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Project #03: Global Patient Navigator Initiative: Optimizing Services for International Patients at Henry Ford Health

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Abstract

In 2016, after identifying opportunities to improve the international patient experience, International Patient Services (IPS) was developed as a division of Henry Ford Health International. Since its inception, IPS has collaborated with various departments throughout the system to develop processes and policies specific to our international patient population. The goal was to create a standard process for registration, appointment scheduling, cost estimates, and payment collection all while providing world-class concierge service for our medical tourists. IPS still has barriers to overcome, but the department is well on its way to growing the annual volume of patient encounters as well as growing revenue for Henry Ford Health.

Target Goals

Since its inception in 2016, the IPS department aimed to achieve a milestone of 800 patient encounters by 2025.

To provide patient-centered care by streamlining the coordination of services for medical tourists* at Henry Ford Health

*Medical Tourist—A non-US citizen traveling from their home country to receive scheduled services at Henry Ford Health

Designing an Optimal Medical Tourist Process

Plan:

- Create a standard approach and process that will be used for all Medical Tourists

Do:

- Involve key stakeholders from various departments in the patient care journey to develop:
 - Henry Ford Health International—created International Patient Services department
 - Pricing—established pricing guidelines
 - EPIC (Helios)—established a specific guarantor and patient type
 - Finance
 - Zero-balance billing
 - Offer multiple payment options (cash, credit card, wire transfer)
 - Utilize a retainer for complex cases (an account for unanticipated/unplanned care)
 - Concierge Services/Referring Physician Office
 - Dedicated staff for payment collection, appointments, billing/travel and accommodation assistance
 - Escort patients to/from appointments and procedures
- Create a Tier 1 policy for international patients
 - Tier 1: Medical Tourists (Policy ID 13435836)

Designing an Optimal Medical Tourist Process

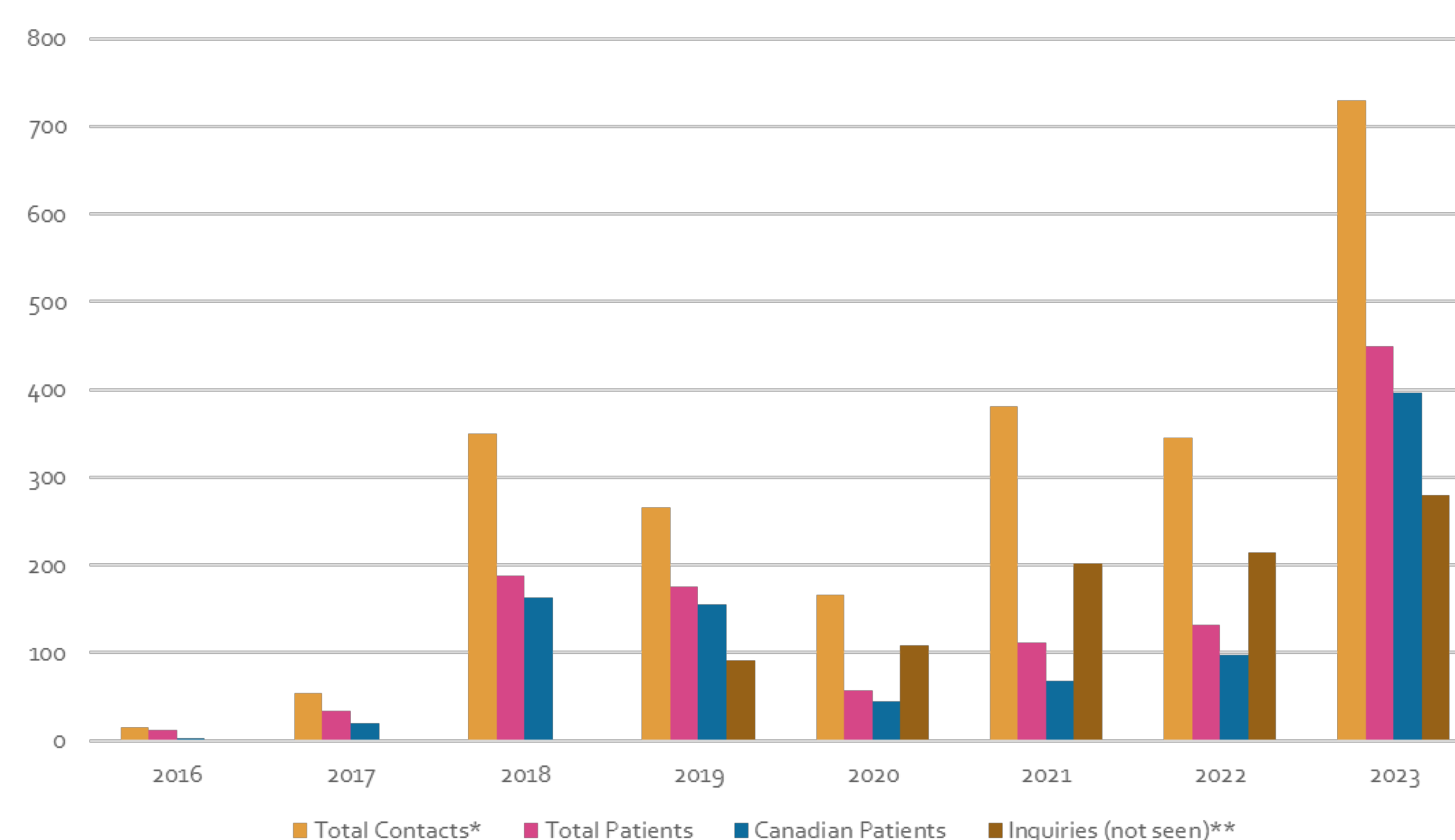
Study:

- Internal Henry Ford staff unaware of International Patient Services department and how to manage the Medical Tourist patient
- No Customer Relationship Management tool to track data and guide work
- Multiple incidences of departments changing guarantor type to personal/family

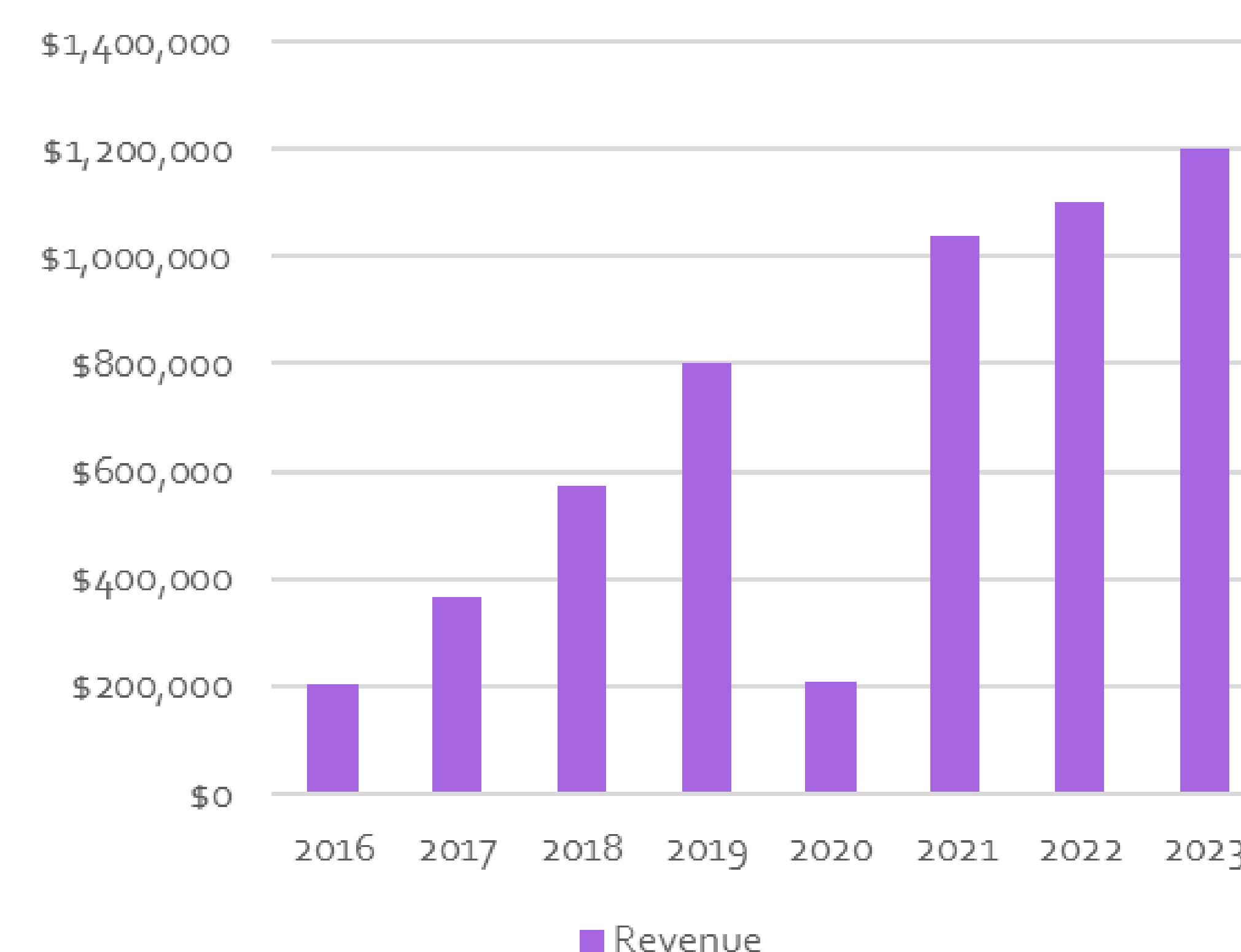
Act:

- Educated departments within health system, shared Medical Tourism policy
- Implemented Salesforce to enhance productivity and data capture
- Created a flag within EPIC to alert staff not to change guarantor type

Performance Metrics: Patient Encounters



Performance Metrics: Revenue



Identifying Barriers & Making Changes

Recognized the need for internal education and collaboration among providers

- Schedule meetings with department administrators and providers to present IPS and its goals.
- Use feedback from meetings to drive change in our process

Recognized errors in registration process

- Increase education among customer service representatives (CSRs)
- Enhanced communication with registration staff using notes/comments and Medical Tourism flag within EPIC

Identified a lapse in turn-around time for billing/estimates

- Collaborate with Central Business Office (CBO) via regular meetings

Recognized a delay in radiology orders being protocolled, leading to potential setbacks in patient scheduling

- Established a streamlined communication process between radiology and IPS

Discovered IPS staff had limited knowledge of scheduling restrictions for each specialty

- Establish a communication channel between IPS and clinics to facilitate appointment scheduling

Our Team

Primary Team

- Dr Usamah Mossallam, Vice President and Medical Director, HFH International
- Morris Blake, Director, HFH International
- Jamie Vollenweider, Registered Nurse, International Patient Services
- Sheron Griffin, Manager, Concierge Services
- Lisa Whitty, Vice President, Access Operations
- Michelle Corey, Director, Cost Reimbursement
- Tara Parkinson, Manager, Self-Pay Operations

Associated Departments

- Latricia Miles, Director, System Ambulatory Business Operations
- Leslie Hardy, Analyst, Treasury Department
- Crystal Holmes, Director, Hospital Patient Access
- Marie Lee, Manager, Helios

International Patient Services

- Policy
 - Tier 1: Medical Tourists, Policy ID: 1343536
- Contact Information
 - internationalpatientservices@hfhs.org
 - (313) 916-8443
 - One Ford Place, Suite 1E