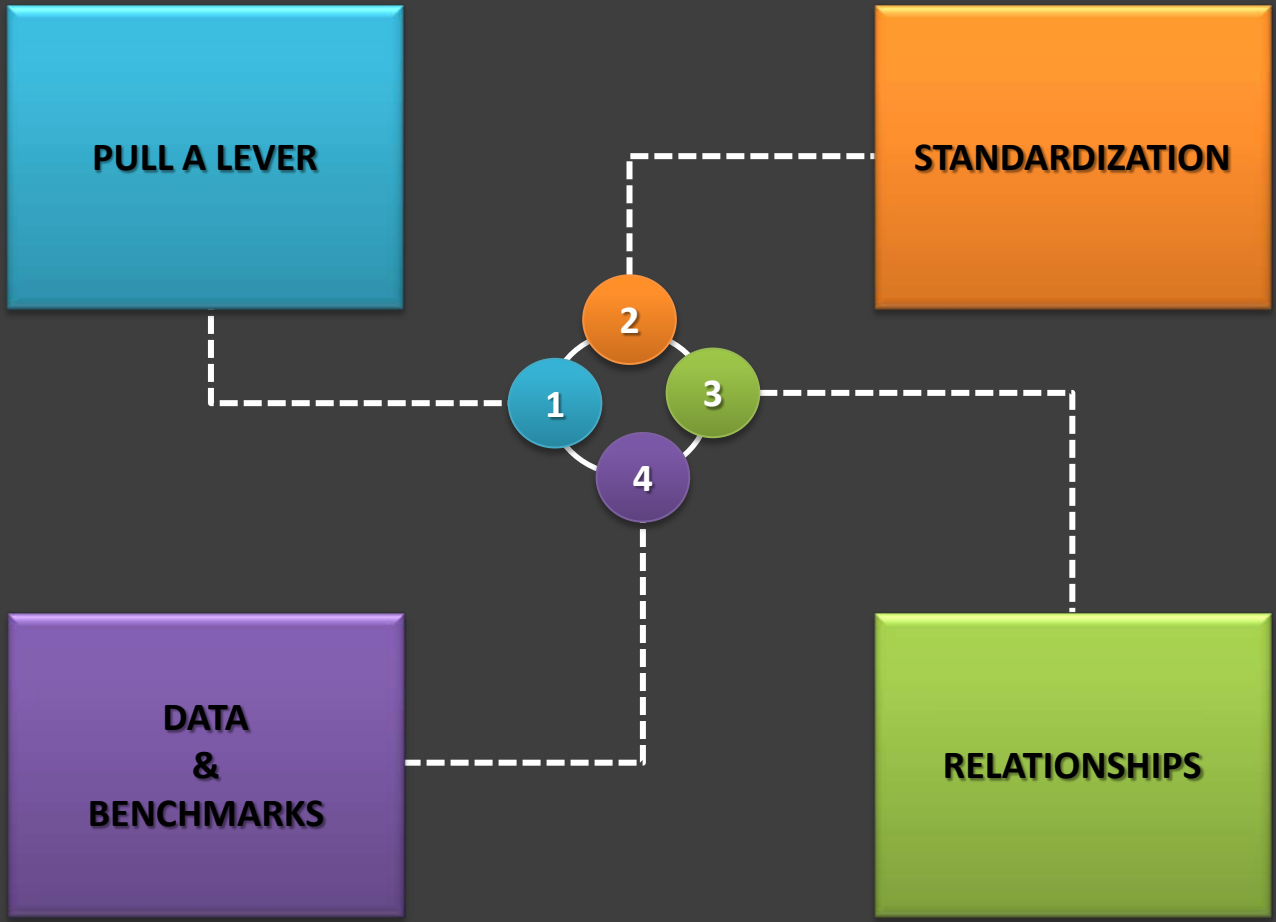


4 Steps to Ensure Operational Success



Step 1: Pull A Lever

PULL A LEVER

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There are two levers you can use to improve the bottom line of any business:

- A. Increase Revenue: In a declining reimbursement environment, the only way to grow the top line is to grow your patient volume to overcome the rate at which your reimbursement (per exam) is decreasing. A simple concept that's not easy to enact when additional controls are being implemented to ensure appropriate utilization. Think billing efficiency and automation. Do you bill for everything you already do? Chances are the answer is "I don't know."

- B. Reduce Expenses: Decreasing expenses is not as simple as laying off staff. You'll need those skilled resources to help accommodate the increasing volume. Sophisticated data and study is needed to understand where you are beating benchmarks and where you need more work to get expenses in line. A great example of inconsistency in expenses is a recent project completed at Regents which showed a cost per procedure variability between locations within the *same* company of over 2X; do you know how you stack up to the market? Another way to reduce expenses is to get more from the same work you are already doing.



Step 2: Standardization

STANDARDIZATION

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How would you feel about flying if one out of 100 flights never reached its intended destination...for whatever reason? Mechanical failure, loss of direction, schedule...dare we say it, crash. Consistency is a great way to think about standards, checklists and repeatability.

Healthcare is moving quickly towards documenting best practices we can and *should* learn from. Checklists, not unlike those used by pilots or military personnel, ensure forgetful humans don't miss something and guarantee everyone operates the same way to safeguard repeatability and drive quality. Groups across the country are diligently working on all inclusive standardized reports. It's this kind of thinking along with the insights clinical integration will provide that will get us there.



Step 3: Data & Benchmarks

DATA & BENCHMARKS

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Knowing the minute by minute condition of your operations and your performance as it relates to your peers defines where you should make changes to stay competitive. Think benchmarking.

Most everyone benchmarks hundreds of times a day without realizing it. What do you think when you get passed on the highway? *“That person is going faster than I am”* or *“I am going slower than that person.”* Your perception of a situation will drive your decision process; whether you should increase or decrease your performance in order to remain competitive.

Making use of industry tools and using real-time data to benchmark, learn and drive operational and clinical decisions is the future of healthcare. Get started now.



Step 4: Relationships

RELATIONSHIPS

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How well do you know your referring M.D.s...personally. When is the last time you had a meeting with a payor to talk about quality and process improvement, not price?

Population based healthcare, another name for ACOs, is marching on. How imaging fits into this new model has yet to be fully defined. What we do know is that people buy from people, not companies.

Step back and take an honest look at the relationships around you. Is there a dialog between you and your payors? How about your referring physicians? What do they really think about your services and are they seeing real value from the exams and interpretations? What types of intangible support do they get from you?

Physician survey results from thousands of referring M.D.s by Regents over the last few years continue to tell us two things: 1) The biggest dissatisfier is scheduling and 2) 75% say they want to learn more from and about their imaging providers. When you cultivate the relationships surrounding and supporting your operations, the dividends will greatly outweigh the investments in loyalty.



Additional Tips

Know what is expected of you and your market....then exceed that expectation.

Measure, demonstrate and communicate your relative quality to your payors.

Analyze payor to payor rates using the concept of “bigger volume gets better rates.”

Get close to your referring physicians....
know what they are doing and why.

Maximize alternative referral sources.
Volume=Revenue



About Regents Health

Founded in 1996, Regents Health Resources is the leading national consulting firm supporting medical imaging and imaging business intelligence for hospitals, outpatient providers, cancer centers and physicians.

Based 15 miles south of Nashville, Tennessee – America’s Health Care Mecca - Regents has helped hundreds of clients improve the efficiency, utilization and financial stability of their imaging service.

“The Standard In Medical Imaging Intelligence”

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