

Northern Arizona Healthcare

Challenge

- Improve performance on motor vehicle and worker’s compensation insurance claims
- Secure high-margin, “full-pay” claims that had been left on the table

Solution

- Economies of scale and focus
- 100% at-risk model
- Legal background & deep experience with specific payers
- Insight into specialized revenue cycle management

Results

- 274% increase in pursuable claims identified; worth more than \$43M, a 345% increase
- 25% increase in claim payment rate
- \$9.3M increase in paid charges
- \$5.3M increase in payments received

Background & Challenge

Ryan O’Hara hit the ground running when he started in his role as Chief Revenue Officer in March of 2015 at Flagstaff-based Northern Arizona Healthcare. The healthcare system serves more than 700,000 patients annually at two hospitals.

Improving performance on specialty revenue cycle management—including motor vehicle and worker’s compensation insurance claims—presented an immediate opportunity to increase his healthcare facility’s revenue.

O’Hara’s goal? To secure the high-margin, “full-pay” claims that had been left on the table.



Kemberton helps our customers recover hundreds of millions of dollars in lost revenue. This is done by providing a team of resources and payer-specific workflows that ensure maximum efficiency and reimbursement for denied claims, motor vehicle and workers compensation cases.

Solution

Northern Arizona Healthcare's billing staff is talented. Still, O'Hara knew he had to augment his team with a partner that could focus on these labor-intensive claims. Previously, the healthcare facility had worked with an outside firm that focused on easier, "low-hanging fruit" opportunities—instead of applying a more sophisticated approach to motor vehicle accident and worker's compensation claims. The previous firm was only converting 14% of identified revenue opportunities.

That's why Northern Arizona Healthcare chose to outsource its specialized revenue cycle management claims to Kemberton, which can deliver on the economies of scale and focus to yield a much higher percentage of total potential reimbursement.

Kemberton's 100% at-risk model—in addition to its record of results, innovative use of technology, and leadership team—compelled him to make this change, says O'Hara.

Northern Arizona Healthcare has virtually no downside risk—still there's total alignment between the two organizations, since Kemberton's success is completely tied to Northern Arizona Healthcare's.

The legal backgrounds of Kemberton's team members—combined with their deep experience working with specific payers and wealth of knowledge about the intricacies of worker's compensation, motor vehicle, and other non-health insurance payers—delivers to O'Hara precisely the right mix of skills.

"With Kemberton, I know the team will identify every appropriate payer and exhaust every available avenue, and therefore bring in as much revenue as possible."

Ryan O'Hara
Chief Revenue Officer
Northern Arizona Healthcare

Results

Shortly after kicking off its partnership with Kemberton in January of 2016 Northern Arizona Healthcare recovered more than \$2.3M in 2015 claims alone—with the average time to recovery less than four months.

For the twelve months ended June 2017, Kemberton secured exceptional results, especially when contrasted with past performance:

- **Identified an additional 4,179 claims to pursue for reimbursement**
 - 274% increase in number of claims pursued
 - \$43M increase in gross charges pursued
- **Converted a full 35% into paid claims, up from just 9%**
 - \$9.3M increase in paid charges
 - 519% improvement in charges paid
- **Received an additional \$5.3M in payments, a 660% improvement**

Today, Kemberton's technology and processes are integrated with the healthcare facility's Cerner EHR, into which Kemberton can directly feed specific insurance and results data. This means Northern Arizona Healthcare can perform more specific analytics and projections on its specialized revenue cycle management claims.

As an extension of Northern Arizona Healthcare's business office staff, Kemberton works all specialized revenue cycle-related activity, while providing a level of strategic insight that delivers value to O'Hara's leadership team.

"What really kept me up at night early in my tenure at Northern Arizona Healthcare was knowing that even though we were doing everything we could to get our revenue integrity numbers up, there was still a ton of viable revenue just being abandoned, because it was too difficult or too time consuming or we just didn't have the specialized staff to collect it," says O'Hara.

"With Kemberton, I know the team will identify every appropriate payer and exhaust every possible avenue, and therefore bring in as much revenue as possible," he adds.