your team understands how to use it as well. Provide and participate in product training.

Step 4: Work Together to Improve Efficiency

Collaborate with managers and team members to improve your processes and implement new skills and behaviors that will lead to improved efficiency and productivity.

Step 5: Provide Reinforcement to Sustain Results

It's one thing to implement a positive change. It's another to sustain it. Schedule periodic check-ins to review performance, analyze progress, and adjust benchmarks as needed. Take action on the insights you gain—and communicate with your team on an ongoing basis.

Define	Design	Deploy	Drive
• Review the launch communication plan • Share best practices for an efficient launch • Propose recommendations	• Design organization & EA leadership messaging • Recommend effective communication channels • Decide ProHance settings and dashboards	• Conduct doubt clearing virtual team sessions • Integrate ProHance dashboards into periodic corporate governance	• Deepen tool knowledge within users • Enable ProHance data use for support functions • Analyze & identify improvement opportunities

Identifying Key Performance Indicators
to Avoid Data Overload

The vast amount of data produced by workforce analytics can be overwhelming. To reduce data overload, focus on metrics that directly impact productivity. Determining key performance indicators (KPIs) is the best place to start. These may include:

Time Worked

- Logged Hours
- Productive Hours
- Idle Time/Breaks
- Meeting times
- Applications/Processes used
  Productive vs Non-Productive

Output Achieved-Examples

- Claims processed per day
- Average processing time per claim
- Accuracy rates in coding and billing
- Turnaround time for claim submissions

Once you have identified KPIs, you can use advanced analytics to manage change. The goal should be to create a new metric related to true production. Begin with desired output divided by productive hours to set new targets, with care toward maintaining a healthy work/life balance.

Ensuring Data Security

Balancing Monitoring and Privacy

Maintaining data security is critical in healthcare. It is also important to protect employee privacy. The following steps can help organizations achieve the right balance between monitoring, privacy and security.

1. **Ensure Compliance**
   Workforce analytics solutions should adhere to HIPAA and other required regulations.

2. **Encrypt Data**
   Software should include strong encryption methods for data storage and transmission.

3. **Control Access**
   Protect employee privacy by restricting access to sensitive data based on roles and responsibilities.

4. **Anonymize Data**
   Anonymized data can be used for broader analysis, and to share company-wide results without revealing data for specific users.

5. **Establish Transparent Policies**
   Clearly outline what will be monitored and why. Share this information with all employees.

6. **Customize Implementation**
   To ensure the monitoring solution you choose works for your organization, customize it to comply with your policies and align with your processes.

7

Set a reasonable pace for implementation

It will take time for employees to adjust to workforce analytics, and implementation may affect many modules and workflows. Proceed at a pace that is comfortable to your organization, ensuring progress without creating undue pressure.

Comprehensive Training & Support

Comprehensive Training & Support

It's easier to implement workforce analytics with the right training and support. Educate employees on how to use workforce analytics systems to track and improve their performance and train management on how to leverage data to improve productivity across their teams. Provide ongoing support to address any issues or concerns.

5. Conclusion

Workforce Analytics in RCM has a proven positive impact, with significant potential to enhance efficiency and financial performance. By providing real-time visibility into employee productivity, leveraging advanced analytics and reporting, implementing strategic changes, and addressing challenges proactively, healthcare organizations can achieve substantial improvements in their RCM processes and results. Adopting these practices not only benefits the organization but also contributes to improved margins, better employee satisfaction, and a more effective, responsive and financially stable healthcare system.

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