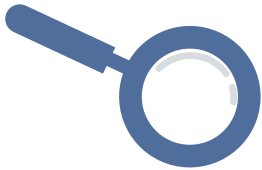


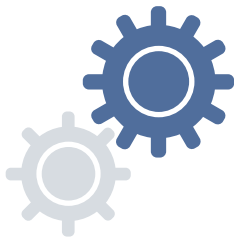
CBO Reorganization | Interim Director Leadership

THE CHALLENGE



A 350-physician network was facing declining revenue cycle performance while also trying to implement a system-wide, integrated practice management (PM) system and electronic health record (EHR). Knowing that this was going to be a highly standardized implementation aiming to adopt the best practices of the supported vendor, the group engaged ECG to provide assistance. The group's goals were to better understand the level of variability in the physician enterprise revenue cycle and to develop a pathway for improving performance while also being able to implement the new system on the desired schedule.

THE PROCESS



ECG was engaged to provide an interim director of revenue cycle to help reorganize professional billing operations (e.g., billing office redesign, policy changes) in order to (1) accommodate the rapid and ongoing growth within the medical group, (2) support the transition to a new PM system and EHR, (3) ensure billing quality and compliance, and (4) foster overall group alignment. In collaboration with group leadership, the interim director:

- Facilitated a future visioning process and thorough review of contemporary revenue cycle models by key stakeholders within the organization (clinic, medical, and administrative).
- Performed a skill set and attribute assessment of team members and weighed in objectively to determine whether individuals were well suited for their positions.
- Designed a future-state model and comprehensive action plan to achieve results and facilitated the transition. Effort was made to create transparency around the project's rationale, approach, and progress to mitigate possible adversarial responses to the process from staff.
- Provided day-to-day support to supervisory staff and assisted in resolving issues as they arose.
- Delivered a biweekly status report of accomplishments, planned activities, and appropriate performance metrics to leadership.

The following was accomplished during the 4-month interim management period:

THE OUTCOMES



- Reorganized the 80 central business office FTEs into function-based teams.
- Developed measurable work standards for employees.
- Centralized all remaining back-end billing functions still performed in the 80+ clinics.
- Developed an enhanced set of tools, reports, policies, and procedures, which improved the organization's ability to measure and monitor performance.

METRIC	GROWTH
Charges	17%
Collections	15%

METRIC	BASELINE	POST-OPTIMIZATION	TREND
Days in A/R	50	45	↑
Net Collection Rate	89%	95%	↑

The efforts of this engagement resulted in:

- A 15% growth in charges and collections.
- A 5-day improvement in days in accounts receivable (A/R).
- A 6% increase in the group's net collection rate.

The enhancements made to the network's revenue cycle have enabled it to support current initiatives (e.g., EHR/PM implementation, continued growth, further integration) and remain agile in the changing healthcare environment.

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