

# What if outsourcing your revenue cycle led to improved performance and peace of mind?

## A story of positive operational, financial, and cultural transformation

### A clean slate for revenue cycle



While you can't go back and make a brand new start, you can start from now and make a brand new ending.

While a difficult, system-wide EHR and patient accounting system conversion has unquestionably been the source of a lot of headaches and angst for our client, a western regional medical health system, solid decision-making at the executive level is bringing exciting, positive change in operational efficiency and financial outcomes.

But what is attracting the attention of others in the industry is the massive upswing in employee engagement and the positivity that prevails today in an environment that six months ago was one of uncertainty and change.

### Snapshot

At a glance

This 188-bed regional referral center is the region's only tertiary referral medical center and features several other care-based entities. Offering comprehensive health care services for the western half of its own state as well as portions of three surrounding states, this healthcare organization comprises:

**32**

medical specialties

**28**

physician clinics

**300**

providers

**2000**

employees

## Challenge

---

Change was everywhere, and it felt heavy

Having already made a much-needed decision to move toward a single EHR and patient accounting system throughout the health system, our client faced both expected and unexpected challenges. Cash pressures were real. Operational processes needed to be revamped. Employees were asked to learn a new, complex system. The wind-down of the legacy system proved to be a competing priority. There was talk of restructuring, which brought uncertainty, leaving many important questions without clear answers.

In this environment, the CFO made two critical decisions. The first was to bring in a consultant to assess revenue cycle. The second was to outsource revenue cycle end-to-end to a reliable, seasoned partner. These were bold moves based on trust and upheld by transparency.

## Results

---

Making a “brand new ending”

### **Understanding “typical” results**

Any significant system conversion is expected to lead to reductions in cash collections throughout the initial transition. A recent study concluded most hospitals experience significant disruption to revenue cycle metrics and cash flow, including:

- Jumps in accounts receivable days
- Disruption to billing and coding metrics
- Discharged-not-final-billed (DNFB) days increasing up to 86%
- Late charges rising by more than 600%

This regional health system has been no exception, experiencing impacts more significant than these stated averages. That said, Tegria’s leadership and laser-focus on business office operations has helped minimize the impact to cash collections during the first several months of the conversion while helping our client’s senior leadership better understand the system set-up and work flow issues that made the Cerner implementation unusually complex.

### **Emphasizing the power of storytelling**

It’s well-documented that corporate storytelling is an effective communication medium for developing stronger engagement with employees and building internal loyalty during periods of uncertainty and change.

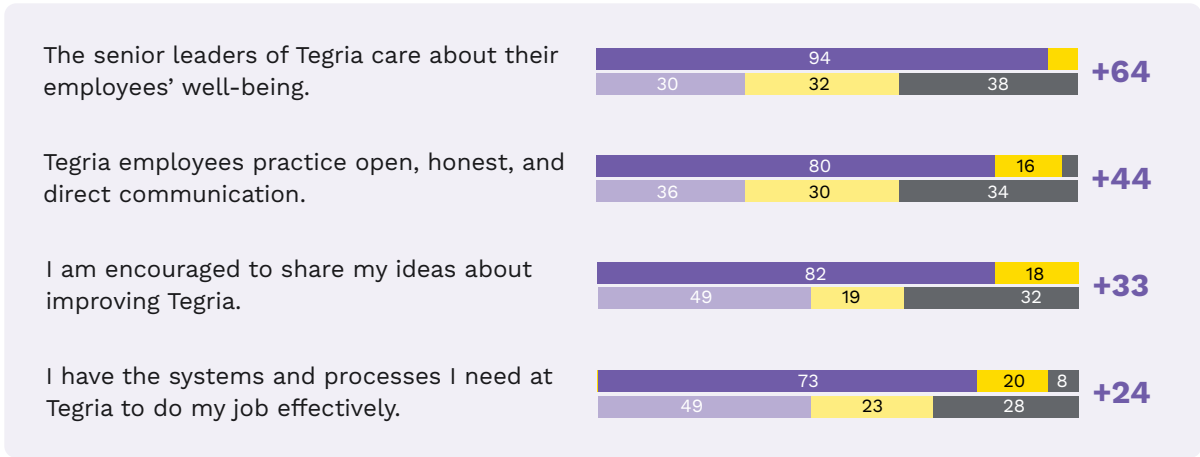
The infiltration of the Tegria Mindset — that everything we do is based on the right balance of partners, people, and performance — and the intentional transparency used to communicate with newly transitioned employees resulted in a remarkable transformation. The recognition goes to the revenue cycle employees who accepted the challenge to embrace change.

**Uncovering the engagement story through data**

While hospital leaders oversee all areas of the health system with attention to patient care and quality, Tegria’s focus is on revenue cycle employees. This combined with our one-of-a kind, employee-centric culture, led to significant engagement improvement.

Six months after becoming Tegrians, employees took the same survey they had taken during week 2 of their transition. This time, they answered how they felt about Tegria’s workplace and culture, and the resulting **employee engagement score climbed 38.9 points to 88.5%**, surpassing Tegria’s goal.

What made the change? Visibility and demonstrated care of leadership, open and honest communication through storytelling, listening to employees, and ensuring employees have the resources and tools to do their work. Indeed, the improvement in the latter (resources/tools) is clear confirmation that the decision to move to a new EHR and patient accounting system was the right one.



“ I’m older (not saying how old) and I’ve worked for a few companies in my career, but none like Tegria. We have only been on board for a few months and the team spirit is amazing! The opportunities are boundless. I am continuing to learn something new each day, and I am so honored to be a part of it. I am so excited to see what the future brings, and actually look forward to coming to work each day. — New, rebadged Tegrian

## Action

### Starting from “now”

With the consultant directing the Cerner transition and Tegria taking responsibility for revenue cycle functions, our client was poised for positive (but still hard) change. In a matter of a few weeks, the business office structure was revamped to consolidate physician and hospital billing, 65 revenue cycle employees were transitioned to Tegria, and Cerner went live. Everyone took a deep breath.

- We quickly deployed resources to wind-down the legacy A/R while the local Tegria team focused on learning the new Cerner system. This dedicated focus produced **higher than expected collections** out of the legacy A/R during the transition.
- We provided additional coding resources and oversight. The Tegria coding team **worked through backlogs** in the legacy systems while also strengthening the team with **Cerner-specific knowledge and expertise**.
- We enlisted an interim director throughout the transition to specifically **focus on Cerner set-up issues, front-end work-flow deficiencies and overall process flow inefficiencies**. This focus was key to the regional health system’s CFO gaining visibility to his next steps.
- We **communicated clearly and honestly** with newly transitioned employees. But in reality, there was angst. During the second week of their transition to Tegria, an employee engagement survey asking them to reflect on their experience with the health system resulted in a 59.6% engagement score, far short of Tegria’s 80%+ goal.

## The Bottom Line

In less than a year, revenue cycle at this regional health system has taken a swift, positive turn operationally and financially, giving the CFO visibility to next steps for his organization. Most striking, a 40% climb in employee engagement is evidence of revenue cycle staff taking hold of an opportunity to thrive in a reorganized, energized workplace culture.

If you can relate to aspects of this story, exploring end-to-end revenue cycle outsourcing with Tegria is your bold next step.



This transition made me super nervous as I had been employed with the local hospital for 16 years. But all I can say is what a breath of fresh air. The transition has been nothing but positive. Tegria is such a wonderful company. The culture with Tegria is no less than amazing. Everyone is respectful, smiling, relaxed—it’s a feel-at-home type of company. Tegria shows caring and compassion for all employees, leadership and the community alike. We are on a common ground.

— New, rebadged Tegrian