

# SUCCESS STORY

## A Short Take on Success

### The Challenge

- ▶ Evaluate the position of business office director and decide whether to fill the vacancy or move the functions to other departments within the hospital
- ▶ Establish an effective denial management system by partnering with a firm that would assist with physician billing and credentialing, as well as access organizational business and registration processes

### The Solution

- ▶ Introduce an interim business and registration director to help the hospital decide the best course of action for managing the organization's business office and registration department

### The Outcome

- ▶ A thorough review of business and registration practices
- ▶ Streamlined billing practices that realized savings within the organization

**“We had contacted other firms that supply interims as well, but NHG met our need quickly. They did some research on who we would need. The other companies were just trying to give me who they had available.”**

**K. Scott Abrams, CPA, FHFMA**  
Vice President  
Beaver Dam Community Hospital

## Amerinet Workforce Solutions

# Providing Solutions to Improve Function and Cost-Effectiveness of Critical Position Vacancy

### The Challenge

Beaver Dam Community Hospital (BDCH) is an organization with tremendous activity. Located outside of Madison, Wisconsin, the community hospital offers a wide-range of services including acute care, home care, hospice, skilled nursing center, community-based residential facilities, as well as employee and community daycare. So when BDCH's business office director, whose arena of responsibility also included the registration department, left the hospital for another position, the hospital's leadership capitalized on the opportunity to evaluate the position.

### The Solution

BDCH Vice President K. Scott Abrams, CPA, FHFMA, suggested that the hospital utilize the expertise of an interim manager. Abrams believed that an experienced and objective outside observer could assist the hospital on the best course of action for managing these very dynamic areas. Abrams also thought it would be effective to have the



interim manager review other aspects of the business office and registration department.

“We wanted the interim manager to establish an effective denial management system, identify and negotiate a contract with a firm that would assist with the hospital-employed physician billing and credentialing, and assess our business and registration operations,” Abrams explained.

Abrams, who was familiar with Nielsen Healthcare Group, or NHG, called upon the organization to aid BDCH in their search for an interim director. NHG has a network of more than 15,000 experienced healthcare managers and can usually present candidates to a hospital within days of a request — even when the requirements are as challenging as BDCH's.

Abrams compiled a list of requirements for an interim, six-month position and NHG began its search. David B., who had over 25 years of experience in healthcare business services, was identified and presented to BDCH. Members of the BDCH administrative team interviewed the candidate and negotiated compensation. Only after he was hired did BDCH pay the placement fee, a modest sum based on David's agreed upon salary, to NHG.

"David was here within two weeks," Abrams noted. "We had contacted other firms that supply interims as well, but NHG met our need quickly. They did some research on who we would need. The other companies were just trying to give me who they had available."

## The Outcome

According to Abrams and Beaver Dam Community Hospital, the organization's challenges were resolved in a positive way.

"David worked out well," Abrams said. "We set deadlines and he met them. We added a few other responsibilities during the six months he was here too. And his research was able to convince me that it was a position that should not be re-allocated to other department directors in the organization."

Abrams continued, "By the time we were working on the objectives for the new position, based on David's findings, we had run out of time for posting the job in a timely manner. So, we asked David to stay for another six months. He's still here, and we think he might even be interested in staying on permanently."

Interim staff from NHG can accomplish a great deal for a hospital besides quickly and temporarily filling a critical open position. Interims can also:

- ▶ Give management time to thoroughly examine and critique its current practices.
- ▶ Provide objective analysis from an experienced, outside professional.
- ▶ Allow the hospital ample opportunity to find the best professional to permanently fill the position.

## Contract Summary

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### About Amerinet

As a leading national group purchasing organization, Amerinet strategically partners with healthcare providers to reduce costs and improve the delivery of quality care. Supported by a team of clinical, data and supply chain experts, Amerinet offers a comprehensive portfolio of product and service contracts to address members' specific needs.

Amerinet serves acute and alternate care site healthcare providers nationwide. To learn more, visit [www.amerinet-gpo.com](http://www.amerinet-gpo.com).

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