



Regional One Health (ROH) is a level 1 trauma center in Memphis, Tennessee, supporting 631 licensed beds with net patient revenues approximately \$250 million and serving as surgical teaching site for University of Tennessee Health Science Center.

Success Snapshot

- ✓ \$25 million in cash gains realized
- ✓ Authorization denials decreased from \$1.2M to \$240K
- ✓ Hardwired high performance culture
- ✓ 6% improvement in net revenue yield



“HEI has worked tirelessly to ensure that we are financially in a place to continue to serve our residents. To date, we’ve realized cash gains over \$25M from this engagement.”

-Rick Wagers, CFO

Leadership Vision for Change

- Mitigate risk associated with impending Soarian EHR system conversion.
- Improve financial and clinical performance to ensure long term, financial viability for the organization.

Pathway to Excellence

- 1 Analytical assessment revealed that the organization was performing substantially below benchmark and had an \$18M annual financial improvement opportunity.
- 2 HEI process engineers led a 3-year Lean Transformation that encompassed financial and clinical departments to re-engineer processes and address performance issues.
- 3 Leadership training and implementation of Lean based supporting technology to drive objective, data-driven decision making across the organization.
- 4 **ROH, in partnership with HEI, engaged staff with a cohesive operating model based on Lean, Six Sigma, and Toyota methods in an organizational transformation that changed working culture and yielded sustainable financial results exceeding initial assessment projections.**

Challenges

Culture & Engagement



Undefined responsibilities leading to lack of ownership and issue escalation

Patient, Physician, & Employee Satisfaction



Uncoordinated schedules between case management and physicians creating level of care errors and inefficient discharge of patients

Quality



Backlog of \$40 million in total charges of un-coded/unbilled accounts

Results

\$25M
Cash Gains
Realized



**Timely Filing
Denials Reduced
by 85%**

**Improvement in
Net Revenue
Yield 6%**

Healthcare Excellence Institute (HEI) uses process engineering based solutions to transform healthcare provider organizations culturally, operationally, and financially. Through a comprehensive Lean and Toyota- based process improvement operating model, as well as results-driven targeted projects, our enterprise is helping hospitals and health systems maximize the ROI from EMR system conversions, facilitate successful system integration and consolidation, and finally enable smooth transition to value based reimbursement through population health.

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