



# CASE STUDY

Aultman Medical Group Revenue Cycle Redesign

## Summary

Aultman Medical Group is the physician employment arm of a not-for-profit healthcare system in Ohio. The group employs 200 providers across 20 specialties.

Revenue cycle for the Group was not in control, impacting collections. HSG provided a full-time COO to the Group, with a focus on the business office and their interactions with the practices. The result was an improvement in quarterly collections of \$1.7 million (\$15.84 million in Q3 2016 vs. \$17.58 million in Q4).

## Challenge

Aultman Medical Group collections were suffering as they did not have the expertise or the management depth needed to improve revenue cycle operations. The Group's leadership asked HSG to supplement their management team, with a focus on collections, standardization of processes, and consistency of metrics across its clinics.

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## Our Approach

HSG lead a comprehensive revenue cycle redesign. The HSG team evaluated performance, assessed processes that were broken/deficient, and worked with management to implement the new processes and systems needed.

Our team included a full-time COO in the network, supplemented by other HSG consultants, as needed. Phase One of the project lasted six months. Phase Two, focusing on getting management to the point where they could function independently, took an additional three months. HSG consultants remain involved as advisors, although the onsite portion of the engagement is complete.

Key focus areas of the project included increasing visibility of metrics and accountability for performance across the revenue cycle. This was supported by streamlining communication and transparency between the CBO and the practices. Finally, there was a major focus on defining and implementing processes such as working denials, coding and charge posting, claims processing and payment posting, and self-pay collections.



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The Medical Group Revenue Cycle Redesign

## Results and Impact

The results below show performance in Q3 vs. Q4 of 2016. All major indicators show improvement.

	Q3	Q4
Quarterly Collections	\$15.84 mil	\$17.58 mil
Net Collection Rate	90.2%	99.1% <sup>(1)</sup>
Days in AR	45	40
Denial Percentage	3.33%	2.3%

(1) This rate reflects some "catch-up"; expect 2017 to be 96.5%.

The results were produced with an addition of 8 FTEs and a reassignment of 14 individuals within the network.

To discuss revenue cycle services for your organization, contact Davis Creech, Director, at [DCreech@HSGadvisors.com](mailto:DCreech@HSGadvisors.com) or 502.814.1183.