



# NAVIGANT

## On Healthcare

# EHR SYSTEM SELECTION AND REVENUE INTEGRITY WITH JOHNS HOPKINS ALL CHILDREN'S HOSPITAL

**Announcer:** Welcome to Navigant On Healthcare, offering insights for healthcare leaders striving for success in an evolving industry.

**Host:** Welcome to Navigant On Healthcare. I'm your host, Alven Weil, and today we'll be discussing EHR system selection and its impact on revenue integrity with Christine Olander, senior director of revenue cycle at Johns Hopkins All Children's Hospital in St. Petersburg, Florida. Johns Hopkins All Children's Hospital provides expert pediatric care for infants, children and teens with some of the most challenging medical problems, both in their community and from around the world, across more than 50 pediatric medical and surgical subspecialties.

As for Chris, she has extensive experience, not only in revenue cycle, but also operations, patient financial services, and managed care contracting and compliance, having worked at major firms and hospitals across the country. Chris, thanks for joining us.

**Christine Olander:** My pleasure. Thank you for inviting me.

**Host:** Now, Chris, it's my understanding that your organization is currently undergoing an electronic health record, or EHR, system selection process. If you would, please tell us about that process...for example, the approach you took to your system selection engagement and what you've learned about the current EHR landscape through the process.

**Chris:** Early in our selection process, we decided we needed to find a firm to take us through the selection process itself and really what we said was to keep us from ourselves. We interviewed many different firms and settled on Navigant. The first thing that we had Navigant do was to do an assessment of our current state so that we had a good understanding of what our deficiencies were.

We then established a steering committee for our selection, that led into a RFI, or request for information, where we reached out to somewhere around a dozen different vendors in the space. We established scoring

## SPEAKER

### CHRISTINE OLANDER

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## About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage, and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the firm primarily serves clients in the healthcare, energy, and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).

methodology, based on our need and what we thought was important to us. In that time, we got our results back from the RFIs and we narrowed down our selection to several vendors, which we then had scripted demos. We did many site visits and reference calls.

Then, we voted on the system that we selected. What we learned is that there really are two major players in the landscape. Both are fully integrated systems. One is probably more mature and more expensive. Another is more in its infancy and less expensive.

**Host:** Chris, what are the key differentiators you're seeing between EHR platforms with attributes such as functionality, or integration, or development, or patient satisfiers, or otherwise?

**Chris:** The biggest key differentiator is really cost. Second in functionality, we saw some, there's some really cool functionality out there now that's actually very exciting for someone in revenue cycle, maybe in a sick way, but exciting. Like the kiosk smartphone technology that allows families to schedule appointments, to do their own financial counseling and payment plans from their smartphones, to view statements, to get price estimates.

A lot of things that in historic revenue cycle we had people doing manual processes to get to that. There's a lot more flexibility and robust nature of work queues, a lot more automated and things that are more intuitive to users and less what I would refer to as clunky. Those really were the key differentiators and a lot of systems have the basic functionality, but some of that really cool functionality that, like I said, is more robust, it's more intuitive, it is really the differentiator from one system to another.

**Host:** What do you believe to be the most important ROI components that a hospital or a health system should expect to achieve through the EHR investment?

**Chris:** If you're going to invest the millions of dollars that you need to invest in converting systems, that you should have: an increase in your gross revenue, almost immediately; you should expect to see an increase in your cash collections, although maybe over time; you should expect to see a decrease in your DNFB, your discharge not final billed, or your unbilled; and you should expect to see a decrease over time in your days in A/R.

**Host:** I think most people would agree that while EHRs certainly haven't been maybe the panacea that we had all hoped, they're certainly a very important foundational element. A lot of room to grow though, so how do you see EHR and associated add-on technologies evolving over the next let's say five or 10 years?

**Chris:** I would hope to see that we would be using the automation and leveraging technology to really replace some of the more manual repetitive tasks that we do today. There are many things that we have people doing that we could really change those roles into more of a concierge customer service type role and rely on the systems. Especially when we see things like smartphone technology, more web-based where people can, patients can do things from their homes over their smartphone, or through a patient portal, that we don't need to have people doing those things.

I see a lot, or I'm hearing a lot, of ocular read and we hear about machine learning that really can replace those mundane tasks that allow us to then really provide patient-centered service when families arrive to our facility.

**Host:** Chris, at the end of the day do you believe the EHR platforms are in a proper position to adapt to some of the changes we're expecting to see across the industry, whether they're regulatory or environmental or otherwise?

**Chris:** I do. I think so because we're either in the race to be the best, or because of pressure and expectations from clients that what I've seen with EHR platforms is that they are adapting to regulatory and environmental changes, some maybe more quickly than others, but definitely on roadmaps and part of the development as we saw it going through the system selection process.

**Host:** Chris, thank you for sharing these great insights today, and that is it for today.

**Announcer:** That concludes today's episode. Be sure to check in with us for future installments of the Navigant On Healthcare podcast series on [navigant.com/healthcarepodcast](http://navigant.com/healthcarepodcast). Navigant On Healthcare is a podcast series produced by Navigant's healthcare practice. If you enjoyed this episode, please share with friends and colleagues on social media. Learn more at [navigant.com](http://navigant.com).

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