



Yuma Regional Medical Center

**STREAMLINING REVENUE CYCLE TO
AFFECT \$12.6 MILLION**



CASE STUDY

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Yuma Regional Medical Center

CUSTOMER PROFILE

Yuma Regional Medical Center (YRMC) is a comprehensive not-for-profit medical facility serving Yuma and surrounding communities in southwestern Arizona. Licensed for 406 beds and employing over 2,000 staff, YRMC provides general medical and surgical needs along with a wide range of specialized services. The hospital also serves as the base for the area's Emergency Medical System and operates one of the busiest Emergency Departments in the state. YRMC's mission is to improve the health and well-being of individuals, families, and the communities we serve through excellence, innovation and prudent use of resources.

SITUATION ANALYSIS

Customer Challenge

Following an enterprise-wide implementation of a new EHR, Yuma Regional Medical Center was impacted by operational and technological workflow changes which resulted in a significant loss of revenue for the organization. Shortly after the go-live, YRMC conducted an internal assessment of the revenue cycle in an effort to identify areas of focus for optimization and to streamline key parts of the revenue cycle. YRMC leadership used the assessment to set a clear scope and work around resolving the organization's charge capture integrity issues and needed a full time, experienced revenue cycle project manager to lead the optimization effort.



Approach

YRMC quickly engaged a senior manager from Leidos Health to validate the assessment, identify further areas of improvement and provide experienced leadership to meet their desired outcomes. The senior manager worked over a three-month period to:

- ▶ **Provide oversight** of charge initiative teams to assess need, identify resource requirements, establish a corrective plan and partner with YRMC to implement solutions
- ▶ **Form a cross-functional** revenue integrity team
- ▶ **Identify process improvement opportunities** for gross revenue capture and implement solutions
- ▶ **Focus on seven** key revenue cycle areas (see Our Solution)

OUR SOLUTION

YRMC engaged Leidos Health over a three month period to conduct a charge capture integrity assessment and to plan, manage and implement solutions to optimize charge capture. To ensure the project's success, Leidos Health implemented a weekly governance review of all activities, upcoming milestones and progress-to-date.

To start, the Program Manager worked to validate the findings of the internal review by performing a rapid charge capture assessment and to identify potential new opportunities for revenue cycle improvement. Eight key assessment activities included:

“[Partnering with Leidos led to] a successful project that resulted to improving processes and hardware procedures. The positive revenue impact also added to the conclusion that this engagement was money well spent.”

— **GENE SHAW**, Chief Information Officer, Yuma Regional Medical Center

1. Comprehensive chart review
2. Comprehensive charge audit
3. Optimization of current usage of Omnicell and Optiflex dispense mechanism
4. Validation of revenue capture during fluid administration
5. Optimization of central supply workflow for revenue capture related to supplies
6. Identification of bedside procedures performed and capture related revenue
7. CDM consolidation improvement and assessment
8. DNFB days reduction strategy

After conducting interviews with end-users across the organization, the program manager identified opportunities for process improvement and formed an integrated revenue integrity team that included representatives from IT, informatics, finance, pharmacy, clinical, materials management, HIM and Patient Financial Services. The team’s interviews focused on process changes and measurements of the impact of the EHR implementation. The team also documented detailed workflows of key charge generating areas by shadowing end users.

OUTCOME AND RESULTS

Upon completing this detailed assessment, Leidos Health helped YRMC identify several areas for workflow improvement and additional end-user training. By working closely with executive leadership and engaging end-users from across the revenue cycle, Leidos Health and YRMC were able to:

- ▶ **Deactivate** zero usage supplies
- ▶ **Consolidate** charges for procedures appearing multiple times
- ▶ **Implement** a revised form for adding supplies and procedures in a controlled fashion
- ▶ **Recommend** a best practice charge master structure
- ▶ **Plan** to reduce DNFB days by identifying reasons for increased DNFB days
- ▶ **Enhance and document** on-going monitoring and physician documentation support

In addition, Leidos uncovered an overall potential financial gross revenue impact of \$12.6 million annually.

ABOUT LEIDOS HEALTH

Leidos Health helps healthcare organizations achieve their goals of meeting regulatory requirements, improving quality of care, reducing costs and enhancing the patient experience. Our services include implementation and optimization of EHRs, along with solutions for critical initiatives such as IT strategy, revenue cycle, clinical optimization, Meaningful Use, ICD-10, and cybersecurity.

For more information, visit leidoshealth.com.

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