



CASE STUDY

Situation

Hayes had previously reviewed the operational and accounts receivable performance for the Centralized Billing Office (CBO) of a Management Service Organization (MSO). The assessment revealed that there were significant opportunities for improvement in management structure, staff roles, workflow and process improvements, application optimization, and A/R collection. A Hayes consultant was then engaged as Interim Business Office Director to implement changes according to the assessment recommendations.

Our Approach

The Hayes consultant, working closely with senior management, performed the following activities as Interim Business Office Director to improve the operations of the CBO:

- Led turnaround strategy for a 90-physician practice
- Implemented system applications and improvements with GE Centricity Business and other accounting and practice applications
- Guided change management process during staff reorganization and training
- Developed denial management strategy
- Assisted in managing the acquisition of a new medical group
- Developed and implemented new departmental and company-wide policies and procedures focused on improving the revenue cycle
- Initiated a managed care re-contracting process

Results

A complete re-organization of the CBO occurred over the next ten months, and a successful transition was made to the new director. Results seen before the Hayes consultant left included:

- The successful turnaround of a network physician practice
- Two months of the highest collections the practice had ever achieved
- Revenue cycle improvements that resulted in increased collections of over three million dollars annually
- A gross collections increase of three (3) percentage points over a four-month period
- The successful acquisition of a medical center
- Increased staff satisfaction

The implementation of policies and procedures helped ensure that the new strategies would continue to be implemented consistently, which greatly increased senior management's confidence in the CBO's ability to continue to contribute to the bottom line.

About Hayes

Hayes works with healthcare organizations to solve mission-critical operational challenges by providing services and software solutions that improve quality and efficiency with the ultimate goal of improving the patient experience.

**Business
Office
Director**

Interim Leadership