


THE UNIVERSITY OF TEXAS

MD Anderson
~~Cancer Center~~[®]

DEPARTMENT OF INTERNAL AUDIT



MDA 23-123 **EPIC Revenue Cycle** **Workqueue Management**

October 23, 2023

Executive Summary

Internal Audit performed a review to assess the management and monitoring of EPIC Revenue Cycle workqueues. For purposes of our review, Revenue Cycle includes workqueues which directly impact the institution's revenue cycle, centrally and locally managed.

In 2022, a workqueue monitoring subgroup was created to provide efficient and oversight of revenue cycle workqueues. Representatives on the subgroup include Revenue Operations & Coding, Financial Clearance Center, Patient Business Services, Revenue Cycle Systems and Support, and Clinical Revenue & Reimbursement.

We identified the following opportunities of improvement:

1. Continue to Strengthen Oversight of Workqueues Impacting the Revenue Cycle
2. Formalize a Process to Replace Missing or Inactive Owning Supervisors and Owning Areas

Further details are outlined in the Detailed Observations section.

Management Summary Response:

Management agrees with the observations and recommendations and has developed action plans to be implemented on or before 03/31/2024.

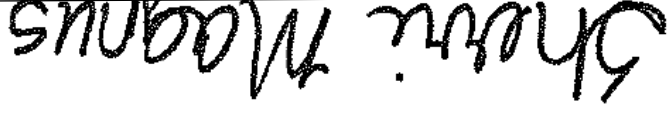
Appendix A outlines the objective, scope, and methodology for the engagement.

The courtesy and cooperation extended by the personnel in the Clinical Revenue & Reimbursement and Revenue Cycle Systems and Support departments are sincerely appreciated.

Sherri Magnus, CPA, CIA, CFE, CRMA, CHIAF

Vice President & Chief Audit Officer

October 23, 2023



What is a workqueue?

A workqueue acts as a "list" of items which require follow-up and is a cornerstone of the revenue management cycle in EPIC. Workqueues are generally populated through automated billing and coding checks within EPIC and route items to appropriate staff to address.

Observation 1:

Continue to Strengthen Oversight of Workqueues Impacting the Revenue Cycle

Ranking: MEDIUM

Management formed the workqueue monitoring subgroup in 2022 to provide centralized workqueue oversight, evaluate current processes, and effectively monitor workqueues impacting the institution's revenue cycle, including those which are assigned to other departments. During our review, the subgroup was developing processes to strengthen oversight including:

- Finalizing various dashboards to be able to monitor workqueue activities.
- Creating a process to timely replace owning supervisors and owning areas. (See **Observation 2**)
- Determining if workqueues may be converted into reports and/or deactivated.

As such, formalizing such processes through policies, standard operating procedures, or other documentation would promote effective monitoring and oversight of workqueues directly impacting the institution's revenues.

Recommendation:

Management should strengthen oversight of workqueues impacting the revenue cycle by formalizing and documenting processes currently being implemented.

Management Action Plan:

The subgroup will work with the EHR team to finalize requested changes to the dashboard. The subgroup will then create a standard operating procedure outlining the process for utilizing the dashboard for an on-going monitoring and oversight of revenue cycle workqueues and appropriate actions to be taken from the findings.

Responsible Executive: Omer Sultan

Division/Department Executive: Miriam Flores

Owner: Sarah Carr

Observers: Christopher Smith & Misty Haren

Due Date: 03/31/2024

Observation 2:

Formalize a Process to Replace Missing or Inactive Owing Supervisors and Owing Areas *Ranking: MEDIUM*

There is not a formal process to replace an Owing Supervisor or Owing Area for revenue cycle workqueues. As a result, we identified 73 active revenue cycle workqueues which had missing or inactive Owing Supervisors or missing Owing Areas as of April 2023. We were unable to determine the total dollar value of the activity associated with these workqueues as not all workqueues are dollar-driven. Owing Supervisors and Owing Areas are ultimately responsible for ensuring all workqueue activities are addressed timely, in accordance with institutional policy. Without ensuring all revenue cycle workqueues have active Owing Supervisors and Owing Areas identified, workqueue activities may not be resolved timely, and may result in potential lost revenue.

Recommendation:

Management should formalize a process to replace missing or inactive Owing Supervisors and Owing Areas for all revenue cycle workqueues.

Management Action Plan:

Revenue Cycle Management worked with the PB & HB Resolute EHR teams to update report "Workqueues with Inactive or Missing Supervisors" This report will be reviewed at the bi-weekly meetings and management will reach out to departments for updated names. Populating missing owing areas in the dashboard is not an available Epic functionality. The group will request a report twice a year from HB& PB to review missing owing areas, or at a frequency identified in the developed SOP.

Responsible Executive: Omer Sultan
Division/Department Executive: Miriam Flores
Owner: Sarah Carr
Due Date: 01/31/2024 (Missing Owners Report)

Appendix A

Objective, Scope and Methodology:

The objective of the review is to review the management and monitoring of EPIC workqueues. Our period of review included September 1, 2022, through present, and any related periods.

Our procedures included but not limited to the following:

- Reviewed relevant policies and guidance for charge reconciliation and revenue management
- Interviewed key personnel in Revenue Management and Pricing and Revenue Cycle Systems and Support
- Identified active workqueues with missing or inactive supervisors or missing owning areas
- Performed aging of workqueue activity, for selected workqueues

Our internal audit was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing*. The internal audit function at MD Anderson Cancer Center is independent per the *Generally Accepted Government Auditing Standards (GAGAS)* requirements for internal auditors.

Audit Team: Ann Lovelady, Randy Ray, Rachel Bourns

Number of Priority Findings to be monitored by UT System: None

A Priority Finding is defined as “*an issue identified by an internal audit that, if not addressed timely, could directly impact achievement of a strategic or important operational objective of a UT institution or the UT System as a whole.*”