

**Citi Enterprise Payments SHIFT Panel**  
**Taking the Headaches Out of Healthcare**  
*Industry Leaders Come Together to Build a Better Payment Experience for Physicians and their Patients*

At the Summit for Healthcare Information and Financial Technology, hosted at the HIMSS conference in March, an innovative group of healthcare industry leaders came together to introduce a collaborative effort focused on making consumer healthcare payments as simple and flexible as the purchase of any other consumer product or service.

The panel was moderated by **Stuart Hanson**, Director of Healthcare Provider Solutions, Citi Enterprise Payments, and included:

- **Lincoln Fish**, Senior Vice President, Avadyne Health, HIMMS G7 advisory member, and Chair of the HIMSS Revenue Cycle Taskforce
- **Erin Hatzikostas**, Head of Strategy and Business Development, Aetna Consumer Financial Solutions
- **June Felix**, Managing Director, Global Healthcare at Citi Enterprise Payments
- **Eric Ward**, CEO, Parallon Business Solutions



The panel session began with agreement among the panelists that the healthcare industry is changing dramatically with continued growth in consumer-directed healthcare. As patient out-of-pocket costs increase, so does the demand for cost comparison, consolidated billing and flexible payment options. Healthcare providers that have been focused on providing a quality clinical experience amidst dealing with significant regulatory change now find themselves struggling to make ends meet by collecting payments from increasingly frustrated patients.

**The Pervasive Patient Payment Problem**

Today's patient payment experience involves a time-consuming and confusing system of matching Explanations of Benefits (EOBs) from insurance providers to a series of physician, clinic and hospital bills that are often out of date by the time they are mailed. Confused patients are forced to weed through confusing statements and make calls to providers – a process that costs healthcare providers in personnel resources and delayed payment time. And once the patient is ready to make a payment, most find that limited options are available. A recent survey revealed that 73 percent of people younger than 66 years old want to pay their healthcare bills online, but only 10 percent are able to do so today<sup>1</sup>.

<sup>1</sup>Mad\*Pow research

### **Market Forces Driving Change**

While this patient payment problem is not new, there are a number of changes taking place in the healthcare industry today that are driving the need for a solution:

- **Consumers are paying more out of their own pockets for healthcare**  
The rate of growth of patient financial responsibility amounts has increased dramatically over the past five years and, beginning in January of this year, we saw a sharp jump in the growth rate. Pending legislative changes may continue to drive costs even higher.
- **As patient costs increase, consumer demand for information and provider transparency is increasing**  
Consumerism in healthcare is adding new levels of accountability, operating costs and reporting requirements for providers. Increasingly informed patient “shoppers” want information well beyond what is currently provided by their health plans to make more informed decisions (e.g., which site has the lowest infection rates, or which facility is the lowest cost alternative).
- **Providers are coping with these changes by implementing new technologies with mixed results**  
Providers are demanding new tools, and are creating new procedures and collection policies to accommodate consumerism with all its attributes and consequences. However, more than three quarters of the physicians surveyed for a recent study conducted by Citi Enterprise Payments and Boundary Information Group said that current systems are not adequate to help with the full range of business challenges today.

### **Expanding Impact through Industry Collaboration**

As innovative, forward-looking organizations, Aetna and Parallon have been investing significant resources over the last few years, working to make the healthcare system more patient-friendly. During the panel, Hatzikostas and Ward agreed that the technology required to solve a host of patient problems exists today. Yet these two organizations continued to struggle to address the problem on the scale required to positively impact consumers.

“We’ve spent a lot of time trying to figure out how to better serve our customers – our hospitals and their patients,” said Ward. “Despite all our work, the problem is that that we only control a small portion of the entire experience and we still don’t seem to be achieving what we need to when it comes to the challenges of today –the experience as a whole still isn’t working.”

“We have the capability to solve the patient payment paradigm,” added Ward. “What’s different now is we’re creating real collaboration on a scale necessary to solve each portion of a very complex problem.”

Citi has brought together a core group of industry leaders including, Aetna and Parallon, to build out a network of insurance companies and healthcare providers to create a new mobile and online patient payment solution called *Money<sup>2</sup><sub>SM</sub> for Health*. This innovative platform enables patients to go online or use their mobile devices to reconcile their healthcare bills, receive alerts when claims are ready to be viewed, pay amounts due and view past payments—all in one convenient, digital location. *Money<sup>2</sup> for Health* is currently being piloted in select locations and is expected to be made available to Aetna

members more broadly later this year. . During the session, Ward and Hatzikostas provided an overview of why they chose to partner with Citi and their vision for the future.

### **Integrating Proven Platforms to Benefit Providers**

Eric Ward leads the Parallon Business Performance Group, a division of HCA that has spent roughly 13 years providing shared purchase, supply chain, workforce management and technology services to more than 160 hospitals in more than 20 states. Ward realized early on that the payment side of his business



was growing more complex and that partnership would be required to bridge the gap. As a large, complex organization, he looked to partner with similar organizations that provided capabilities and cultures that matched his own.

“In the past, banks have potentially underestimated the complexity of the healthcare transaction. Now the technology is here, consumerism is taking off and the revenue cycle is moving further up the chain – so the motivation is definitely there,” said Ward. He added, “Citi and Aetna are quality organizations, well established, proven people in the industry, and they are big platforms which are a good fit for Parallon HCA. Integrating with other big platforms is a great way for us to establish a new paradigm and the standards

necessary to drive the scale to make *Money<sup>2</sup> for Health* this successful. This is an absolutely essential program for us in continuing to provide a great experience for all the people that come to our hospitals.”

### **A "Win-Win" for Aetna**

#### **“According to Insurers/Payers**

Hatzikostas described Aetna’s decision to become a charter *Money<sup>2</sup> for Health* payer as the perfect fit with Aetna’s focus on delivering patient-friendly services that also help healthcare providers.

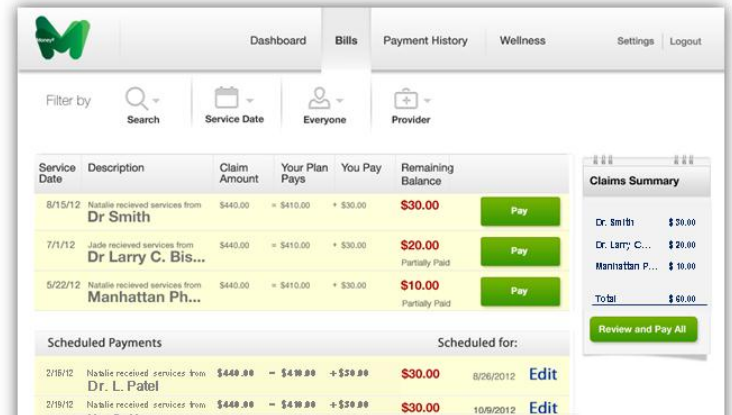
“This partnership enables us to provide great benefits to our two core audiences with a single, technology-based initiative. *Money<sup>2</sup> for Health* makes the consumer experience better, helps our providers and fits really well into what we’re trying to do with our Healthagen brand and around accountable care and other facets of helping providers create more efficiencies,” said Hatzikostas. She added, “Aetna is really transforming itself beyond a healthcare benefits company into a technology company and this fits in that space perfectly.”

“I firmly believe that when you work on something that is really transformational and big, it’s really important to be both professionally and personally engaged. Personally I have had all the same issues and frustrations as our consumers in paying my families’ healthcare bills and I firmly believe that what we’re developing is something that’s literally going to help my sanity,” she said. “From a professional partnership stand point, what we’re trying to accomplish is really, really hard and I think Citi’s done it very, very well. We definitely complemented each other in our understanding of financial and

healthcare systems and we built this platform together. Also, security is obviously so incredibly important when you start talking about healthcare and financial. Citi's brand is so strong and recognized and we've heard from so many consumers that having Citi's brand on this will give a lot of confidence and drive a lot more traffic," Hatzikostas added.

**Citi's Vision for the Money<sup>2</sup> for Health Ecosystem**

Several years ago, Citi made a big investment in creating Citi Enterprise Payments, a new division specifically focused on helping its corporate clients - like Parallon and Aetna - tackle issues around consumer payments. The focus from day one has been about bringing Citi's consumer experience to bear in creating consumer-centric solutions. Money<sup>2</sup> for Health, the first platform launch from this new division, is the result of many years of consumer surveying, focus groups and user experience testing.



According to June Felix, "Our consumer data shows that 94 percent of all consumers that we surveyed are somewhat or very interested in managing their healthcare costs via the Money<sup>2</sup> for Health platform. So when you're in the consumer banking business and you have anything over 50 percent of people saying they want it, you are dancing, you're really excited. So the fact that 94 percent of all people are very excited about this is compelling."

"There's lots of complexity in deploying the system and building scale, but we're very delighted to be working with some of the leading companies in the industry that have the technological capability, the platform expertise, the motivation and also the professionalism and dedication to be on this journey with us. It's going to take the collaboration and the dedication of everyone in this industry to effect the kind of change that we're talking about," said Felix.

Citi is actively working to add additional healthcare providers and payers to the Money<sup>2</sup> for Health network to create scale and reach more consumers. The platform is currently in pilot in select locations and will launch officially in early 2014 and will expand throughout 2014 as more partners join the network. For more information on Money<sup>2</sup> for Health please visit our [web site](#).