St. Elizabeth Medical Center, a not-for-profit Catholic healthcare system sponsored by the Diocese of Covington, is dedicated to offering quality healthcare and wellness services throughout Northern Kentucky and Southern Ohio. With the strongest patient base centralized in Northern Kentucky, St. Elizabeth is one of the largest and most respected medical centers in the region. Founded in 1861, St. Elizabeth consists of three campuses; the South Campus, located in Edgewood, Ky., the North Campus in Covington, Ky., and the Grant County location in Grant County, Ky. The trio employs the equivalent of 3,600 full-time employees.

Challenge
While St. Elizabeth already had an efficient process and experienced staff in place for manual insurance verification and processing, the hospital had reached limitations for improvement. It was decided to employ an automated technology process in order to achieve greater efficiencies. The initial insurance verification product St. Elizabeth implemented did not meet their expectations. Transaction fees made the process expensive and artificially limited the number of transactions they could send on a monthly basis. St. Elizabeth also found the technology difficult to use because of its cumbersome user interface and non-standard data format. Another challenge was the lack of payer connectivity.

After receiving a recommendation from a colleague, Joe Ruark, assistant vice president of patient financial services for St. Elizabeth, sought out HTP. This colleague was currently using HTP RevRunner®, an integrated suite of revenue management technology, and was confident Ruark would find the product to be helpful in meeting his automation objectives.

Unexpected Advantages
Initially, HTP did an impact analysis on the bad debt files that had accumulated at St. Elizabeth. Right away, Ruark realized that HTP RevRunner was a lot more than he expected. The impact analysis identified valid

Customer Profile

| Name: St. Elizabeth Medical Center |
| Location: Covington, KY |
| Total Beds: 660 |
| Annual OP Visits: 441,567 |
| Annual ER Visits: 113,495 |
| Annual Admissions: 30,362 |

St. Elizabeth Medical Center Results At-A-Glance

- **Patient Access insurance denials reduced by 65 percent**
- **Point of service cash collections increased by 25 percent**
- **Recovered $315,000 in valid Medicaid and Medicare coverage that would have previously been written off as bad debt**
- **Net increase in annual cash flows of $465,000**
- **Internal rate of return of 565 percent in the first year of utilizing HTP RevRunner**
insurance coverage was available for three percent of their accounts previously identified as bad debt, equating to more than $375,000 in billable charges. The return on investment was clear from these numbers alone. The user-friendliness of the product really impressed the St. Elizabeth team as well.

"I no longer have to worry how much is going to be spent on eligibility verification. I know what that cost is going to be every month."

"HTP RevRunner proved to be easy to navigate and very organized," said Ruark. “The color coding made it easy to classify patients with just a glance. Only a short amount of time was needed to introduce HTP RevRunner to the staff. The user-friendly design interfaces with our existing HIS and greatly improves the point-of-service process for both the registrar and the patient.”

St. Elizabeth's HTP RevRunner Strategy
The St. Elizabeth team created a strategy for how HTP RevRunner would be utilized in their health system. Through HTP RevRunner, St. Elizabeth implemented the following processes:

Verifying Existing Information
• Used by patient access staff to verify insurance in pre-registration and/or registration

Acquiring New Information
• Used to verify insurance when patients submit new insurance information

Verifying Third-Party Coverage
• Used to identify patients who have been awarded Medicaid insurance
• Used to search for Medicaid or Medicare insurance on self-pay accounts prior to sending the accounts to bad debt

Improving Point of Service Collections
• Used in emergency department and outpatient access areas to estimate patient liability

Workflow Automation
• Used to work registration “exceptions” the day after a patient is registered

Return on Investment - Financial
While the St. Elizabeth team realized the potential return on investment from the first encounter with HTP RevRunner, the actual return on investment yielded strong results.

“I was completely sold on the product when our insurance verification expenses were reduced by 68 percent,” said Ruark

HTP RevRunner’s fixed-fee pricing model enables hospitals to send out unlimited insurance verifications and significantly reduce eligibility expenses each month.

“Paying a fixed monthly fee for insurance verification has proven to be a great advantage to us,” explains Ruark. “If we had continued paying per transaction, we would be paying $250,000 a year more in eligibility fees (for comparable transaction volumes) than we currently pay through HTP’s fixed monthly fee model.”

HTP RevRunner also enabled St. Elizabeth to identify coverage for patients previously labeled as bad debt or charity care, recovering $315,000 in Medicaid and Medicare benefits within these accounts.

Return on Investment - Fewer Denials
A reduction in insurance denials also contributed to the return on investment for the St. Elizabeth hospitals. Patient access insurance denials have decreased by 65 percent since the implementation of the HTP RevRunner product suite.

All of this has equated to a net increase in annual cash flows of $465,000 for the St. Elizabeth Medical Center. This resulted in an internal rate of return of 565 percent in the first year of utilizing HTP RevRunner.

Future Steps
The results St. Elizabeth has achieved have led them to invest further with HTP. St. Elizabeth is currently in the process of implementing the financial advocacy functions within HTP RevRunner into their current processes.

St. Elizabeth will be able to qualify patients for coverage and financial assistance pre-service, while enabling their staff to automate the process for enrolling patients in financial assistance programs.

St. Elizabeth is working with HTP to execute a more efficient way of building an accurate financial profile of their patients through the Propensity-to-Pay functionality of the HTP RevRunner suite. The Propensity-to-Pay functionality allows registrars to determine both a patient’s ability to pay and their probability to pay. This tool will continue to streamline and automate the registration and accounts receivable process while increasing the efficiency of the St. Elizabeth healthcare system.

"Overall, HTP RevRunner has been a lot more than I expected,” Ruark stated. “With this product, we’ve cut down on denials due to incorrect information collected during pre-service, we’ve identified sponsorship for self-pay patients and increased the efficiency of our staff, all with a fixed-monthly fee. I no longer have to worry how much is going to be spent on eligibility verification. I know what that cost is going to be every month. Paying a fixed amount every month just makes economic sense, and it bears a nice return on investment."