



Mass General Brigham

WE BUILT A BOT...NOW WHAT?

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AGENDA

- Who We Are
- Our Experience
- What Robotic Processing Automation (RPA) Means to Operations
- RPA Development Lifecycle
- Importance of Post Go-Live Phases
- Challenges and Opportunities
- Recap
- Questions?

WHO WE ARE

- MassGeneral Brigham (MGB) Revenue Cycle Operations
- Provide full-service Revenue Cycle operations for 17 hospitals and over 7,000 providers across the enterprise
- Our entities see over 1.5 million patients annually, resulting in over \$67B (\$61B HB, \$6B PB) in charges
- Approximately 1,400 staff across operations

OUR EXPERIENCE

- Our programs are part of a centralized RPA organization under the Department of Intelligent Automation at MGB
- RPA development began in 2018 (HB) and 2019 (PB) using Blue Prism software
- Separate HB/PB development teams that collaborate in the RPA and Process Improvement space
- 5 developers (2 HB, 3 PB)
- Combined 29 automations live that have saved over 93k hours and \$4.3M

WHAT RPA MEANS TO OPERATIONS



Cost Savings



Scalability & Flexibility



Redeployed Staff



Increased Productivity



Increased Accuracy &
Quality



Process Improvement

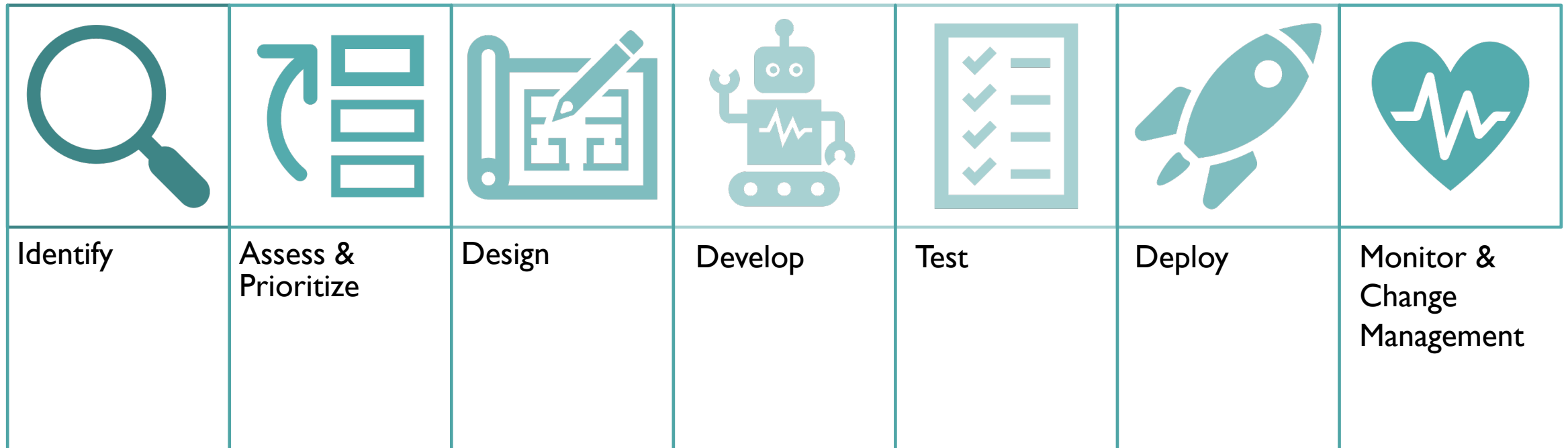


Increased Compliance



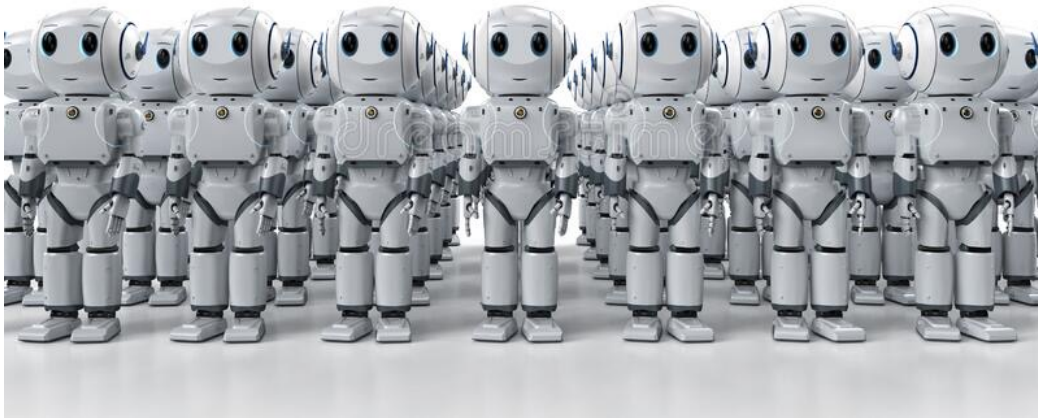
Added Analysis

RPA DEVELOPMENT LIFECYCLE

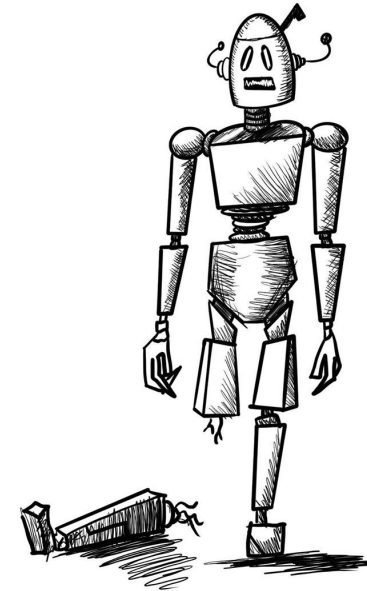


IMPORTANCE OF POST GO-LIVE PHASES

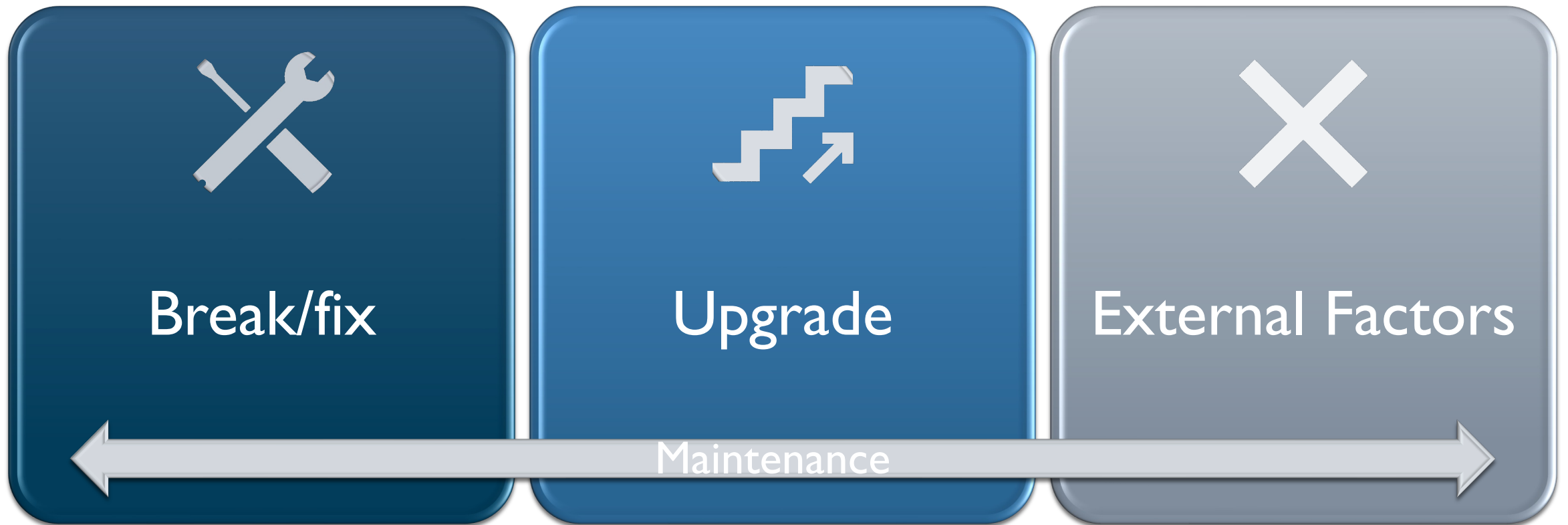
What You Want



What You Could Have



POST GO-LIVE PHASES



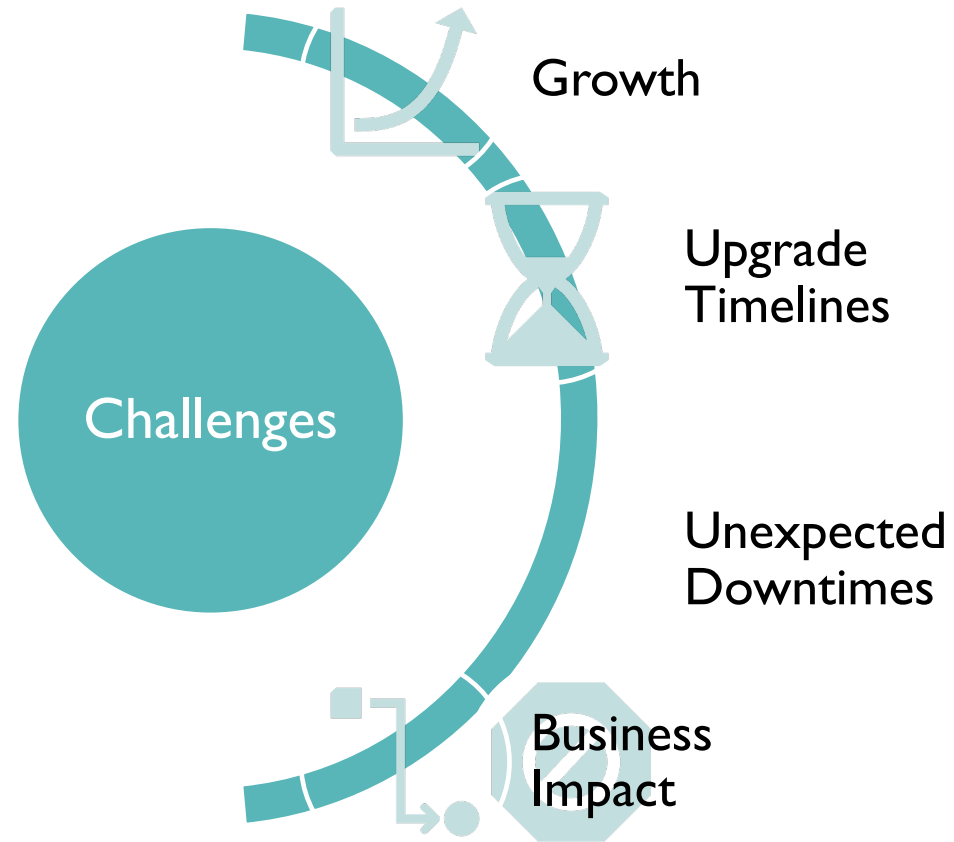
POST GO-LIVE PHASES



CHALLENGES AND OPPORTUNITIES



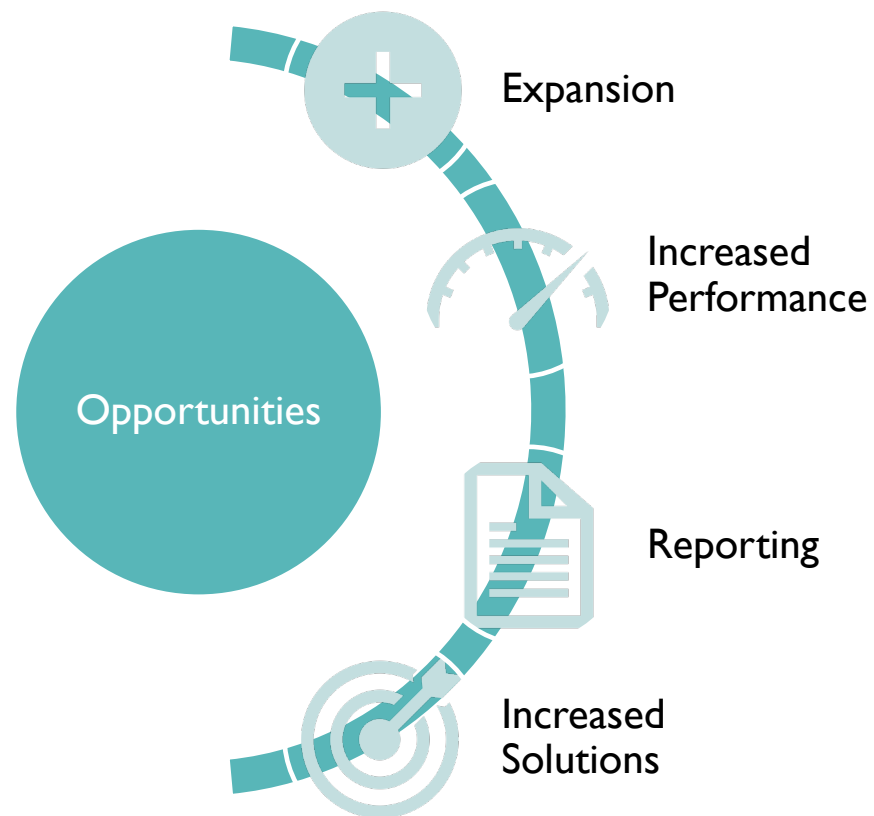
CHALLENGES...



AND HOW TO COMBAT THEM

- Advocate to grow your development team as your bot family grows
- Test your automations as much as possible before it goes live
- Learn from your challenges and mistakes
- Work with your Epic™ support team to understand upgrade impacts in advance; advocate for access to test environment as soon as possible
- Keep business owners informed of expected upgrades/downtimes, proactively notify when service is disrupted
- Communicate volume changes, increase in backlog

OPPORTUNITIES...



AND HOW TO CAPITALIZE ON THEM

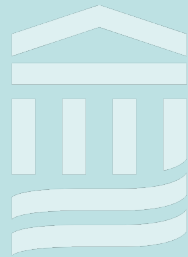
- When new development technique/tools are introduced, apply them to existing automations, as needed
- Monitor automation performance on a monthly basis to identify trends with business exceptions to implement solutions
- Evaluate on a regular basis (i.e., annually) to determine if automation can be expanded to other payers, SA's, etc.
- Formalize your process for maintenance and enhancements

RECAP

- RPA programs start heavy with development, but maintenance/enhancement commitments shift over time and become primary focus
- Advocate to grow your team, as needed; however, more developers doesn't always mean a significant increase in development
- Monitoring, maintenance and enhancements are vital to the effectiveness of your automations in the long run
- Your Epic™ support team can help make your maintenance/upgrade challenges more manageable
- Do not underestimate the ability to improve your automations with enhancements; annual check-ins to ensure optimization will help you realize additional savings opportunities

QUESTIONS





Thank You