



Profit under pressure

How to improve revenue cycle performance to enhance the bottom line



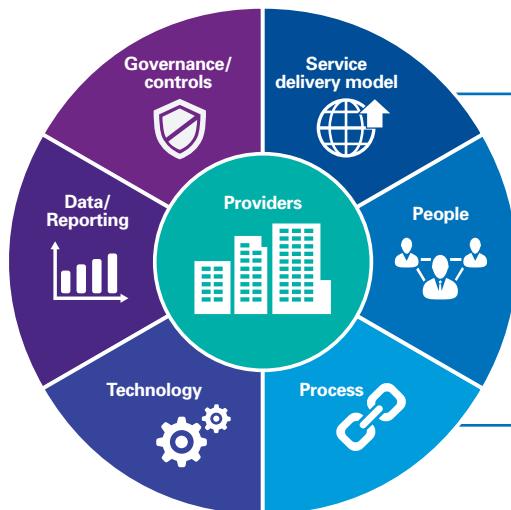
These are not easy times for healthcare organizations:

- Many are experiencing rising bad debt despite an increase in the overall insured population.
- Changing payment models are contributing to a continued decline in reimbursement rates.
- Net revenue challenges can outstrip cost reduction efforts putting further downward pressure on operating margins.
- Meaningful Use regulations resulted in clinically driven Electronic Health Record (EHR) investments, often to the detriment of revenue cycle performance.

Even though many organizations have addressed revenue cycle improvements in recent years, significant opportunity for further improvement remains as a result of the ever-shifting environment. KPMG brings insight and advanced technologies to help relieve the pressure on profits.

KPMG’s clients are successful because we:

- 1 Focus on helping overcome their specific challenges with customized solutions driven by data and analytics and providing objective, actionable recommendations.
- 2 Understand the changes and challenges in the industry and use this insight to help develop long-term, sustainable revenue cycle improvement
- 3 Start by understanding the strategic direction and then providing a realistic roadmap to achieve those goals through improved operational and financial performance
- 4 Consistently bring the right people with the right skills and deep industry experience to the job leading to innovative ideas that solve business problems



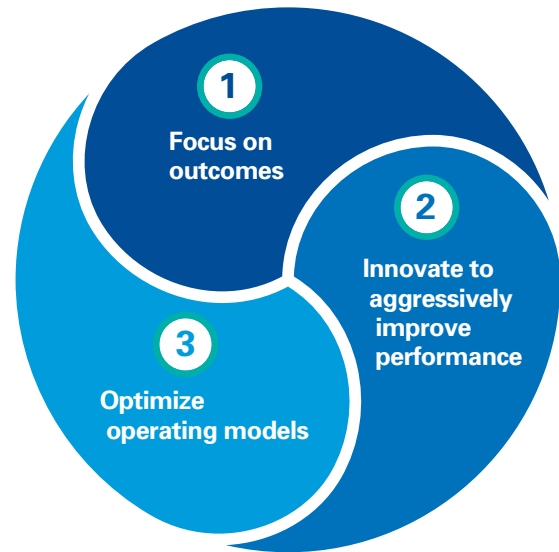
KPMG Revenue Cycle Target Operating Model

Our approach allows us to quickly and accurately establish a deep understanding of our client’s environment in order to assess the potential financial and operational improvement opportunities by measuring their current state performance within the six key dimensions of our target operating model.

Our service offerings include:

- **HealthCheck** – Our HealthCheck assessment, enabled by deep data and analytics capabilities, helps gain insights that drive achievable operational and financial improvements through a rapid evaluation of revenue cycle data, processes, and talent.
- **Revenue Cycle Transformation** – KPMG can assist with all aspects of in-depth revenue cycle transformation in today's increasingly digital environment. That includes streamlined processes, optimized technology, efficient human capital deployment, advanced data and analytics, and effective governance and controls.
- **Intelligent Automation** – Clients can achieve 5x to 10x ROI through the application of robotic process automation, cognitive technologies, and other forms of digital labor to revenue cycle processes resulting in more efficient labor utilization and increased productivity.
- **Revenue Cycle Advisory** – From assisting in identifying the right mix of internal and external support to realizing the benefit from shared services, KPMG solves today's greatest revenue cycle challenges while helping prepare for tomorrow.
- **Vendor Support** – KPMG can help determine requirements and support the selection process for revenue cycle vendors—from core revenue cycle information systems to supplemental technologies and revenue cycle extenders, both onshore and offshore.
- **Project Management Support** – KPMG utilizes a widely accepted framework to provide a strategic and independent approach to project management that can make the difference between success and failure at each phase.
- **Patient Access:** – Through the use of powerful data and analytics, we assist providers in improving the patient experience, acquisition, and retention through increased flexibility in scheduling, consistency in delivery, and exceptional customer service throughout the network.
- **Revenue Integrity** – To really drive top-line growth, healthcare providers need to think about the relationship between documenting, coding, pricing, and payer contracting. KPMG has the skills and experience to help in each of these areas.

Our approach supports three core elements of revenue cycle transformation:



Scope of KPMG's Revenue Cycle Services

KPMG utilizes data and analytics combined with industry leading practices to identify each client's specific challenges. KPMG provides broad service solutions that span the entire revenue cycle, from initial patient contact through final account resolution.

We do this by leveraging our Revenue Cycle Target Operating Model to assess the operational maturity of our client's revenue cycle functions across the six key dimensions. This process helps KPMG to work with our clients to develop an actionable roadmap to close the performance gaps with clear and realistic recommendations for long-term sustained improvement.

To learn more about our Healthcare & Life Sciences practice, visit us at kpmg.com/us/healthcarelifesciences.

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