



Case Study: Business Process Consulting

CHALLENGE

A healthcare revenue cycle management organization needed to document internal and external business processes in preparation for a Service Organization Controls (SOC 1) audit. Conducted by an independent auditor, SOC 1 audits are designed to assess the effectiveness of controls related to financial reporting.

Additionally, the organization sought to identify opportunities for improvement in the current processes and workflow.

PROBLEM

- The client lacked appropriate documentation of current system processes for the SOC 1 audit
- The client wanted to improve the efficiency and quality of claims processing

SOLUTION

A netlogx team was engaged to facilitate the development of detailed business process maps and provide process recommendations. By leveraging 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
- Documented how claims information flowed through the revenue cycle and was accessible to the appropriate hospital, physician's 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



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 current process issues as well as 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 audit, the client could develop detailed sales, marketing, and training documents based on the process maps.

Following our initial engagement, netlogx has provided business process consulting services on an as-needed basis to continue enhancing efficiency.

ADVANTAGES

- Standardized business process mapping methodology supported the identification of opportunities to improve or reengineer processes
- Through 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 discuss and suggest or arrive at the optimal solution for all concerned
- Executive stakeholders realized value in documenting business processes to achieve more efficiency in the future
- Embracing the process led to an increase in communication among departments
- Additional Key Performance Indicators (KPIs) were developed based on opportunities identified to provide additional management visibility
- Numerous problems were resolved 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 that can be maintained in client-customized standardized form and updated as impacts to business processes occur
- Business process maps now act as a common method for communicating process changes between departments