Jacobus CONSULTING™

Developing a FINANCIAL FOOTPRINT FOR SUCCESS

Case Study

CHALLENGE

In 2009, Rady Children's formed an alliance with the University of California, San Diego (UCSD) and local pediatric specialist providers called Rady Children's Specialists of San Diego. The program is under Rady Children's Medical Practice Foundation (MPF), and seeks to transform pediatric health services across the region.

In response to increasing needs developing from these new relationships, Rady Children's Central Authorization Department made the decision to expand their scope. Moving beyond hospital authorization management, they additionally provide authorization services to all entities in the newly developed MPF.

The MPF Central Authorization Department now consists of approximately 50 staff members who are responsible for securing authorizations for all procedures and care provided throughout the Medical Practice Foundation. With increases in both departmental size and scope, a need arose to assess, optimize, and transition the workflow in an effort to decrease denial rates and increase reimbursement.

Rady Children's required a powerful action plan to improve their tools, and provide direction for their newly expanded Department.

SOLUTION

Rady Children's began collaborating with Jacobus Consulting in October, 2011. Following an assessment and current state workflow gap analysis, short-term improvements, including risk processes were realized. With the augmentation of MPF Centralized Authorizations Unit, new workflows to reflect and implement industry best practice were needed. Jacobus successfully assisted in the development of an infrastructure that allowed future sustainability and growth. Jacobus is committed to providing clients such as Rady Children's with lasting change and the tools to independently address future revenue cycle needs. This includes a thorough employee engagement process which determines education, training, and job description needs.

Rady Children's Hospital San Diego

Challenges

- ASSESS, OPTIMIZE, AND TRANSITION WORKFLOW
- DECREASE DENIAL RATES AND INCREASE REIMBURSEMENT
- DEVELOP ACTION PLAN TO IMPROVE TOOLS AND DIRECTION

Action Taken

- ASSESSED EXISTING WORKFLOW GAPS
- DEVELOPED NEW WORKFLOWS TO IMPLEMENT BEST PRACTICES
- ONGOING EMPLOYEE ENGAGEMENT PROCESS WITH EDUCATION AND TRAINING

Customer Profile

NAME
Rady Children's Hospital

ADDRESS
3020 Children's Way, San Diego, 92123

WEBSITE
www.rchsd.org

BED SIZE
449

ANNUAL INPATIENTS
18,782 (2015)

ANNUAL OUTPATIENTS
230,383 (2015)

RESULTS AND FUTURE PLANS

Collectively, the improvements experienced by Rady Children's have enabled them to more effectively serve the community through hospital inpatient care and outpatient services they already provide. Rady Children's has also been able to support their 180 member Children's Specialists team, supporting the research, specialty physician development, early intervention, and holistic, family centered care that they are committed to delivering.

The ongoing ability for Rady Children's Central Authorization team members to actively and independently educate themselves and train incoming employees is perhaps the most powerful tool Jacobus has been able to provide. These tools include workflow implementations such as ongoing assessment, development of training materials as necessary, and a thorough, inclusive book of knowledge to be used in achieving independent advancement in future times of growth. Jacobus has provided the Rady Children's Central Authorizations Department with the framework and foundation to meet their current financial objectives and the skills to build a powerful footprint for the future.

About Rady Children's Hospital

Rady Children's Hospital-San Diego is the region's pediatric medical center serving San Diego, Imperial and southern Riverside counties. Rady Children's is nationally recognized for medical excellence and is ranked in all 10 pediatric specialties surveyed by U.S. News & World Report across the top 10 best children's hospitals on the West Coast. Not only California's largest children's hospital, Rady Children's is also San Diego County's only dedicated pediatric hospital, and the only pediatric trauma center in the region.

Rady Children's strives to serve both the local community and the nation through their commitment to providing superior care, supporting clinical research, and optimizing teaching opportunities. Rady Children's is a major pediatric clinical research center, with nearly 500 clinical trials and other research studies underway. They collaborate with world-class institutions, including UC San Diego, the Sanford Burnham Prebys Medical Discovery Institute, The Scripps Research Institute, the Salk Institute for Biological Studies, and St. Jude Children's Research Hospital.

Their commitment to discovery is further demonstrated with the establishment of the Rady Children's Institute for Genomic Medicine. The Institute will assemble a team of world-class scientists, researchers and clinicians who will focus their talents on preventing, diagnosing, treating and curing childhood disease through genomics and systems medicine research.

Jacobus Consulting is wholeheartedly committed to helping providers improve patient care and quality, optimize operations, and increase financial performance through process redesign, healthcare technology and workforce development. Because of the depth and breadth of our expertise, we are uniquely suited to be your partner to solve the most complex challenges in healthcare.

ACHIEVE WHAT MATTERS MOST.

To connect with an expert or to receive more information, call us at 949.727.0720 or visit our website at JacobusConsulting.com