

BUSINESS OFFICE EXTENSION IMPROVES PATIENT SATISFACTION AND CASH

"We have had record-setting months for self-pay collections as a result of our partnership with CCI."

Director, Revenue Cycle/Patient Financial Services

A NEW ENGLAND HOSPITAL NORTHEASTERN, US

The teaching hospital is a 213-bed facility associated with a renowned medical school. It was founded in the late 1800s as the first hospital in its community and provides comprehensive inpatient services in all medical specialties.

CHALLENGE

Due to increasing self-pay volumes combined with loss of internal staff members, the hospital was having difficulty answering in-coming patient calls on a timely basis. They were unable to make calls on most accounts or reminder calls on delinquent payment plans when patients had fallen behind on payments.

As a result of waning financial performance and patient satisfaction, the hospital was faced with the choice of either hiring additional staff, or suffering continued patient complaints and below average collections. Aggravating the problem, they were unable to accurately measure how much was being billed and collected in patient responsibility; nor could they accurately measure call-related metrics such as wait time and abandonment rate. This data was required to help justify the need for additional internal resources.

SOLUTION

First, a benchmark report of collection performance was required to accurately assess the current situation and to track and measure improvements.

CCI worked with IT resources to provide an extract of statement and payment data over the course of the prior 12 months. Using this data, a repeatable reporting process was established to measure the amount being billed monthly to patient responsibility and the amount collected post-point-of-service.

Second, assistance was needed to manage incoming self-pay phone calls and make outbound calls. CCI was engaged to serve as an extension of the internal team.

The hospital turned to existing partner, CCI, who shares unmatched proprietary integration with their system through a decades long partnership with MEDITECH. CCI and the business office had worked together on self-pay strategies and patient collections in their community for more than 20 years. The MEDITECH interface gave the hospital the opportunity to implement new services rapidly with no start-up or development costs. Even while the hospital plans to implement a new EHR/HIS in the future, they will continue to benefit from robust integration since CCI partners with the leading vendors in healthcare.

Working with revenue cycle leadership, CCI designed workflows and communication campaigns based on unique scoring and segmentation algorithms to complement the hospital's existing resources. With enough internal staff to handle incoming patient calls for the first 30 days, a definitive timeframe for account placement and delegation of work was established. The hospital continues to send an initial itemized bill and takes resulting calls using their reduced staff.

The CCI interface built into MEDITECH transfers self-pay accounts to CCI on day one, where they are scored and segmented in preparation for continued treatment by CCI beginning at day 30. From that point on, CCI manages all remaining outbound statements and communications, including all incoming calls to their professionally trained contact center.

Because all self-pay accounts are transferred immediately after the itemized bill at day one, CCI is able to facilitate the tracking and management of all payment plans, which includes monitoring payment status, generating automated reminders (email or SMS text) and providing IVR calls prompting easy payment. Both CCI and hospital staff have full visibility of all accounts. Even patients that may have



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"We have experienced a significant decline in patient complaints since implementing CCI."

Director, Revenue Cycle

multiple accounts of different ages receive extraordinary customer service and can resolve all of their responsibilities by working with either staff. This prioritizes the patient experience over cost containment, and generates real collaboration and partnership between internal staff and CCI.

Additionally, having all accounts and performance history in the CCI system, CCI was able to establish accurate reports of the entire self-pay process and performance, combining both internal hospital efforts and CCI collections into one set of hospital and partner program results.

RESULTS

Record setting months in self-pay cash have resulted from the partnership with CCI. Patient complaints have significantly declined.

The hospital staff now has the time to focus on the service aspect of each phone call received during the first 30 days of the self-pay cycle, resolving problems and spending more time with patients. The CCI contact center augments hospital-patient outreach, and professional representatives reflect the values and mission of the organization. Overall call volumes managed by internal staff have decreased while patient satisfaction has improved considerably.

The hospital immediately avoided the cost of adding and training two FTEs and has been able to evaluate new strategies for additional staff reallocation.

CCI Collection Results

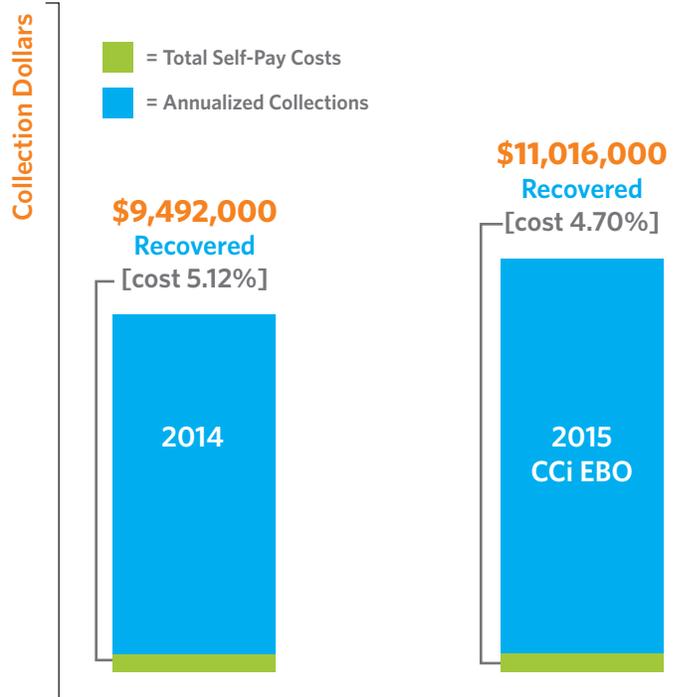
Pre-CCI benchmarks:

- 19% gross self-pay collection performance
- Cash receipts post-POS of \$791 thousand monthly

Post-CCI results (First Year)

- 46% gross self-pay collection performance
- Cash receipts post-POS of \$918 thousand monthly
- Return on Investment: 912%
- Call abandonment rate < 4%

Increased Cash and Profitability



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PO Box 5238 Winston-Salem, NC 27113-5238 800.942.2995 sales@cciws.com

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