

Ministry Health Care Redesigns Revenue Cycle Governance and Implements System-Wide Operational Improvements

Huron worked side-by-side with Ministry Health Care's leadership and staff to design and implement an improved revenue cycle governance structure, streamlined workflows and increased staff accountability. The engagement exceeded organizational financial goals generating \$22.1 million in annualized income statement benefit while also supporting Ministry's patient-first mission.

Challenge

Ministry Health Care was already a market leader with strong revenue performance. Building on the system's existing strengths, leadership set the goal of centralizing revenue cycle governance, designing their long-term operating model and increasing revenue cycle and

Results

\$22.1 million annualized income statement benefit

95 percent of all visits financially cleared prior to service

clinical documentation efficiency and effectiveness across their hospital and physician enterprises.

Approach

Huron worked in close collaboration with Ministry's leadership and staff to design and implement a centralized and streamlined revenue cycle governance structure that generated significant financial benefits while also supporting Ministry's promise of putting patients first.

Redesigning revenue cycle governance. Huron collaborated with Ministry to design and implement

“Not only did Huron design a model that complemented Ministry's mission and vision, they worked hands-on with us to implement it. Our projections for financial savings continue to exceed expectations – so we can keep our focus on improving the health and wellbeing of our patients and the communities we serve.”

CATHY BUKOWSKI, FORMER VICE PRESIDENT OF REVENUE CYCLE, MINISTRY HEALTH CARE

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a system-wide revenue cycle organizational and operating model. Huron facilitated a comprehensive assessment, including extensive vetting so the model would deliver sustainable financial benefits while supporting Ministry's mission and values.

Increasing accountability and efficiency. By establishing effective work drivers and implementing clear, concise performance expectations, the project led to increased patient and employee satisfaction and improved operational excellence across the revenue cycle.

Streamlining workflow. Improvements to system-wide coordination, including reporting and process standardization, standardized job functions, consolidation of governance and the implementation of new revenue cycle and clinical documentation tools helped streamline workflows and set Ministry on a path of continual improvement. Integrated clinic and hospital workflows were established for registration and authorization functions, providing a foundation for increased system collaboration.

Creating sustainable results. The Huron engagement provided continued benefit to Ministry's bottom line. The project delivered \$22.1 million in annualized income statement benefit through improved revenue cycle and clinical documentation processes. Since the Huron engagement, the project has been expanded to include additional hospitals and multiple clinics.

Serving central and northern Wisconsin for more than 125 years, Ministry Health Care joined Ascension in 2013 and recently brought hospitals, doctors and clinics together under the Ascension name.



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