

# AMC Revenue Cycle Optimization

## Hospital Profile

*BRG has a longstanding partnership with an academic medical center (AMC) that has \$4.2 billion net revenue, over 36,000 staff members, and 1,500 physician members. The 1,200+ bed system includes three hospitals, university-affiliated physicians and community private diagnostic clinics. The system provides over 60,000 inpatient admissions and over 1.3 million outpatient visits a year.*

## Approach - Revenue Cycle Services

AMC partnered with BRG to implement financial and organizational performance improvement initiatives across the Revenue Cycle, including A/R recovery, process redesign, workflow alignment, vendor management and Clinical Documentation Improvement. AMC also sought to enhance accountability and performance measures. BRG collaborated with leadership to help optimize processes and workflows post-Epic implementation by focusing on the following.

## Solution

The BRG team partnered with ProHealth's CDI and coding teams to deliver critical education and create processes to support comprehensive and accurate documentation. Key initiatives included:

- Developed and implemented enhanced reporting to support Epic work queues management.
- Optimized Epic-based workflows for unbilled management, third-party follow-up, outsourced vendors and coding.
- Implemented risk modeling to align resources to problematic payors and populations.
- Created safety net report across Patient Access, Coding/HIM, Billing, and other departments to release accounts approaching timely filing.
- Accelerated incremental cash by selecting, contracting, and fully deploying fifteen temporary staff in under one month.
- Provided direct interim management support for hospital billing and coding.
- Created and rolled out two Revenue Cycle management staffing tools to assess staffing needs during both backlog and steady states.
- Developed and transitioned accountability measures as well as operational and financial reports to improve visibility into staff and hospital performance.

## Results



**\$55.7M**

IN ADDITIONAL  
CASH COLLECTIONS



**\$37.8M**

IN NET  
REVENUE



**\$15M**

ANNUAL  
BENEFIT

**BRG'S REVENUE CYCLE INITIATIVES ASSISTED AMC IN DRIVING ADDITIONAL CASH COLLECTIONS OF \$55.7 MILLION AND NET REVENUE OF \$37.8 MILLION**

Metric	Improvement	Supporting Operating Metric
BALANCE SHEET	\$55.7M	7.8 IMPROVEMENT IN NET DAYS
INCOME STATEMENT	\$37.8M	1% IMPROVEMENT IN NET REVENUE

Metric	July	December	Variance
CASH FACTOR	27.1%	28.1%	1.0%
AR DAYS	55.4	47.6	7.8
% AR >90	32.1%	28.4%	3.7%

**Approach - Clinical Documentation Improvement**

BRG was asked to help implement financial and organizational performance improvement in the Clinical Documentation department. BRG collaborated with AMC leadership to rebuild the CDI program from the ground up, focusing on multiple issues, including:

- Implemented effective staffing ratios and education for new hires and refreshed program education for existing team members.
- Redesigned daily process to meet best practice standards, including physician rounding.
- Established and implemented accurate reporting of performance metrics.
- Deployed a new, sustainable program model.
- Improved physician engagement.
- Enhanced physician query compliance and format.

**WITHIN EIGHTEEN MONTHS, THE CDI INITIATIVE DELIVERED \$15 MILLION IN ANNUAL BENEFIT.**

Metric	August	January	June
COVERAGE RATE MEDICARE	30%	72%	95%
PHYSICIAN QUERY RATE	17%	27%	35%
CDI BENEFIT (ANNUALIZED)	\$1.9M	\$5.6M	\$15M
NUMBER OF AMC CDI STAFF	7	9	10

FOR A DEEPER DISCUSSION AND TO LEARN MORE ABOUT HOW BRG CAN HELP YOU, CALL OR EMAIL TO ARRANGE A PRIVATE CLIENT BRIEFING.



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