

# APHCA 2023 Networking Forum

May 18, 2023 10:00 AM - 4:00 PM at the Marriott Montgomery Prattville Hotel & Conference Center

## Integrating Financial, Clinical, and Operational Data to Improve Performance Management

### **The Co-Dependency of the Finance, Clinical, and Operational Functions**

This session would begin with an overview of the conceptual framework of the drivers of financial performance with linkages to the clinical and operational functions. Further discussion would include the intersection of clinical/operational processes with finance. The session would then turn to common conflicts between the finance and clinical/operational functions that often adversely impact the financial operations of the center, and ideas for righting the ship. A view into the future under Value Based Care arrangements will also be discussed, stressing the heightened importance of this co-dependency for future success. Deeper dives into the various topics discussed in this section follow.

### **Finance Metrics and Their Relationship to Clinical & Operational Workflows**

The financial performance of a health center is often monitored by certain financial and operational performance metrics, or key performance indicators (KPIs). Daily, weekly and monthly dashboards are often used to manage performance. Many of these KPIs are driven by the clinical/operational function. In the section, attendees will learn about the various financial measures that are used to monitor financial performance and the drivers of success. Participants will also learn about strategies for sharing financial measures with clinical/operational staff, and how to create open lines of communication with the goal of improving financial performance.

### **Operational Performance Metrics & Their Relationship to Financial Success**

This session will discuss how Health Center operations and clinical care models impact financial performance. The business success of a health center is defined by how well the health center manages the patient visit cycle, from pre-visit to post visit. This includes tracking and monitoring effectiveness of the registration team, no-show rates, service capacity and staffing teams. Workforce is a big component to operations, and we will discuss the financial impacts related to staffing turnover and recruitment and retention strategies. It's important to recognize that clinical and operational teams work together to improve health outcomes and quality scores which will impact a health center's ability to negotiate value-based or pay for performance contracts with payers and/or funders.

### **Importance of Investing in Data Infrastructure & Quality Improvement**

As explained in the previous sessions, quality data from various sources and reporting applications is imperative for effective measurement and monitoring of financial operational performance. This session will describe the various data elements required for developing financial/operational/clinical KPIs, and methods for effective reporting of the KPIs for management decision-making. Best practices in supporting workflows and report processing will also be discussed.

### **Pulling it All Together: Report-out from Group Discussions and Closing Thoughts**