

## PHYSICIAN GROUP SUCCESSFULLY OUTSOURCES REVENUE CYCLE MANAGEMENT

Piedmont Heart Institute collaborates with Navigant<sup>1</sup> to get billing and collections under control

### CHALLENGE

Knowing where your medical practice stands with billing and collections is crucial to understanding the overall financial health of your practice. When Piedmont Heart Institute in Atlanta, Georgia, learned that its revenue cycle key performance indicators weren't meeting industry benchmarks, the group knew to take action in order to improve the practice's revenue cycle performance.

An excessive claim denial rate, coding errors and insufficient provider credentialing efforts drove many of the heart institute's concerns. In addition, benchmark data revealed days greater than 120 days in accounts receivable (A/R) were at 23 percent. Given the ongoing negative impact of critical revenue cycle metrics compared with industry benchmarks, and a need to be economically efficient, the status quo was not an option.

### SOLUTION

Piedmont Heart Institute chose to outsource its billing and collection efforts to Navigant with the intent to accomplish revenue cycle improvement initiatives consistent with its values. This successful effort aligned the institute's results with industry best practices, and included the following:

- Outsource coding of all procedures to Navigant to improve accuracy of billing and timely submission of claims
- Identify lag issues surrounding the capture of rounding charges and implement a process to bring all charges current
- Create a new on-site office and transfer all office charge capture there; implement missing ticket reconciliation processes in addition to ongoing audit processes
- Tackle the issue of EKG billing, reporting and RVU tracking

*"After our initial success, I am confident that the Navigant team is committed to continuing a successful central business office process for our heart institute that will continue to yield improvement and even greater results. This perspective has brought value to, not only the heart institute, but the health system as a whole as we expand our services."*

MONICA G. RICHEY, FACHE  
EXECUTIVE DIRECTOR, REVENUE CYCLE  
PIEDMONT HEART INSTITUTE

1. Business process management services described herein are provided by Navigant Consulting, Inc.'s wholly owned subsidiary, Navigant Cymetrix Corporation.

[navigant.com](http://navigant.com)

### About Piedmont Heart Institute

Based in Atlanta, Piedmont Heart Institute, a fully integrated cardiovascular practice, is composed of more than 100 affiliated cardiovascular specialists with over 30 locations across north Georgia.

### About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).

## RESULTS

As the heart institute's business evolved, Navigant adapted to changing needs with flexible service models. Initial results included a lower cost to collect, lower A/R per physician, and improved payment accuracy and collections ratios. Customized solutions by Navigant and Piedmont Heart Institute have yielded consistent, sustained, positive results and enhanced billing and collection goals that are tracked monthly by both the client and Navigant.

30  
days



A/R days at **30 days, or less,** monthly



120  
days



A/R **greater than 120 days** at 11%, or less

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