

SUCCESS STORIES - SUMMARY

Project Name	Client	Brief Description	Services
Revenue Cycle Management (RCM) Dashboard	Behavioral healthcare company	Built an RCM dashboard on Power BI to provide comprehensive overview of client's revenue cycle performance and different by integrating data from Azure Data Bricks	<ul style="list-style-type: none">▪ Claims Analysis▪ Collections Analysis▪ Denials Analysis▪ Billed and Unbilled AR (Accounts Receivables) analysis

RCM DASHBOARD FOR BEHAVIORAL HEALTHCARE PROVIDER

ABOUT THE CLIENT

Client is a behavioral healthcare company offering online psychiatry and therapy services across the U.S.

SITUATION



- Client was operating at huge scale with more than **40 service centers** in total and over a **million claims per year**, there was huge **AR build up to the tune of \$200 million** and client needed immediate action to manage the revenue cycle.
- The client's native reporting solution **did not have drilldowns on the factors affecting revenue cycle and was based on gross fee instead of net charges** providing limited visibility into the revenue cycle KPIs.
- Merilytics partnered with the client to build **an efficient revenue cycle reporting suite** with more granular drilldowns within a short timeline.

VALUE ADDITION



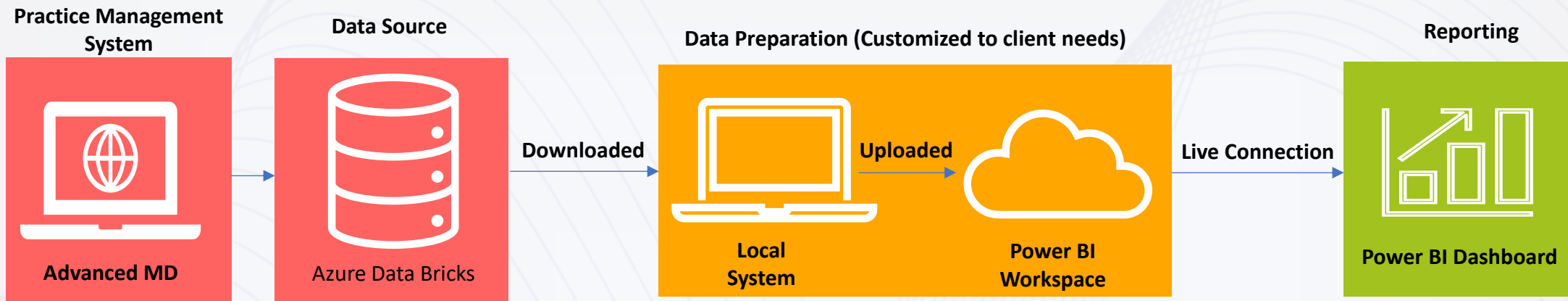
- **Identified various RCM KPIs** across claims, denials, AR, etc. and developed methodology to define them accounting for data quality
- Built a **Power BI data set customized to the KPIs** with **complex relationships** between **~15 tables** catering to **more than five million claims for a service period of two years**.
- Used the customized dataset to develop a **Power BI dashboard** with more than **25 complex views and granular drilldowns for all KPIs within a short timeline of two months**.
- **Validated and stress tested** the dashboard using the front end of client's practice management system to **ensure high accuracy**.

IMPACT



- The robust Power BI dashboard helped client monitor all the **KPIs related to revenue cycle management in a single dashboard** such as Clean Claims, Charge Lag, Denials Overturned, AR Days, Weighted Average Days to Collect etc. and take strategic decisions easily.
- The RCM dashboard provided **insights into patient related outstanding/ long overdue** balance and thus expedite the collection process resulting in over **\$3.4 million being sent to collections**.
- The client was able to **gain insights into denial outcome trends** and thus had insight to managing the **crucial process of denial overturning**.

APPROACH



Major Challenges

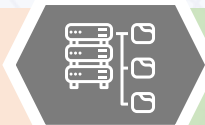
High number of tables within the client's database needed to be interlinked in complex ways to get the required KPIs

Client's entire reporting was previously **based on gross AR instead of Net AR**, the latter being a much more important metric in revenue cycle management, the entire reporting had to be changed to Net AR for reporting to add value

Denials were going through multiple iterations of billing, denial/approval, rebilling/closure making it very difficult to know the exact overall idea of AR in different cohorts depending on their status

The **data was huge** making Power BI extremely slow

Solutions



Reduced complexity by building a **detailed data tracker** to make sure that various tables within the database are **appropriately linked** and no critical information or link is missed



Developed a logic to look for Net AR using data from various tables and **developed all metrics using Net AR**



Developed a view to **breakdown initial denial amounts** by outcomes to get a snapshot of percent of AR denied/collected at any given date



Created a Power BI dataset customized to the needs of the client and used a **Power BI live connection to make the dashboard faster**

EXHIBIT #1 – SUMMARY

ILLUSTRATIVE

Claims	AR	Denials	Collection						
<div>Claims</div> <div>8,046,079</div> <div>No of Claims</div> <div>\$992,158,867</div> <div>Value of Claims</div> <div>2.32 %</div>	<div>Total AR</div> <div>\$230,607,172</div> <div>Net Open AR</div> <div>\$140,551,081</div> <div>Open AR >= 90</div> <div>\$101,228,185</div>	<div>Denials</div> <div>\$79,971,827</div> <div>Initial Denied AR</div> <div>8.28 %</div> <div>Initial Denied %</div> <div>\$35,483,745</div>	<div>WADTC</div> <div>37.5</div> <div>WADTC(by service Date)</div> <div>28.3</div> <div>WADTC(by billing Date)</div>						
<div>Billed Claims</div> <div>7,406,294</div> <div>No of billed Claims</div> <div>\$965,771,473</div>	<div>Billed AR</div> <div>\$70,920,847</div> <div>Billed AR < 90</div> <div>\$136,636,425</div>	<div>Denied AR</div> <table><tr><th>Denial Code</th><th>Denied AR</th></tr><tr><td>CO16</td><td>\$3,360,711</td></tr><tr><td>PR27</td><td>\$2,831,724</td></tr></table>	Denial Code	Denied AR	CO16	\$3,360,711	PR27	\$2,831,724	<div>Claims(last 3 months)</div> <div>54.59%</div> <div>% Collections from claims in...</div>
Denial Code	Denied AR								
CO16	\$3,360,711								
PR27	\$2,831,724								
<div>Unbilled Claims</div> <div>639,785</div> <div>No of unbilled claims</div> <div>\$26,387,395</div>	<div>Unbilled AR</div> <div>\$19,135,244</div> <div>Unbilled AR < 90</div> <div>\$3,914,656</div>	<div>Audit Denials</div> <div>\$4,677,842</div> <div>Audit Denial AR</div> <div>0.48 %</div>	<div>AR Days</div> <div>177</div> <div>AR Days (Total)</div> <div>159</div>						
<div>Lags</div> <div>3.6</div> <div>Posting Lag(days)</div> <div>23.9</div> <div>Billing Lag(days)</div> <div>27.6</div>	<div>Patient Balance</div> <div>\$59,681,926</div> <div>Patient Balance</div> <div>25.88 %</div> <div>% Pat. Bal</div> <div>\$38,546,780</div>	<div>Collections Post Denials</div> <div>\$38,530,360</div> <div>Payments Post Denial</div> <div>48.18 %</div> <div>Payment Post Denial %</div> <div>\$259,794</div>	<div>Clean Claims</div> <div>75.98%</div> <div>Clean Claims</div>						

KPIs classified into different sections – Collections, Denials, AR and Claims

KPI tile showing % of cash collected from claims in past 3 months

EXHIBIT #2 – COLLECTIONS AS A % OF OPEN AR

ILLUSTRATIVE

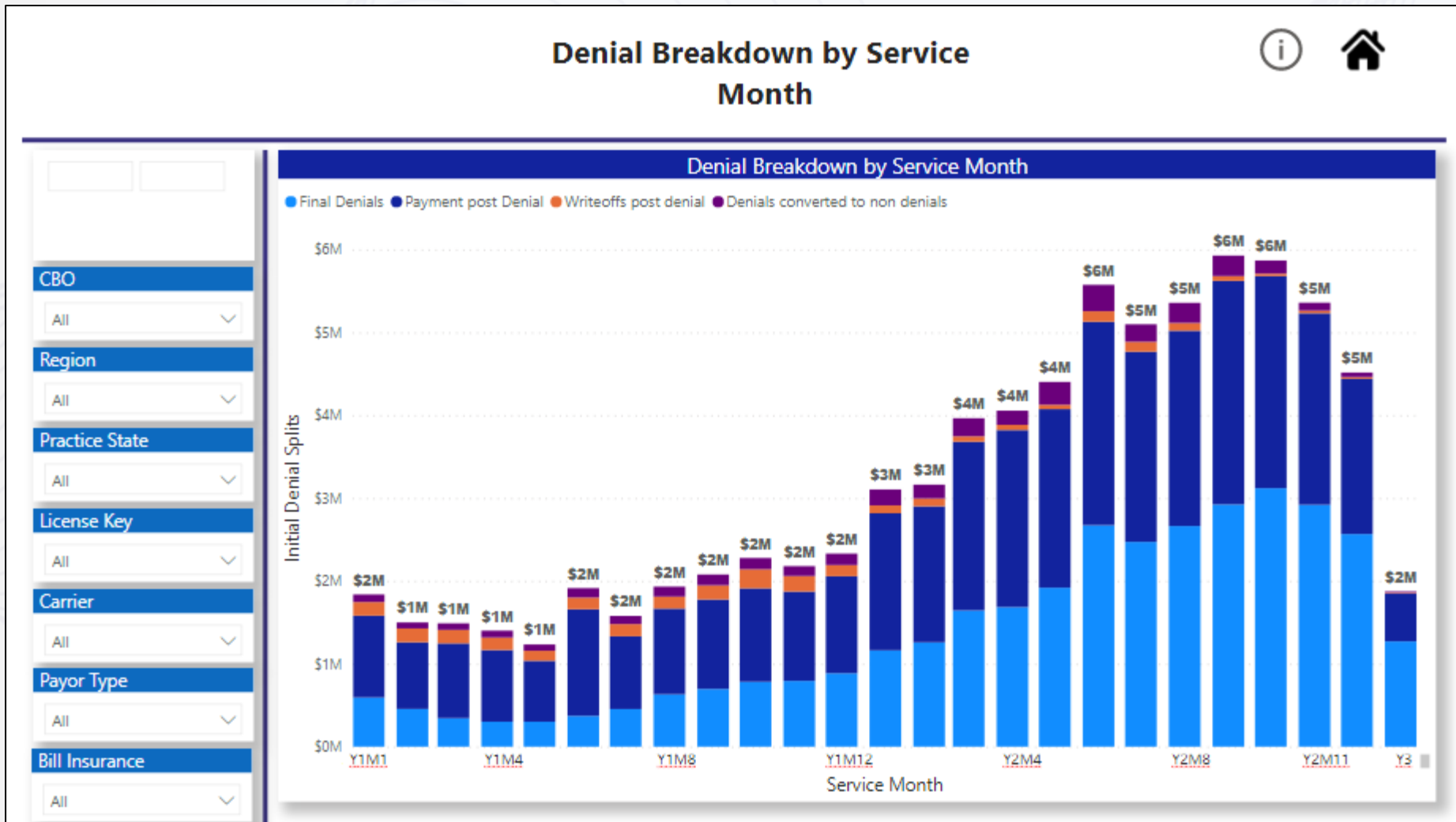
COLLECTIONS - % OPEN AR						
Collections -% Open AR ,Unbilled and Bad Debt						
Month Year	Client Agreed Charges	Collected	Unbilled AR	Being worked on	Writeoff	Total
Y1M1	\$22,067,571	81.59 %	0.45 %	13.20 %	4.75 %	100.00 %
Y1M2	\$20,751,756	81.65 %	0.45 %	13.01 %	4.89 %	100.00 %
Y1M3	\$21,367,606	81.61 %	0.39 %	13.14 %	4.86 %	100.00 %
Y1M4	\$21,317,034	84.35 %	0.37 %	11.45 %	3.84 %	100.00 %
Y1M5	\$21,033,988	85.38 %	0.40 %	10.66 %	3.56 %	100.00 %
Y1M6	\$24,075,267	84.58 %	0.37 %	11.63 %	3.42 %	100.00 %
Y1M7	\$25,414,353	82.71 %	0.45 %	13.39 %	3.45 %	100.00 %
Y1M8	\$27,960,349	80.65 %	0.38 %	15.62 %	3.35 %	100.00 %
Y1M9	\$30,193,642	81.54 %	0.33 %	14.79 %	3.35 %	100.00 %
Y1M10	\$34,353,513	81.65 %	0.29 %	14.44 %	3.63 %	100.00 %
Y1M11	\$33,408,397	82.35 %	0.27 %	14.28 %	3.10 %	100.00 %
Y1M12	\$36,195,298	83.63 %	0.28 %	13.60 %	2.49 %	100.00 %
Y2M1	\$36,749,274	81.25 %	0.34 %	16.46 %	1.96 %	100.00 %
Y2M2	\$38,400,858	83.03 %	0.37 %	15.19 %	1.40 %	100.00 %
Y2M3	\$46,305,821	82.68 %	0.40 %	15.88 %	1.04 %	100.00 %
Y2M4	\$45,514,171	82.98 %	0.44 %	15.55 %	1.04 %	100.00 %
Y2M5	\$45,044,546	81.35 %	0.41 %	17.18 %	1.05 %	100.00 %
Y2M6	\$54,468,415	80.15 %	0.46 %	16.67 %	2.73 %	100.00 %
Y2M7	\$50,658,952	78.71 %	0.47 %	17.93 %	2.88 %	100.00 %
Y2M8	\$55,415,304	77.25 %	0.54 %	19.63 %	2.57 %	100.00 %
Y2M9	\$58,029,533	75.00 %	0.66 %	21.73 %	2.61 %	100.00 %
Y2M10	\$59,240,465	72.25 %	0.91 %	24.40 %	2.44 %	100.00 %
Y2M11	\$61,073,547	67.43 %	1.86 %	28.50 %	2.21 %	100.00 %
Total	\$992,482,740	74.76 %	1.47 %	21.28 %	2.49 %	100.00 %

View giving visibility into the AR funnel , this provides visibility into % of money in various stages of the revenue cycle

View based on client agreed charges gives a realistic perspective of the actually collectable money instead of the entire gross fee

EXHIBIT #3 – TRACKING DENIALS BY CURRENT OUTCOME AND BY SERVICE MONTH

ILLUSTRATIVE



View giving visibility into the denials funnel, this provides visibility into current status of denials post an initial denial.

High payments post denials implies a better revenue, keeping all other factors constant.

LEARNINGS

- Got an opportunity to upskill in power BI specially when dealing with huge data sets.
- Created some RCM knowledge base within the project team.