

# Major Healthcare System Drives Cash Flow Opportunities through Shared Services Transition

## Customer Profile

An integrated healthcare system, including a network of nearly 20 acute care hospitals located across the West Coast.

**The customer sought to create greater cost efficiencies by eliminating redundancies and increasing workflow.**

## Challenge

As a result of a transition to a shared services center, a significant increase in Accounts Receivable (A/R) days and a migration to an upgraded version of MEDITECH, the hospital system sought experienced cash acceleration specialists to identify patient collection and cash flow opportunities.

## Solution

Leveraging the National Recruiting Center (NRC), Kforce attracted and recruited top talent in a highly competitive labor market, including those with advanced understanding of Explanation of Benefits.

## Outcome

Over three months, 15 experienced candidates had helped the customer uncover significant cash flow opportunities.

# Healthcare System Drives Cash Flow

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**15**

consultants  
onboarded in 4-7  
day windows

**5-10**

years of  
MEDITECH  
experience  
required

### Challenge

One of the West Coast's largest not-for-profit healthcare systems desired a shared services model to help offset the rising cost of care and decreases in government reimbursements. By transitioning multiple systems into one centralized revenue cycle operation, the organization would achieve greater cost efficiencies by eliminating redundancies and increasing workflow.

The transition required a major consolidation of business operations from five individual facilities to a co-op that would serve four Southern California facilities. The initiative also involved a complex upgrade from its legacy MEDITECH Magic system to a newer, more accurate MEDITECH electronic medical records system.

While transitioning, the healthcare system faced several initial setbacks, due to employee uncertainty and turnover, relocation and the overall operational shift. The setbacks impacted cash flow drastically, deteriorating into uncollected and/or unrecoverable A/R. In need of assistance, the customer engaged Kforce to help decrease A/R days, drive costs efficiencies and accelerate cash flow.

### Solution

Kforce worked with the organization's top executives to outline key project criteria, including the identification and recruitment of experienced cash acceleration specialists.

In collaboration with the National Recruiting Center (NRC), Kforce identified and onboarded 15 candidates within a four-to seven-day window for each position. Each candidate had the required five to 10 years of experience with MEDITECH, commercial collections and billing analysis.

Within three months, Kforce's skilled consultants supported the organization's revenue objectives by:

- Analyzing patient accounts for collection viability and assessing whether outstanding balances were an overpayment, underpayment or patient liability.

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### Solution (continued)

- Accurately identifying whether the correct contractual amount was collected (i.e., the contract management system shows the expected adjustment the insurance company should have taken was \$4,500; but the Explanation of Benefits shows only \$4,000 was deducted; therefore, an adjustment should be made on the account).
- Simultaneously working within different systems (utilizing the work pool system and main patient accounting system, while also conducting reimbursement research in the contract management system and/or on payer websites).

### Outcome

Prior to this project, the customer had engaged five vendors to complete the shared services model initiative. Kforce is now recognized as the “Vendor of Choice” for the provider’s revenue cycle needs, due to the following key factors:

- The high volume and speed-to-market of quality candidates that were identified, screened and onboarded through the NRC
- Kforce’s insight into and understanding of:
  - Revenue cycle processes
  - The technological nuances between the new and legacy MEDITECH systems, coupled with the ability to identify potential risks and minimize gaps during the migration
  - The customer’s unique challenges
  - Creating opportunities that increased cost savings and improved the patient experience
- Collaborative communication across Kforce’s sales and recruiting teams, and the customer’s key decision makers

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## Outcome (continued)

Kforce has successfully helped the customer meet their overall goals for achieving sustainable A/R levels and improving cash flow. The customer has decided to make the team's niche role—as hybrid commercial collections and billing analysts—a dedicated payment review department within their organization. As the partnership evolves, Kforce offers dedicated and committed service to helping the healthcare system's leadership identify cost savings while improving patient care.

## About Kforce

Kforce is a professional staffing and services provider, offering critical support for Health Information Technology (HIT), revenue cycle management and Electronic Health Record (EHR) initiatives. Our portfolio highlights work with more than 400 providers, payers and healthcare service organizations, and a talent network featuring more than 2,000 highly skilled resources across the country.