

CASE STUDY:

Geisinger

Health system combines nine vendors into a seamless program

CHALLENGE

- To combine nine vendors into a seamless program

As hospitals and health systems work to streamline operations and increase the impact of collections efforts in an increasingly challenging environment of patients, payers and regulations, transforming the performance of a provider's outsourced vendors is more critical than ever.

SOLUTIONS

- Agency Manager

The challenge

In 2009, Geisinger worked with a network of nine vendors to support both hospital and clinical revenue collections. The vendors were in place to provide overflow support for active A/R, when volume might exceed internal capacity, and for all bad debt collections. The volume and timing of accounts sent to vendors would fluctuate based on internal capacity and patient volume. While the vendors were connected to Geisinger systems, each connection was unique in terms of what data was exchanged and how often each side was sent updated files.

RESULTS

- ROI related to vendor management exceeded 3:1
- Overall yield rate on all outsourced active AR increased 39%

Geisinger had a dedicated team to monitor performance, reconcile invoices and inventory, and perform ad hoc analyses, but the team was more an administrative function than a managerial one. Given data limitations, it was hard to do any detailed performance analysis, to compare vendors or even to identify issues and opportunities that might present themselves within Geisinger or with the agencies. Geisinger revenue management leaders decided that the approach to working with these external partners needed improvement, since it lacked critical data integrity and failed to link internal and external teams in a collaborative process. As a result, the revenue management leadership team embarked on a comprehensive, technology-enabled program to overhaul how it worked with outsourced vendors with the goal of improving financial performance as well as ensuring the integrity and experience of Geisinger patients.

Waystar solution

Geisinger needed a technology solution to form the foundation of a new business model. It found what it wanted in Waystar Agency Manager. All Geisinger file connections are integrated into the solution, the data is standardized and normalized, including account level financial data as well as activity data. The solution receives update files daily on changes to accounts from both Geisinger and its vendors.

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Waystar Agency Manager includes a rules engine configured to Geisinger's specific policies, contracts, and processes, and is able to adapt as volumes and outplacement needs change. The rules engine monitors accounts at various vendors to identify necessary actions or changes, for example, recalling an account when the placement period ends, approving settlement agreements within certain parameters, and even sending a work request to a business office employee for special situations such as charity applications or bill issues.

As part of the deployment, Geisinger staff, vendor partners and Waystar met and codified detailed policy and process expectations. The solution also has a reporting module so that detailed information can be analyzed on a comparative basis within and across all vendors. Reports include performance, activity, and issues reports. The solution is also able to calculate vendor fees, and handle adjustments due to reversals, grace periods, and more.

"We have a good, solid, hard ROI with Waystar."

- Dan Angel, Associate Vice President, Revenue Cycle Management, Geisinger Health System

The results

- The ROI related to Vendor Management has exceeded 3:1, with operational gains of significant value as well
- Geisinger's overall yield rate on all outsourced active AR increased 39% in year one while vendor fees were reduced by more than 10%
- Geisinger is able to more efficiently and effectively manage its collection agency relationships

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