

# Revenue Transformation Services

Achieving High Performance  
in Health Care

  
accenture

*High performance. Delivered.*

• Consulting • Technology • Outsourcing

Inadequate revenue cycle management can cost a hospital 1 to 3 percent of annual net revenues. Health systems are finding that traditional efforts to reduce expenses do not sustain financial margins, so they seek high performance by transforming back-office activities and revenue-cycle business practices into value-added support services. Just imagine if you could:

- Increase patient satisfaction by reducing the time patients spend in admitting/registration before being escorted to their treatment area.
- Report to the board of directors that you have reduced accounts receivable (A/R) to its lowest level in years and that write-downs are lower while net revenue is up.
- Collect more cash faster at a lower cost.
- Provide patients with self-service capabilities that improve satisfaction while providing significant financial benefits.
- Reduce denials and improve coding accuracy by streamlining processes using automated systems.
- Implement workflow technologies to sustain these improvements.

At Accenture, our experience has shown that for improved financial performance, health organizations must leverage leading practices and technologies to transform revenue-cycle processes. We also believe that an integrated solution

involving both technology and process improvements at the same time will enable high performance. Our approach addresses the entire revenue cycle—from the moment a patient enters the system to final revenue collection.

### Our key service offerings

At Accenture, we continually evolve new revenue cycle approaches to help health organizations improve their financial performance. Our clients have sustained long-term, bottom-line improvements such as reduced bad debt and denials, improved claim processing, variable cost reductions, improved efficiency, and increased cash flow. We utilize a combination of:

- People—seasoned staff with deep industry experience.
- Process—leading practice operating models, floor coaching, classroom training, web-based sessions.
- Technology—workflow engine and contract rules tool, hands-on experi-

ence with virtually all patient accounting systems as well as today's major bolt-on systems.

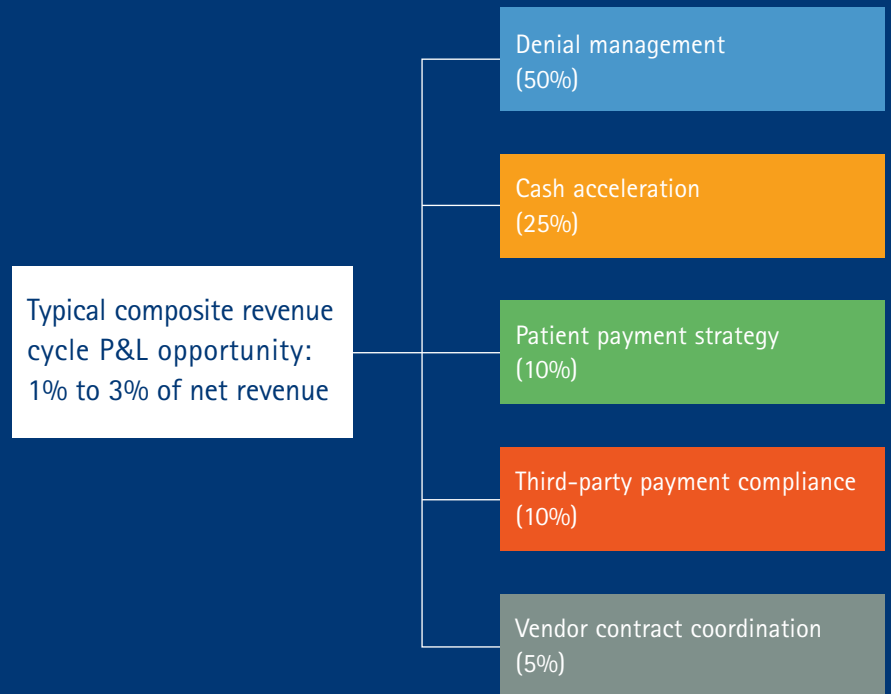
- Insights—the ability to identify emerging opportunities.

Our services for delivering high performance to our clients include:

### Denial management programs

We help increase client revenue and cash flow by reducing denials and improving the timeliness and accuracy of initial claim payments. We emphasize the pre-service functions of scheduling, pre-registration, insurance eligibility and benefit verification, pre-certification, authorization, advanced beneficiary notice and medical necessity screening, financial education, and financial counseling. In addition, we help to identify, classify and analyze denial root causes to explore operational alternatives. Finally, we provide required incremental resources for timely appeal of inappropriate denials.

Our approach looks at the entire revenue cycle as we find that incremental dollars originate in several areas:



#### Cash acceleration strategies

We work with your staff to assess and identify A/R reduction opportunities to increase commitment or investment of collection resources. Although our primary objective is to help you accelerate cash flow, we also work with you to improve accounts receivables, reduce A/R aging, and prioritize deployment of follow-up resources. We can assist in acquiring incremental resources, as well as overseeing a short-term A/R reduction program.

#### Patient payment strategies

Accenture can help you establish equitable, consistent collection policies. We encourage appropriate reimbursement to reduce bad debt and improve patient relations. We help you identify and implement active point-of-service collection efforts, patient payment alternatives, accelerated patient notification and follow-up processes, and alternative resourcing strategies. We help you evaluate collection and charity care policies and patient

payment pricing. In addition, we work with you to address improvements to patient statements and evaluate payment satisfaction associated with the revenue cycle.

#### Third-party payment compliance

We help your revenue cycle team increase collections from third-party payers. Our program includes technology-enabled tools to build front-end processes and help avoid back-end cleanup. We can also provide recommendations to simplify contract terms, which can be monitored with an automated contract management tool. Additionally, we help resolve and recover outstanding payment variances with specialized collection follow-up resources.

#### Vendor contract management

We can help you reduce contracted expenses, including outsourcing vendors, billing services, and bad debt collection agencies. We conduct a broad-based evaluation of contract terms associated

with third-party services and provide a business perspective to help enhance management and vendor performance. Based on our findings, we coordinate an RFP process to improve pricing and service levels.

Accenture's revenue transformation methodologies are enabled by the Accenture Revenue Cycle Workflow Tool—an innovative and automated solution that spans the entire revenue cycle. Supporting processes through advanced technology, this tool runs directly on your in-house network and integrates all system data into a single workflow engine.

The Accenture Revenue Cycle Workflow Tool integrates data from enterprise information systems and add-on scheduling and billing/collections systems, including patient information management, discharged-not-final-billed (DNFB), denial avoidance, denial management, care delivery and coordination, and receivables management. This

comprehensive tool drives individualized online workflow management for immediate communication and follow-up within and between patient access, health information management, and patient financial services areas.

Increasingly, high-performance health organizations are going beyond traditional efforts to reduce expenses in their revenue cycles. To improve their financial performance and then sustain those improvements, they are transforming revenue processes to find enhancement opportunities using an approach that addresses functions throughout the revenue cycle. Accenture's revenue transformation solution helps health organizations to achieve these goals, resulting not only in higher performance in revenue management but also increased satisfaction levels that extend from the patient's room to the boardroom.

## About Accenture's Health & Life Sciences Group

Accenture's Health & Life Sciences professionals deliver innovation and insight to both the private and public sectors of the marketplace, which includes integrated health care providers, health insurers, managed care organizations, public health organizations and pharmaceutical, biotechnology and medical products companies. With more than 5,000 professionals dedicated to serving the global Health & Life Sciences industry, Accenture is committed to working with clients across the industry to help them achieve and sustain high performance. We have worked with companies of all sizes, including 21 of 24 health care and pharmaceutical companies in the FORTUNE® Global 500.

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With more than 115,000 people in 48 countries, the company generated net revenues of US\$13.67 billion for the fiscal year ended August 31, 2004. Its home page is [www.accenture.com](http://www.accenture.com).

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For more information on how Accenture can help you achieve high performance through revenue transformation, contact Health & Life Sciences:

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