

Cedars-Sinai Medical Center Imaging Group Launches Practice and Prospers with Help from a Full-Service Partner

At a Glance

Organization

Cedars-Sinai Medical Center
Imaging Group
Los Angeles, Calif.

- 9 service locations
- 38 physicians

Solution Spotlight

- McKesson Practice Consulting Solutions
- McKesson Revenue Management Solutions

Critical Issues

- Lack of time to develop strategy due to rapid start-up
- Need for effective coding and compliance
- Contract negotiation support

Results

- Ongoing medical billing service and financial and strategic management services
- Revenues maximized
- Costs controlled
- Ongoing training to ensure coding accuracy and mitigation of regulatory risk
- Growth and expansion supported by effective cash flow, information and advice

Cedars-Sinai Medical Center faced a three-week deadline to establish new medical imaging operations when its affiliated medical imaging group abruptly ended its relationship with the hospital. However, Cedars-Sinai lacked the expertise and personnel to manage the new operation's billing, collections, compliance and regulatory requirements. The department chairman turned to McKesson for direction. With McKesson Revenue Management Solutions and McKesson Practice Consulting Solutions, the medical center launched the Cedars-Sinai Medical Center Imaging Group on the right foot. Its income potential, cost-effectiveness and compliance program were secure from the start.

Challenges

Barry D. Pressman, M.D., chair of the Department of Imaging, had three weeks to start up the new practice. Pressman wanted to make sure the group began operations with the right practice management structure, systems and processes in place so that radiologists could focus on providing optimal patient care.

With limited time to set up operations, Pressman believed outsourcing would be the best approach. "I made the decision to outsource accounts receivable and business management,

contracting, insurance, pensions, strategic planning, tactical work, and a myriad of other things to get us going," explains Pressman.

Pressman also wanted to mitigate risks associated with noncompliance from the start. Therefore, providing top-level training for physicians to ensure coding accuracy and having access to detailed documentation feedback reports was essential.

Answers

Pressman sought a full-service medical billing service and healthcare consulting partner with the expertise to handle its entire revenue cycle management process. With McKesson's revenue cycle management solutions, Cedars-Sinai received immediate assistance in the areas of practice start-up, billing and financial management, and coding and compliance. At the same time, Cedars-Sinai engaged McKesson's healthcare consulting team to optimize contract negotiations with payors, clients and facilities.

All told, McKesson monitors close to 100 payor agreements for the practice and has played a vital role in strengthening the practice's revenue cycle management and compliance program. For example, McKesson delivers ongoing physician education to improve the practitioners' coding skills and mitigate financial risks associated with noncompliance.

Case Study

“Protection from risk is intangible and invaluable. It means you can sleep at night and not sit up worrying how something’s going to roll out. McKesson is a nationwide company that is extremely knowledgeable and has the resources to help us in these areas.”

Barry D. Pressman, M.D.
Chair of the Department of Imaging
Cedars-Sinai Medical Center

Results

Since McKesson stepped in to manage the new practice, Cedars-Sinai’s imaging group has grown rapidly to open several outside offices, including nuclear cardiology and radiography facilities. The group also built a new inpatient-outpatient imaging center.

With McKesson helping to maximize revenues, providing revenue cycle management support and ensuring regulatory compliance, the practice has been able to focus on keeping pace with the rapid evolution of imaging, Pressman says. “We’re doing our own validation and a large amount of development in nuclear medicine/nuclear radiology,” he adds. “We do a lot of clinical trials and have a division developing software for nuclear cardiology techniques — both for the income and to know that we’re staying ahead of the curve.”

As the practice has grown, McKesson’s attention to the group’s initiatives has kept pace with its development. “Protection from risk is intangible and invaluable,” says Pressman. “It means you can sleep at night and not sit up worrying how something’s going to roll out. McKesson is a nationwide company that is extremely knowledgeable and has the resources to help us in these areas.”

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