

# Pediatric Subspecialty Faculty

Large Pediatric Group Sees Marked Improvement in Financial Performance

## At a Glance

### CLIENT

Pediatric Subspecialty Faculty (PSF) of Children's Hospital of Orange County (CHOC)  
Orange, CA

### ORGANIZATION

- ▶ Manages 140 providers
- ▶ 42 locations
- ▶ Pediatric Subspecialists
- ▶ 8 Anodyne Analytics Users
- ▶ 24 Anodyne Dashboards Users

### ISSUES

- ▶ Numerous providers in multiple locations and practice situations make data hard to gather
- ▶ Data difficult to extract from practice management system

### SOLUTION

- ▶ Anodyne Analytics
- ▶ Anodyne Dashboards

### RESULTS

- ▶ Reports provide full range of data reports from macro to micro
- ▶ Financial performance improving, despite difficult environment
- ▶ Information creates friendly rivalry among providers
- ▶ Financial data gives group a competitive edge

## Knowledge is Power for Pediatric Group Practice

"Things are moving in the right direction."

When Jeffrey Harpster, Director of Business Services for a large pediatric subspecialty faculty (PSF) at CHOC, makes this claim, it isn't just an empty boast. He has the numbers to back him up.

And, what makes his statement even more impressive is the fact that PSF's financials are already excellent compared with most health care organizations. Harpster reports that, over the past four years, days in accounts receivable have declined from a high of 120 days to 31 days and that 99.4% of claims are now resolved within 180 days. Even better, in the last two years, the collection rate is up 2%.

Harpster gives much of the credit for his success to Anodyne Health's business intelligence solutions—Anodyne Analytics and Anodyne Dashboards. His group has been using the innovative solutions for more than two years now and he says the results are impressive.

## Results even lovelier the second time around

But not all that surprising, Harpster admits. The group he had been with previously had used Anodyne Health's BI solutions, so he was very familiar with all of the advantages the system offered. When he started at CHOC, his assignment was to bring the previously outsourced business office in-house. After the initial transition to an in-house system, he turned to Anodyne Health to help refine the processes.

It is Anodyne Health's ability to provide information from the macro level to the micro level, and at every point in between, that makes it so successful. Working with 140 providers, grouped into 18 divisions, in 42 locations, Harpster says this type of functionality is key to PSF's success and a function that practice management systems just can't provide. "I am able to look at the macros of each of the divisions, and then drill down to the micro level. Our goal is to identify outliers."

In fact, Harpster compares the level of detail that Anodyne Health offers to an MRI. "We can dissect the data to look for anomalies, just like an MRI allows you to find anomalies."

He uses the information to produce a scorecard—for each division and each provider. The scorecard incorporates Anodyne Analytics' Matched Collection Performance (filter the data, slice the data, and then drill down into the data) into his own set of proprietary metrics. He says, "We are able to drill down by financial class, payer, amount

**“We are able to drill down by financial class, payer, amount billed, amount collected, days outstanding, as well as a host of other measures to identify outliers where opportunities exist – then compare this information against both established benchmarks and prior period performance.”**

— Jeffrey Harpster, Director of Business Services

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“This allows us to locate the source of the problem and reallocate our resources to address the problem,” Harpster says.

## **Rewarding good practices, changing bad**

But he isn’t just looking for what doesn’t work, Harpster stresses, he is also looking for what does work. “Anodyne doesn’t just tell you what’s wrong with practice operations; it also tells you what’s right.” He says this allows PSF to identify and replicate good business practices, in addition to eliminating bad ones.

The information gathered is shared with the 18 divisions and at the division level, with providers. This creates an environment of healthy competition. “Physicians, by nature, tend to be pretty competitive,” Harpster says, “We all benefit from the competition.” Especially since interpreting Anodyne Health’s data doesn’t require that a physician leaf through pages and pages of Excel spreadsheets. “The information is presented in a manner that allows physicians to ‘get it’ right away. That is very helpful.”

Anodyne Health is helping the group in other ways as well. “We are starting to share our business information with the hospital—which is bringing value to the relationship. If our private practices have a denial rate of 2 to 3%, compared to the hospital’s denial rate of 7%, maybe we can help them bring that rate down. In a competitive market, that is good news for us.”

So, forgive Harpster if he is smiling more these days. Things are moving in the right direction indeed.



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