



Case Study: Business Process Mapping/Reengineering

CHALLENGE

A healthcare revenue cycle management organization had a pressing need to document internal and external business processes in preparation for a Service Organization Controls (SOC-1) audit that provides guidance from auditors assessing financial statement controls of the service organization. Additionally, the organization sought to identify opportunities for improvement in current processes and workflow.

PROBLEM

- The revenue cycle management organization lacked appropriate documentation of current systems processes for the SOC-1 audit.
- The company was struggling to improve efficiency and quality of claims processing.

SOLUTION

A netlogx team facilitated the development of detailed business process maps and provided process recommendations. By utilizing existing documentation and facilitated mapping sessions/workshops with subject matter experts, the netlogx team:

- Developed end-to-end process maps documenting each of the revenue cycle management processes and interactions among the processes
- Ensured claims information flowed through the revenue cycle accurately and was accessible to the appropriate hospital, physician, office and/or payor on a timely basis
- Created awareness of opportunities to reduce claims processing time and mitigate negative impacts on the business, clients, and payors
- Identified key metrics to facilitate ongoing monitoring of business process efficiency
- Developed a baseline business process map inventory and created a maintenance process to address future changes in business processes, regulation, policy, and procedure



ADVANTAGES

- Using a standardized business process mapping methodology supported the identification of opportunities to improve or reengineer processes
- Utilizing a Lean Six Sigma approach to process mapping, opportunities were identified to:
 - Reduce rework, waste, and costs
 - Provide stakeholders with an open forum to present opportunities for improvement in an environment where the stakeholders could openly discuss and suggest or arrive at the optimal solution for all concerned

RESULT

The netlogx project team facilitated conversations in a safe environment where all impacted stakeholders could participate and gain an understanding of current business processes. The stakeholders took advantage of the safe environment to work more effectively discussing opportunities for improvement. Based on the opportunities, recommended next steps were provided to deliver efficient workflow solutions, while keeping client interests at the forefront.

In addition to developing the documentation necessary for SOC-1, the revenue cycle management organization was able to develop detailed marketing and training documents based on the process maps.

Highlights:

- Executive stakeholders realized value in documenting business processes to achieve more efficiency for the future
- Embracing the process led to an increase in communication among departments
- The company resolved numerous problems by highlighting previously siloed issues affecting multiple areas within the organization
- Stakeholders now possess a workable list of opportunities to implement for future enhancements
- The organization now has a current set of business process maps which can be maintained in client-customized standardized form and updated as impacts to business processes occur
- Business process maps now act as a common form for communicating process changes between departments