Vitalize Consulting Solutions (VCS), a Science Applications International Corporation (SAIC) company, provides a wide variety of clinical, business, and IT solutions for healthcare enterprises across the United States and Canada. Our comprehensive range of programs and services includes strategic guidance, system implementation, integration, optimization, operational improvement, project management, custom reporting, education and knowledge transfer expertise. VCS consultants and principals listen, advise, and strengthen their customers in the pursuit of their strategic and IT initiatives. We successfully establish long-term relationships by providing experienced professionals who consistently exceed our customers’ expectations.

**APPROACH AND METHODOLOGY**

VCS reviews the entire revenue cycle, from patient scheduling to claim adjudication. We focus on improving workflow efficiency and effectiveness for all phases of the revenue cycle. By employing the following methodology, VCS is able to quickly diagnose revenue cycle issues, prioritize improvement opportunities, and construct a realistic implementation or optimization plan.

- **Workflow Review.** VCS quickly reviews current processes, interviews appropriate staff members, and observes workflows in order to identify areas of opportunity. We focus on identifying process barriers, assessing the utilization of technology tools, evaluating workload assignment and distribution, and understanding integrated revenue cycle issues.

- **Business Intelligence.** Our goal in every project is to provide our clients with the objective data they need to make sound business decisions, and we employ a multitude of tools to meet this goal. We pull data directly from source systems and compare our findings to industry benchmarks. If data is not available, we will obtain reasonable estimates and/or implement processes to collect the data on an ongoing basis. For high priority opportunities, we evaluate data and processes at the most detailed level possible — observing and collecting performance data for each step of a process. By pulling data from multiple sources, we are able to create a comprehensive understanding of business performance. Once we collect this data, we evaluate it within the context of key processes to help identify issues, quantify opportunities, and support smart decision-making. We also provide our clients with tools that allow business leaders to monitor performance during, and after an implementation has completed.
• **Improvement Recommendations.** Based on the business intelligence gathered, VCS works with appropriate staff and managers to evaluate and prioritize high-value performance improvement initiatives based on industry best practices. We identify realistic solutions that maximize improvement opportunities while taking consideration with organizational objectives and constraints. Key processes, technology, and staffing resources are identified.

• **Cost Benefit Analysis.** VCS assesses each opportunity and prioritizes it based on criteria set by each client. A cost-benefit analysis will be completed, as necessary, to support recommendations.

• **Implementation Planning and Support.** VCS develops a workable project plan and helps support implementation by identifying key tasks and project activities, and by working with internal resources to ensure that goals and timelines are met. We will manage the implementation of the project plan with key stakeholders to provide sustainable solutions for the end users that own the process.

• **Methodology.** The VCS approach is open, flexible, and inclusive. We respect the knowledge and experience of our clients and incorporate this belief into our process. Because we actively engage organizations in all phases of the assessment and apply our experience and expertise, VCS has been able to develop realistic solutions that lead to sustainable results.

**EXPERIENCE**

We specialize in healthcare and have a strong background in revenue cycle redesign, operations improvement, Electronic Health Record (EHR) implementations, and project management. By applying an innovative improvement model that incorporates “best of practice” quality tools, VCS has achieved measurable results for its clients that have provided sustainable benefits.

**SELECT REVENUE CYCLE EXPERIENCE**

• Streamlined and standardized front-end revenue cycle processes for an 80-physician multi-specialty group that improved scheduling efficiency by 25 percent, improved denial management, and enhanced registration capabilities.

• Increased net revenue by 15–30 percent by improving scheduling processes for the inpatient and outpatient operations of a nationally recognized rehabilitation organization.

• Led a rapid assessment project that identified an opportunity to improve accounts receivable days by 30 percent for a health care transportation company.

• Improved days in AR by 53 percent for a $100 million treatment facility.

• Led multiple comprehensive cost comparison studies with more than 20 integrated healthcare organizations that included a break-out of more than 40 revenue cycle cost and performance measures for hospital and clinic entities.

• Realized $5 million improved cash flow for a $25 million hospital by reducing accounts receivable days from 115 days to 65 days.
• Led a lab revenue cycle improvement and system implementation project that improved average daily billing over 50 percent and reduced accounts receivable days to 51 days.
• Directed revenue cycle improvements in a $36 million home medical equipment business line and reduced accounts receivable by more than 50 percent.

SELECT ASSESSMENT AND REDESIGN EXPERIENCE
• Completed an assessment that identified a 25 percent overtime reduction opportunity for a large urban hospital.
• Identified opportunities to improve the efficiency and effectiveness of the “procure to pay” process by 10–25 percent for a large integrated healthcare organization.
• Identified process, technical and organizational improvement opportunities for one of the nation’s largest transplant programs.
• Developed and implemented a comprehensive set of improvement initiatives that improved the overall effectiveness and efficiency of medication processes at a nationally recognized treatment facility.
• Led multiple process improvement and standardization initiatives in preparation for an EHR implementation.
• Identified 15 percent in short-term improvement opportunities for a maternity care department in a suburban hospital.
• Reduced future appointment call volume by 80 percent and improved scheduling efficiency by 50 percent for the second largest interpreter services department in the country.
• Developed a data strategy to drive performance improvement for a healthcare trade association.
• Identified opportunities to improve the efficiency of equipment reprocessing procedures for a 390-bed hospital.

SELECT EHR IMPLEMENTATION EXPERIENCE
• Provided critical PMO leadership, application team management, site preparedness support, testing project management, and other technical resources to turn around a project that was behind schedule and not meeting its goals.
• Provided project leadership and managed critical site implementation, infrastructure, and clinical application components of a $400 million EHR system initiative across eight hospitals and 75 clinics.
• Provided CPOE leadership, site implementation support, and clinical expertise for multiple large-scale integrated implementations.
• Provided targeted technical and operations expertise in the areas of pharmacy, interfaces, clinical documentation, and orders to augment existing project resources.
• Provided implementation leadership for scheduling and registration application teams.
• Managed the build and implementation of a clinical documentation system for 40 inpatient and hospital service departments in a major publicly-owned medical center.

VCS’ Strategic Services helps your team fulfill organizational objectives. Using shrewd insight and proven methods gleaned from considerable experience, our team of healthcare professionals provides documented, high-quality solutions for each engagement. It is our priority to help you make organizational decisions and changes which help you automate your processes correctly the first time, saving time and money while helping to increase patient safety and satisfaction.

SAIC possesses industry-leading skill sets, tools and methodologies that address data mining/analytics, which will complement VCS’ capabilities and provide the opportunity to expand the breadth and depth of services in the commercial marketplace. To deliver big results, SAIC acquired VCS due to their extensive knowledge of hospitals and ambulatory clinics — and their diversity of talent. Both organizations are focused on the future of healthcare solutions that will enable cost savings and improved patient care.