

Operationalizing a top performing revenue cycle operation in 6 months

“We’re operating very lean and the performance of our staff has been unbelievable.”

Within a 6-month time period, Square Care Medical Group separated from its MSO, built a net-new Central Business Office, and quickly became a top performing practice.

Background

Square Care Medical Group, a Long Island-based primary-care group of 87 providers focused on women’s health, previously relied on a fellow athenahealth client to perform all of its billing functions. In late 2018 Square Care’s leadership approached athenahealth’s Consulting Services, looking for support designing, staffing, and operationalizing a net-new Central Business Office. With a tight partnership between athenahealth’s Revenue Cycle Management Consulting group and Square Care’s newly appointed leadership, the project spent the four months prior to go-live taking the operation from concept to fully operational. During its first week live, the business office’s performance was already consistent with median benchmarks for its cohort, and by its second full quarter live, all meaningful Revenue Cycle Management performance metrics benchmarked consistent with 90th percentile performance.

Pre-live Process

Early in the design process, a philosophy was adopted: "If it's worth doing, it's worth measuring." Starting with athenahealth’s recommended best practices, the project organized every job that needed to be executed into roles and identified the corresponding performance reporting that would be used to measure staff performance in each function. Below is a chronological breakdown of the pre-live project phases:



Post-live Performance

Upon going live, Square Care was immediately realizing performance consistent with median benchmarks for its client cohort. athenahealth’s Consulting Services and Square Care’s leadership fine-tuned processes and workflows where reporting suggested opportunities existed, and within 5 months of going live, the practice was experiencing performance consistent with 90th percentile benchmarks. Below are performance highlights:

- For the trailing 12 months, **Days in Accounts Receivable** averaged 26.3 days
- On a same-store provider basis, **revenue increased 34.9%**, which was largely driven by:
 - Patient throughput improvement of 21.2% (measured in visit volume) year-over-year
 - Increases in both payer yield (1.5% increase YoY) and patient pay yield (8.3% increase YoY)

