



# Revenue Cycle Management eLearning Solution

## CASE STUDY

---

### Banner Health

Banner Health, headquartered in Phoenix, AZ, is one of the largest nonprofit healthcare systems in the country with facilities in Arizona, California, Colorado, Nebraska, Nevada, and Wyoming.

Deeply committed to its mission of making healthcare easier so life can be better, Banner owns and operates 30 acute-care hospitals and over 300 clinics – from university medicine, academic and employed physician groups, and long-term care centers to outpatient surgery centers, family clinics, and an array of other services including Banner Urgent Care.



## THE CHALLENGE: What we needed to overcome

To deliver better patient care and increase operational efficiency, healthcare institutions rely on ongoing education and training. Oftentimes, however, their learning resources, from content and technology to applications and tools, fall victim to the law of diminishing returns. These assets need to be upgraded regularly to make them more scalable, intuitive, and robust to keep pace with growth and expansion, evolving job requirements, and the pressures of regulatory compliance.

To meet those needs, the Revenue Cycle Management (RCM) team at Banner embarked on a new initiative to “modernize” their applications and workflows, and needed a training solution that was “modern” as well.

RCM was responsible for developing and managing the financial policies associated with patient claims processing and revenue generation. Charged with keeping their organization financially healthy, quality education and training became mandatory for their employees.

Banner had a corporate-wide Learning Management System (LMS), managed by their HR Group, to serve employees and departments across their network. RCM, however, needed an LMS specifically tailored to

their workflow needs where they could control users, content, and access while still being able to interface with their corporate LMS.

The content was also outdated, causing staff training to be siloed by region and hamstrung using home-grown content – PowerPoints and still images – that had outlived their usefulness.

These challenges stood in the way of RCM refining its revenue cycle reimbursement policies, upgrading applications and analytics, and optimizing workflows. To improve training and education outcomes for Banner’s RCM team:

- Existing content and tools required modernization to make their training curriculum more engaging and interactive.
- Navigation capabilities for the front and back-end billing registration system needed to be upgraded to new applications that better matched their needs.
- Training had to be matched to the correct business units that reside in RCM.
- Consistency, accuracy, and access to the “modern” training materials was needed.

“

*The Banner Revenue Cycle Management team needed an eLearning solution that was scalable, intuitive, and robust to train employees and on-board new hires.*



# Banner Health RCM eLearning and Training Roadmap

Leading this initiative at Banner was Amber Hermosillo, Director RCM Education and Quality, and her training team. Fully committed to change, they set realistic goals and timelines for developing a new eLearning solution that would:

- Enhance the employee experience with the Banner brand and maximize their engagement, retention, performance, and development.
- Create a dramatic transformation of the training and on-boarding program that could be marketed to other Banner departments across their network through the new LMS.
- Utilize best-in-breed tools, resources, and trusted partners to optimize effectiveness and drive better RCM training outcomes.

1 Centralize the training and education process.

2 Modernize all on-line tools.

3 Revamp the basic navigation of the existing platform.

4 Create a better structure for on-boarding new hires.

5 Establish new KPIs for measurement and analysis.

6 Enable registration bolt-ons to make front and back-end billing workflows more effective.

7 Launch the program by the end of August 2021; then continue with optimization.



## THE SOLUTION: Revenue Cycle Management eLearning Platform

RCM, in consultation with Atwater Solutions, its revenue cycle management services partner, brought in Futura Healthcare to help them pivot to a new, full-blown eLearning platform. The new LMS was designed by Futura Healthcare and featured customized content, training modules, and on-line tools developed by Real Time Learning.

Before making this decision, RCM spoke with four LMS providers. Their decision came down to who would provide the configuration and customization to allow them to make decisions on content, access, and workflow. It was important to collaborate with an organization that gave RCM educators direct access to content, enabling them to make timely changes on the fly and keep their course curriculum current.

The new LMS was specifically built for RCM team members, providing a convenient, one-stop shop for content, certifications skills measurement, and KPI set-up. It also:

- Was fully interactive and self-directed, allowing users to learn at their own pace and on their own schedule.
- Used updated training modules to support ongoing education.
- Improved the on-boarding of new revenue cycle management staff.
- Provided Banner with centralized control and introduced more robust, high-quality content.
- Enabled all unique workflows and training modules to be integrated so educators could spend more quality time training staff.
- Assigned training modules based on employee proficiency levels so they could learn at their own pace and then circle back for follow-ups as needed.
- Helped Banner Health IT facilitate the transition from two RCM registration software systems (one for acute sites and one for clinics) to a single Cerner® application that could be customized by Banner for internal use.
- Allowed a single site to deliver and measure training for all three methodologies (eLearning, job aids, and classroom) for each individual job role.



*The eLearning solution was designed by Futura Healthcare and featured custom content, training modules, and a job role-specific portal combining all three training disciplines into a single page developed by Real Time Learning.*

## Banner Health RCM Rev-Up University Energizes Users

users felt  
at "home"

easy to  
navigate

intuitive  
self-directed

created sense  
of ownership

viewed highly  
relevant  
to improving  
job performance

seen as  
"our" revenue  
cycling tool

embraced by  
employees

required  
minimal  
training

## RESULTS: Strong User Ratings, Relevant Content, and Modernized Training Modules

Preliminary feedback indicated a growing degree of acceptance among end users, validating the initiative and driving its expansion throughout the Banner Health network.

- Users, responding to a first-round survey, rated the new LMS a 4.3 out of 5, exceeding expectations for the initial launch.
  - The new LMS provided a big lift in day-to-day work across the 30 acute hospital centers from the upgraded quality and effectiveness of their refresher courses.
  - The current leading indicator of success is bandwidth. RCM used to service four disciplines with the education team. Now, with their centralization and LMS, they can service six disciplines using the same resources.
  - Groups from all over Banner Rev Cycle are approaching the RCM team to become a part of the program. As RCM looks to transition their culture from “training” to “on-boarding” for new staff, the eLearning platform provides multiple ways to execute effective training without being instructor led.
  - New offerings for Banner include micro learning, blended learning, and self-pace, which all align with their modernization efforts.
  - The integration of live links into the platform is another positive outcome. There are multiple state and national certification opportunities available through the LMS, creating more certified professionals across the Banner organization.
  - KPIs went up immediately at acute sites with new hire and on-boarding performance being tracked with 30-60-90-day KPIs.
  - Users picked up useful tactics and tips that were missed in the original training.
  - The RCM pre-registration team will be getting its own line of content and be managed centrally for better oversight and transparency.
- Amidst all this activity, three core outcomes became apparent:
- The LMS system built for RCM was viewed positively by the user community and made the content seem more relevant to their daily tasks.
  - Designed to be employee-centric, the LMS accommodates user-specific training through a single sign-on feature. This enables users to navigate to the right location, content, and tools needed to sharpen skill sets and improve job performance. The RCM LMS also has a link to the Corporate LMS system so that no data is lost from an end user perspective.
  - The new LMS, branded Rev-Up University, helped energize users as it was:
    - Intuitive, more self-directed, easy to navigate, and required minimal training and teaching.
    - Quickly embraced by employees. The portal created a sense of ownership and was seen as “home” and as “our” revenue cycling tool.
    - Viewed by employees as highly relevant to improving job performance.

## NEXT STEPS

Banner RCM is continuing to work with Futura Healthcare to develop their own specific, custom eLearning modules as they prepare to implement their latest Cerner Revenue Cycle Modules. As a result, LMS platform demand is spreading, and RCM's goal is to expand eLearning platform access to other departments by:

- Offering the services of the RCM education team to help set up and train them.
- Illustrating what eLearning has already achieved internally for Banner.
- Providing a location to combine the custom eLearning modules from Futura Healthcare along with traditional “off the shelf” learning from HBI into a simple, easy-to-follow workflow or “day in the life” for each RCM job role.

This initiative is already gaining traction. The Banner Imaging Group has been added as a customer and will get their own line of tailored content and a portal to access it. The Banner Urgent Care and Coding departments are lining up to participate, and more are expected to follow.

There is also a longer-term goal to enable the RCM department to become a revenue-generator and profit center for Banner. Once they optimize the new LMS, they plan to:

- Target healthcare institutions doing large projects that don't want to invest in developing large eLearning platforms or creating their own education teams.
- Hire out Banner educators to train them on the Banner LMS – including set-up, user training, and establishing KPI protocols.
- Assign a portal for each client on the Banner platform to store their own content.

“

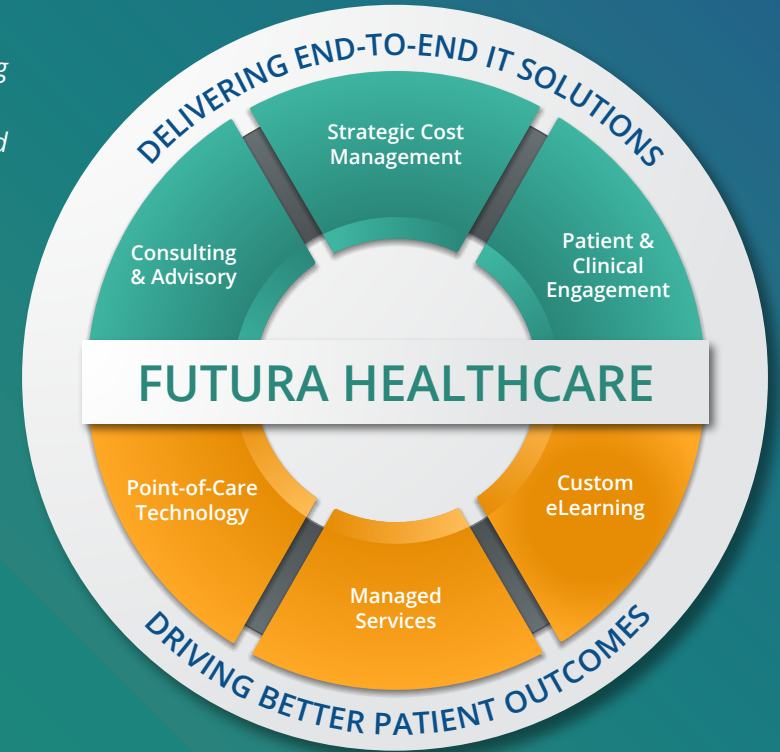
*The platform provides users with a sense of ownership – it feels like home, and it feels like home quickly!*

*Amber Hermosillo,  
Director RCM Education and Quality*





*Futura Healthcare is a trusted industry partner delivering end-to-end healthcare technology solutions. We deploy best-of-breed technologies – from mobility hardware and eLearning to advisory services and consulting – helping healthcare institutions achieve their strategic goals of improved patient outcomes, operational efficiency, and enhanced clinician engagement.*



120 Gibraltar Road, Suite 200  
Horsham, PA 19044  
215.642.3363

**Trusted IT Solutions Partner**  
Advisory | Consulting | Technology



Copyright © 2022 Futura Healthcare