

Charting the Course for Cohesive Practice Operations via a Strategic Ambulatory Assessment

Yale New Haven Health System charts the course for cohesive practice operations via an ambulatory and performance assessment.

The assessment process conducted by MedSynergies, an Optum company, uncovered close to \$15 million in revenue cycle opportunities and \$3-\$4 million in potential market share growth.

Situation:

Yale New Haven Health System (YNHHS), a non-profit health care system headquartered in New Haven, Connecticut, was growing quickly. In 18 months, Northeast Medical Group, their non-profit multispecialty medical foundation, doubled in size to 64 community practices and more than 600 employed physicians and advanced practitioners. In addition, the system plans to extend access to quality health care by continuing to expand their footprint from New York to Rhode Island and across southern Connecticut.

Rapid growth creates a challenge to standardize and streamline operations – from the first point of patient contact all the way through the revenue cycle continuum.

Solution:

YNHHS knew they could operate more efficiently and improve their revenue cycle if Northeast Medical Group could operate as a cohesive group rather than as independent entities. By bringing in an outside perspective through MedSynergies, YNHHS was able to understand the costs associated with practice operations and the key metrics to monitor their performance goals. The group's leaders received assistance in identifying the most relevant options so they could make the best decisions for the group, their physicians and most of all, their patients.

The solution wasn't simply an audit, but rather a strategic performance and opportunity assessment – with open discussion, data analysis and information exchange. It gave YNHHS a thorough view of their resources, processes and workflows and how they affected Northeast Medical Group's financial performance. A team of MedSynergies professionals started with a comprehensive assessment of the group's financial and operational health.



YALE NEW HAVEN HEALTH

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Christopher O'Connor,
Chief Operating Officer, YNHHS

About Yale New Haven Health System

YNHHS is one of Connecticut's leading health care systems. It was formed in 1996 to enhance the quality and scope of health care services for residents of Connecticut and beyond. With 624 providers, YNHHS includes three delivery networks: Bridgeport Hospital, Greenwich Hospital and Yale-New Haven Hospital, and a physician foundation, Northeast Medical Group. YNHHS has clinical relationships with several other hospitals in Connecticut and numerous outpatient locations throughout the state. YNHHS is affiliated with Yale University in support of patient care, medical education and clinical research.

Using a comprehensive methodology that combined data analysis, interviews and observations, the evaluation provided insights to understand the current state, validate the data and identify revenue cycle performance breakdowns. Workflow reviews identified gaps and areas to streamline and lower costs. The MedSynergies team then compared current data with industry benchmarks to develop a performance improvement roadmap.

“The assessment process with MedSynergies was instrumental in bringing a number of issues to the forefront,” said Christopher O’Connor, Chief Operating Officer, YNHHS. “The dialogue and decision-making that this process inspired has been a tremendous asset to our organization. We knew there were opportunities to enhance our practice operations and with the assessment findings, we can highlight and focus on these goals to build a sustainable delivery model going forward.”

Results:

The assessment identified opportunities within Northeast Medical Group that would support YNHHS continued growth including:

- Standard business processes, resources and technology across its community practices
- Consistent performance and quality metrics
- Business intelligence and analytics to monitor performance and support better decisions and financial management
- Close to \$15 million in revenue cycle, payments, accounts receivable and denials savings opportunities
- Possible \$3 to \$4 million in patient market share growth

MedSynergies also helped YNHHS identify ways to better engage the growing family of Northeast Medical Group physicians with their alignment strategies and to improve connections with patients through referral scheduling. As systems across the nation seek the keys to unlocking ambulatory growth, these improvements could have an immediate and positive impact on YNHHS’ bottom line. With this valuable insight, YNHHS had the recommendations and an actionable plan as a guide for making strategic decisions to increase revenue while also lowering costs and improving operational efficiencies across the system.

To learn more about MedSynergies, visit medsynergies.com.

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