



## DERRY, NOLAN & ASSOCIATES, LLC

Caring for your practice so you can care for your patients.

### Cardiology Practice Enjoys Improved Workflow Processes

When a local cardiology specialty practice found itself without a billing office manager, they turned to Derry, Nolan and Associates. The practice wanted to correct inefficiencies in the billing workflow, build a team environment between the front office and billing department and hire a progressive manager who shared the CEO's vision of proactive, instead of reactive, billing. Crystal Nolan, a principal in the Derry, Nolan consultancy, stepped in as interim billing manager, did a billing office assessment, and spearheaded recruiting efforts to find a new billing manager. Concurrently, fellow consultant Lani Antonio, CPC, conducted an in-depth revenue cycle analysis.

During the assessment, the team realized the front office and billing department were not working in tandem, causing patient registration errors and "rework" for the billing department. Additionally, calls to the billing office went automatically to voicemail, resulting in patient frustration. Too, the accounts receivable staff simply corrected billing errors, missing an opportunity to educate fellow staff on how to bill correctly.

In the meantime, Antonio's revenue cycle analysis exposed risk areas in compliance, as well as potential for missed revenue. She translated findings from the revenue cycle analysis into a mapped Visio diagram, which made it easier to recognize process gaps that need to be addressed.

Process improvements will be noticeable and benchmarking standards more easily compared to MGMA metrics, thanks to recommended revisions by Derry, Nolan to the practice's existing dashboard reports. Having a quick view of meaningful data will help the practice maintain its strict quality standards.

Derry, Nolan educated the front desk staff on basic payor rules and conducted on-going training to assure understanding and basic knowledge of insurance rules. Meetings between the billing office and front office staff helped lay new groundwork for communication and mutual support.

To address issues within the billing and accounts receivable follow-up, Derry, Nolan recommended setting up a model based on payor type to help eliminate duplicative and non-value added work. They also recommended the practice of proactively contacting patients with aging accounts prior to the patient's next appointment, so patients can make payments during or prior to the visit.

Derry, Nolan and Associates worked in tandem with the practice's CEO to help place the new billing manager. Nolan helped ease the transition through provision of an issues road-map, which will help the new manager decide how to focus her energy and best use staff resources. As the team continues its workflow improvement tasks, as well as the ongoing work with the billing office and new manager, the organization will be able to further its growth, as well as positively affect its bottom line.