



Case Study

Revenue Cycle Assessment for Multi-Specialty Health System

PROJECT OVERVIEW

Culbert was engaged by a faith-based health system with 23 hospitals and an employed multi-specialty physician practice in Ohio and Kentucky. Additionally, the client also has 1,300 employed physicians with regional governance of ambulatory operations and centralized business services utilizing Epic Resolute Professional Billing (PB) and the EpicCare electronic health record. Our client engaged Culbert to assist in validating Epic PB build and utilization, assess strengths, weaknesses, opportunities, and threats to the physician group strategy, as well as benchmark central business office (CBO) performance.

SOLUTION DESIGN/PROJECT MANAGEMENT

Culbert assigned two executive consultants (60+ combined years of experience in medical group and revenue cycle operations experience) and an Epic PB subject matter expert for a 6-week assessment using our proprietary methodology.

The engagement included a “deep dive” into revenue cycle Key Performance indicators (KPIs), a high-level review Epic PB build, and extensive semi-structured individual and small group interviews.

A comprehensive written report was provided to the engagement’s executive sponsors and a formal presentation was made to the health system’s C-suite executives.

KEY SUCCESSES/OUTCOME

Benchmarked the CBO in the top quartile of peer practices, identified opportunities in the organizational structure to improve communications between regional clinical operations stakeholders and revenue cycle management stakeholders, and recommended a quality improvement project around Epic PB Work Queue (WQ) management and optimization that had the potential to add \$2M in net collections over a 12-month period. Also identified a major variance in primary coding patterns and recommended an aggressive provider coding education initiative that had the potential to add >\$4M in net collections over 12 months. Finally, we identified a three-year plan to reduce the total cost of collections by \$2.4M by 2018.

LESSONS LEARNED

Even high-performing organizations benefit from a periodic and independent third party review. The aggressive growth of the group had most executives focused on the challenge of the “next day” and the on-boarding new practices. The opportunities identified created an action plan roadmap for the client and showed continuous improvement.

Goals

1. *Benchmark current state performance against industry standards*
2. *Validate staffing ratios in the CBO*
3. *Validate Epic PB utilization and recommend enhancements*
4. *Identify short-term opportunities for revenue enhancement*

Challenges

1. *46% growth in physicians enterprise between 2013 and 2016*
2. *CBO staffing ratios and organization to support a rapid growth*
3. *Epic PB optimization*
4. *Total cost of collections*