

CHS Interim Management Helps Build The Reading Hospital Medical Group

When Scott Griffin, the Chief Executive Officer of The Reading Hospital Medical Group (TRHMG), was faced with the task of building a medical group from the ground up, he turned to Culbert Healthcare Solutions (CHS) for interim management, financial, technical, and operations assistance. Griffin needed the right team of consultants because the new group was an integral component of The Reading Hospital's strategy to align with its community physicians.

TRHMG needed to be built quickly and offer physicians a range of revenue cycle, administrative and technology services. Strategic and operational decisions required flawless execution. The organization set forth an aggressive timeline for the opening of their new clinical facility. Integrating the newly acquired practices into the Medical Group posed numerous human resources challenges – and the strategy had to be accomplished without negatively impacting the Medical Group's revenue cycle performance.

CHS' Role

CHS was engaged to provide interim management as well as financial, technical, and operations support that would create the Medical Group's infrastructure. Our goal was to execute the strategic plan and develop the concept into a fully operational enterprise. Tasks included physician practice acquisition and transition activities, construction design and build-out, Central Billing Office (CBO) development, revenue cycle management, hiring and training of new employees, merging the practices into a single tax-id and implementing a practice management system which supported the newly acquired practices.

CHS consultants worked in partnership with Griffin and hospital leadership to ensure that the plan was properly executed and that all project milestones were achieved on time and within budget.

The Results: Services and Value Provided by CHS

The collaborative approach between CHS and TRHMG was integral to the success of engagement. The first phase of the endeavor brought together 44 physicians and their staffs, which were previously scattered across 17 locations. As a result of the leadership and infrastructure provided by CHS, TRHMG has continued to increase in size and now includes over 150 primary care and specialty physicians. CHS resources served in four specific capacities to execute a wide range of tasks.

A Profile of the Client

- The Reading Hospital Medical Group is a network of more than 100 physicians and other healthcare providers delivering primary care services to the community. Specialists include Internal Medicine, Family Medicine, Geriatric Medicine, Gynecology and Obstetrics, and Pediatrics.
- The Medical Group has physician offices located throughout Berks County, Pennsylvania and the surrounding areas.
- Reading Professional Services (RPS) – a wholly-owned subsidiary of The Medical Group – is comprised of over 100 physicians with expertise in various subspecialties and surgical areas of medicine.
- The Reading Hospital Medical Group is a non-profit affiliate of The Reading Hospital, governed by its own Board of Directors.
- The Reading Hospital and Medical Center's main campus encompasses over 600 inpatient beds on a 36-acre, 22-building campus in West Reading, Pennsylvania.

Interim Chief Operating Officer

- Managed overall practice operations and revenue cycle for the group's medical practices as well as the management services organization (MSO) clients.
- Developed the strategy for integrating new-owned practices and MSO clients into the group.
- Recruited the full-time leadership team.
- Mentored staff throughout the on-boarding process.

Interim Chief Financial Officer

- Responsible for practice valuation process.
- Established group-wide, online purchasing contracts for office, medical, and pharmaceutical supplies, working closely with the hospital's purchasing department to leverage its contracts on behalf of the group.
- Converted all practices to TRHMG's tax ID number and integrated the accounts receivable processing into the CBO prior to the consolidation of the entire group to a single practice management (PM) system.
- Integrated 15 different PM systems, with 30 distinct datasets, into a single system.
- Analyzed the PM system to ensure that it would accommodate the group's future needs as it quickly developed into a large, complex medical practice.
- Negotiated a contract for claims management services.

Interim Director of Operations

- Managed practice acquisition and transition activities, including coordination of "on-boarding" activities, lease negotiations, architectural and construction agreement negotiations, and practice design and build-out.
- Oversaw a \$2M, 15-week construction project that included 12 physician offices, 24 exam rooms, two treatment rooms, a laboratory, and a radiology suite.
- Coordinated the development of the CBO, which provided billing services to acquired physician practices and non-owned affiliated community practices.
- Responsible for all vendor negotiations for shared services provided by the CBO, including risk management (liability and workers comp insurance), transcription services, telecomm services, and hazardous waste.
- Provided patient access and revenue cycle workflow assessment and redesign, including the use of performance metrics and benchmarking.

Interim Director of Human Resources

- Developed job descriptions and competency reviews for CBO staff.
- Developed staffing models for acquired practices.
- Coordinated all recruitment activities for new CBO staff.
- Managed human resources issues throughout the practice acquisition life-cycle to transition practices to TRHMG's centralized structure.

About Culbert Healthcare Solutions

Culbert Healthcare Solutions (CHS) is a trusted advisor to academic medical Centers, hospitals and group practices, helping them leverage technology and best practice to improve patient care, operational performance and financial results. Our consultants blend their deep knowledge and hands-on experience with industry best practices to optimize clients' investments in technology and concurrently guide them through the human, operational and technical aspects of change management. Each member of our Interim Management team averages more than 20 years of experience specializing in areas that include executive leadership, practice management, department administration, revenue cycle management and IT management.

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