



# Digital Transformation Playbook

ENGAGED PATIENTS | CONNECTED CARE | DIGITAL ENABLEMENT



EXPERTS WITH IMPACT™

# Connected Care: A New Paradigm

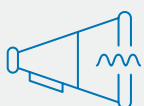
The connected health model, enabled by technology and data, creates a seamless, convenient experience that coordinates stakeholders and increases communications to improve the health and wellbeing of the patient. Healthcare is at a pivotal point requiring digital transformation to realign to a new model that is connected and patient-centric.



## Digital Front Door:

Access and Care Anytime, Anywhere

- Appointment scheduling
- Medication refills
- Payments and price shopping
- Triage
- Privacy, security, compliance
- Automated patient reminders
- Pharmacy/Labs
- Insurance authorization
- Patient registration



## Digital Wellness:

Engaging Healthy Utilizers

- Virtual care management and coaches
- Disease-specific remote care models
- Customized wellness/disease management campaigns
- Digital marketing

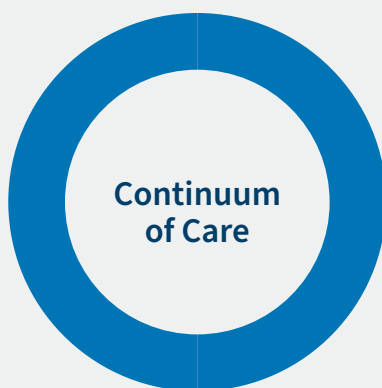
## Benefits to Digital Health

Enhanced patient experience

Greater access to care

Improved, efficient patient acquisition

Sustained patient engagement



## “e-Clinical” Visits:

Omni-Channel

- Chronic care management at home
- Remote monitoring Integrated telehealth technologies with EHR
- Home monitoring system/services
- Virtual provider networks



## Smart Transitions:

Coordinated and Automated

- Partnership relationships
- Vendor alignment and systems management
- Actionable insights
- Enhanced case management programs
- Referral management
- Coordinated care across time, settings

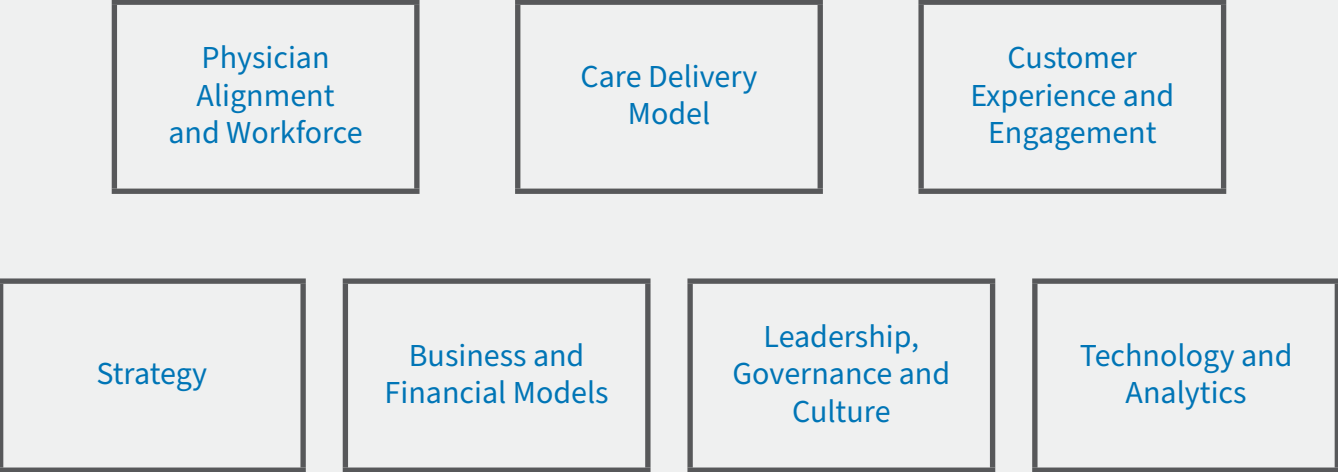
# Digital Transformation Playbook

FTI Consulting’s Digital Transformation Playbook contains clear objectives and the necessary building blocks to help healthcare organizations successfully deliver connected care.

## Objectives

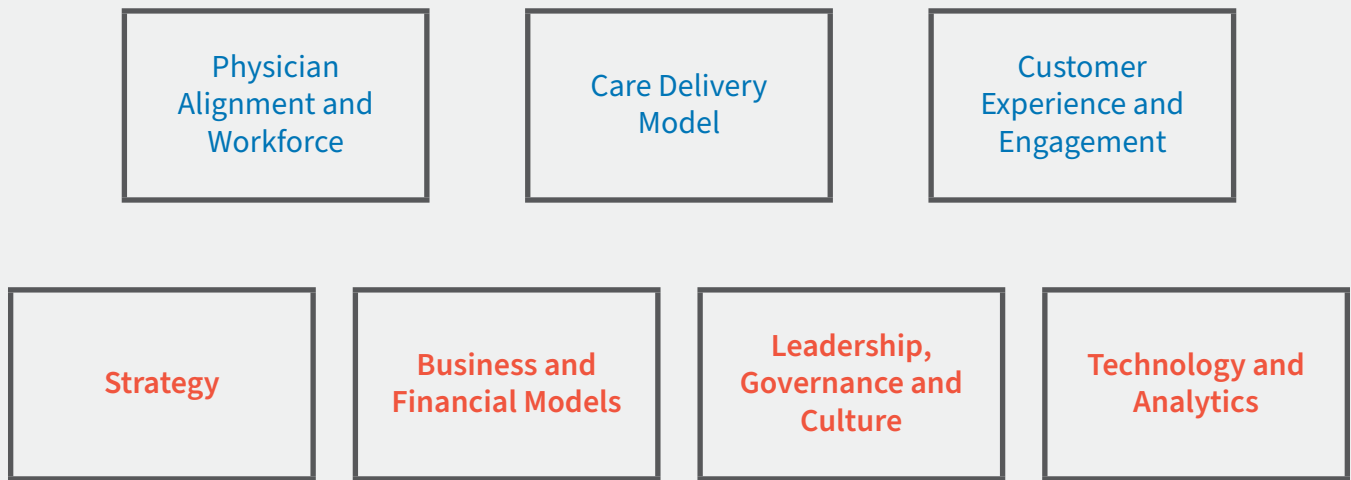
- 1**   
Enable personalized care anywhere, anytime through analytics, automation and connectivity
- 2**   
Achieve value through intelligent patient engagement, automation and work distribution
- 3**   
Focused implementation and process improvement




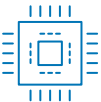
## Building Blocks



# Digital Transformation: Practical Steps

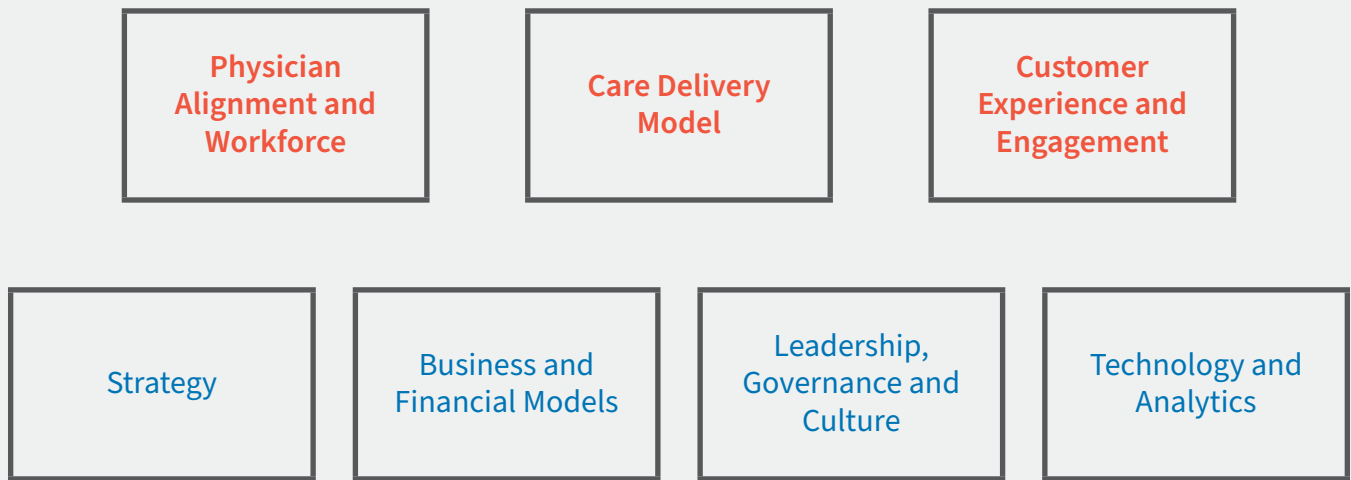
Example concerns facing healthcare organizations and ways in which FTI Consulting can work with you to help overcome challenges that may impede your transformation.






Building Blocks	Concerns and Common Questions	How FTI Consulting Can Help
 <p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>– What types of care can safely be conducted in the remote setting?</li> <li>– How will our digital health strategy help us grow and remain competitive?</li> </ul>	<ul style="list-style-type: none"> <li>– Assess current digital strategy and identify digital gaps across the continuum</li> <li>– Conduct an ecosystem and vendor assessment</li> <li>– Build a “go-forward” strategic plan</li> <li>– Develop a technology and capabilities prioritization roadmap that links and aligns the above</li> </ul>
 <p><b>Leadership, Governance and Culture</b></p>	<ul style="list-style-type: none"> <li>– Is our workforce flexible and resilient? How do we train our teams to embrace change?</li> <li>– How do we think about creating a sense of “system” among digital partnerships?</li> </ul>	<ul style="list-style-type: none"> <li>– Evaluate workforce capabilities and competencies for a digital environment</li> <li>– Identify opportunities for intelligent automation</li> <li>– Assessment and roadmap of Clinical Integration across enterprise</li> </ul>
 <p><b>Business and Financial Models</b></p>	<ul style="list-style-type: none"> <li>– What are the billing and revenue cycle considerations?</li> <li>– Are our physician contracts aligned to address value-based care and population health?</li> </ul>	<ul style="list-style-type: none"> <li>– Assess physician contracts and compensation model</li> <li>– Assess and optimize RCM</li> <li>– Assess operational and cost opportunities</li> </ul>
 <p><b>Technology and Analytics</b></p>	<ul style="list-style-type: none"> <li>– Do we have the right platforms in place to enable multi-disciplinary collaboration, patient engagement and continuity of care?</li> <li>– Are we generating the insights we seek from our data to inform business and clinical decision-making?</li> </ul>	<ul style="list-style-type: none"> <li>– Conduct a technology modernization assessment and roadmap</li> <li>– Assess gaps in data storage and security and compliance</li> <li>– Assess data intelligence and data usability</li> </ul>

# Digital Transformation: Practical Steps

Example concerns facing healthcare organizations and ways in which FTI Consulting can work with you to help overcome challenges that may impede your transformation.



Building Blocks	Concerns and Common Questions	How FTI Consulting Can Help
 <p><b>Customer Experience and Engagement</b></p>	<ul style="list-style-type: none"> <li>– Do we have a “no wrong door” strategy that brings in (and keeps) patients within our system of care?</li> <li>– How do we manage populations virtually?</li> </ul>	<ul style="list-style-type: none"> <li>– Evaluate integration and interoperability capabilities needed for a “one doorway” digital experience</li> <li>– Assess risk-bearing and value-based care contracts for digital and remote care</li> </ul>
 <p><b>Care Delivery Model</b></p>	<ul style="list-style-type: none"> <li>– Which clinical programs should move to digital/hybrid?</li> <li>– What partnerships do we need in order to create a holistic ecosystem?</li> <li>– How do we measure and monitor quality, cost, access, safety and experience of care?</li> </ul>	<ul style="list-style-type: none"> <li>– Assess current approach to digital population management</li> <li>– Assess outcome metrics and management systems</li> </ul>
 <p><b>Physician Alignment and Workforce</b></p>	<ul style="list-style-type: none"> <li>– What new demands will this require from our physicians and clinical teams?</li> <li>– Have we integrated digitally oriented ways of working and policies into our workflows?</li> <li>– What work activities can be and/or should be automated?</li> </ul>	<ul style="list-style-type: none"> <li>– Identify workflow and workforce optimization for digital and hybrid care models</li> <li>– Assess workforce skills and competencies</li> <li>– Identify automation opportunities</li> </ul>

## CASE STUDY



### **Telehealth Support Services:**

FTI Consulting supported Springfield Clinic's planning and implementation of telehealth services, including pre-billing readiness, coding education and requirements, denial management tracking and revenue capture optimization.

**RCM Operational Assessment:** We conducted a formal revenue-cycle assessment which outlined opportunities related to Patient Accounting Operations, Revenue Integrity, Denial Management and Support Services, Systems and Performance Management, and Key Performance Indicators Dashboard Development.

### **RCM Improvement**

**Implementation:** FTI Consulting led a multiple-initiative implementation to address the identified gaps in Springfield Clinic's RCM operations.

Improvements focused on revenue cycle functions to increase cash flow and reduce accounts receivable.

### **Risk Adjustment and HCC Coding:**

We performed a high-level review of Springfield Clinic's existing value-based care and risk relationships, its associated risk adjustment factors, and related financial performance.

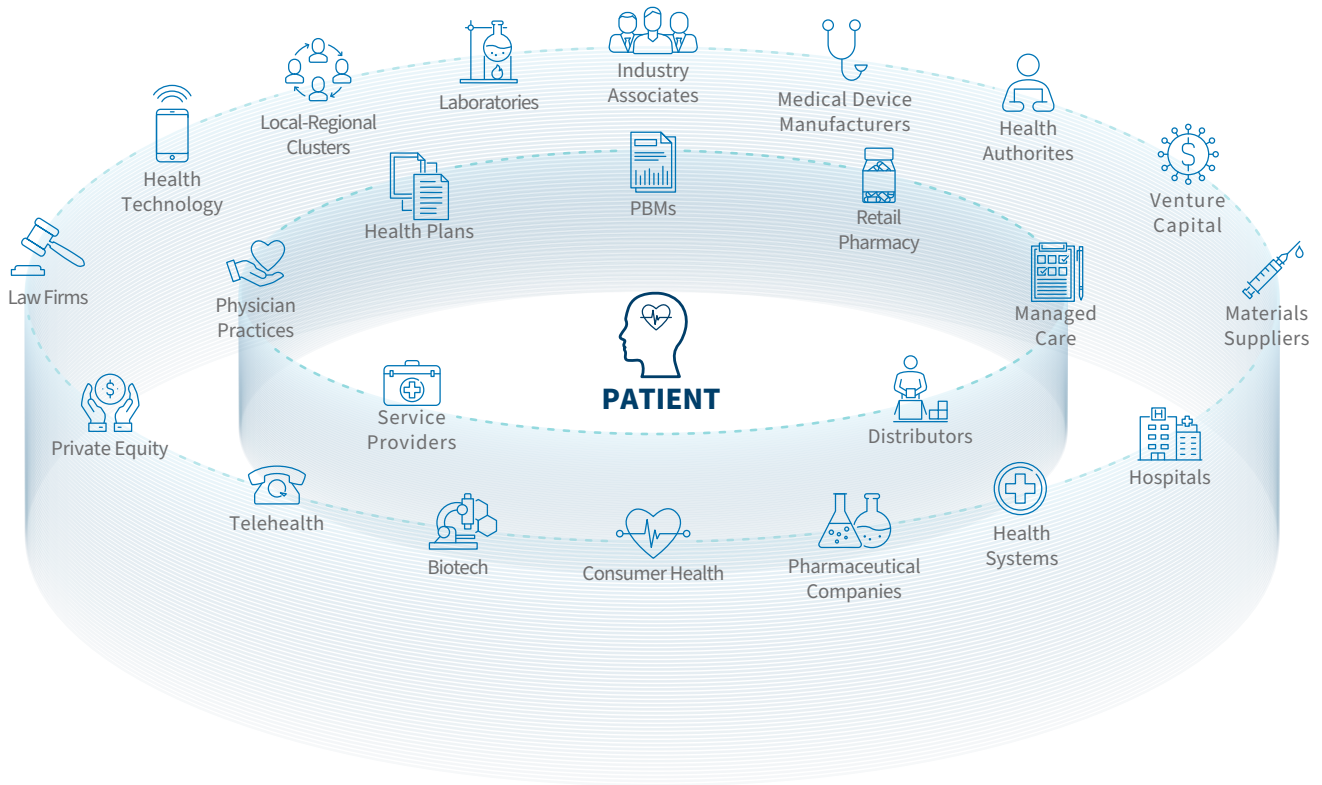
**Strategic Advisory Services:** Our team provided dedicated support for RCM and operations-related projects, including Allscripts optimization, data and analytics, and clinical department analysis and productivity reviews.

## OUR IMPACT



- Developed a detailed AR management plan to standardize all third-party account follow-up and denial workflow.
- Implemented a denial management program to clearly identify, monitor and report root causes.
- Aligned staffing needs within Patient Financial Services to meet the needs of the new workflow structure.
- Built a comprehensive productivity and quality assurance program for all staff to reinforce accountability through policies, procedures, and training.
- Developed a targeted strategy for running down the legacy AR, and developed a transition plan to outline the process for migrating from IDX to Allscripts PM.
- Reduced AR > 90 days by 6.5% and Days in AR by six days.
- Identified telehealth coding and documentation opportunities as new guidelines were released.

# Serving Clients Across the Healthcare and Life Sciences Ecosystem



## SABRE

Gold SABRE Award, Healthcare Providers (2019); *The Holmes Report*

## 340+

Health Solutions clients served in the last three years

## 500+

Healthcare Consultants including former CEOs, COO, CFOs, CIOs, CMOs, CNOs, CIOs, clinical department leaders, MDs, RNs, PharmDs, and more

## 75+

Digital and data science professionals



## Client Impact & Value

- Optimized costs and improved margins
- Cycle-time acceleration
- Improved product quality & patient outcomes
- Increased ability and resiliency (business and supply chain)
- Harmonization and standardization
- Enhanced transparency and communication
- Improved alignment with strategic growth
- Sustained regulatory compliance
- Transition to “culture of quality”



# About FTI Consulting

Every year, FTI Consulting helps more than 6,100 organizations globally transform the way they anticipate and respond to events, both at critical moments and for the long haul.

**29**

Countries

**1982**

Year Founded

**6,400+**

Employees

**NYSE:FCN**

Publicly traded

**8/10**

Advisor to 8 of the world's Top 10 bank holding companies

**96/100**

Advisor to 96 of the world's top 100 law firms

**\$4.9B**

Equity Market Capitalisation\*

**55**

55 of Fortune Global 100 corporations are clients

\*Number of total shares outstanding as of July 22, 2021, times the closing share price as of July 29, 2021.



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