

## Case Study: Protecting Cash Flow through Cerner Millennium Go-Live

<ul style="list-style-type: none"> <li> <b>About:</b> Children’s healthcare system located in the Midwest that cares for patients who have some of the most complex, rare and traumatic conditions in pediatric medicine. This organization focuses on children who have disabilities and complex medical needs by providing hospital care and a network of clinics and outreach sites.         </li> <li> <b>Challenge:</b> At the same time that the transition to Cerner Millennium EHR began, the Central Business Office was formed combining the professional and institutional teams each on a different legacy billing system. It was critical to plan a successful launch to the new EHR while at the same time improving cash flow and days in accounts receivable. Success meant minimal impact on cash flow and business operations.         </li> <li> <b>Success Story:</b> Innovo Advisors provided hands-on leadership guidance on implementation decisions and planning as well as leadership in daily business office operations. This approach ensured that the client’s unique needs were met in the revenue cycle workflows within Cerner, testing was thorough and comprehensive staff training was developed. Initial claims were produced the week of go-live and cash was back to normal levels within 90 days. With better management of A/R, prior to go-live cash collection increased 12% over the prior year, and accounts receivable days reduced by 31% due to both a focused effort to reduce DNFB and to thoughtfully work aged receivables for the highest yield opportunities.         </li> </ul>	<p><b>Highlights:</b></p> <p><b>12% Increase in Cash</b> Cash collected over prior year</p> <p><b>A/R Days improved</b> Reduced by over 31% prior to go-live</p> <p><b>Claims first week</b> Claims produced 4<sup>th</sup> day post go-live, fully adjudicated</p> <p><b>Cash Flow Normal</b> Cash flow returned to normal levels within 90 days</p>
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### Management through Measurement, Collaboration and Communication

<p><b>KPIs</b> Several revenue cycle KPIs were actively monitored and posted within the CBO department. Measuring and communicating these metrics provided an opportunity to inclusively and proactively manage improvement initiatives.</p>	<p><b>Central Business Office Staff</b> Cerner preparations included communication on implementation progress, workflow changes and team expectations. In addition, role specific training curriculum was developed to insure readiness. Daily operations oversight included focus on cash acceleration and accounts receivable days reduction. The goal was to minimize barriers to claim production and identify opportunities for improvement. Focused worked was assigned, productivity expectations were set and the self-pay collections processes were redesigned.</p>
<p><b>Collaboration</b> Innovo Advisors worked hand-in-hand with CBO staff and EHR implementation staff to ensure a smooth implementation. Collaborative activities with the Access team improved capture of prior authorizations; with the Coding team reduced A/R days (DNFC); and with Medical leadership reduced incomplete documentation and improved charge capture.</p>	<p><b>Executive Engagement</b> Key executives were kept aware of potential risks to the project timeline and outcomes allowing timely intervention where needed. CBO metrics (DNFB, cash collected, days in A/R, etc.) were regularly communicated.</p>

### Results

Revenue cycle risks were successfully mitigated which allowed the client to avoid an increase in its Days in A/R and prevented a disruption in its cash flow.