

New firsts at Glendive Medical Center

A leader emerges in Montana

To its community throughout eastern Montana and western North Dakota, Glendive Medical Center (GMC) is committed to being “your trusted partner in health.” GMC’s services include primary care; emergency access; physical, occupational, and speech therapy; radiology, respiratory, and laboratory services; and long-term care. Though today it’s a profitable and innovative 25-bed critical access hospital, its prognosis just a few years ago was uncertain.

Challenges

In August 2015, GMC’s new CFO arrived and immediately faced an array of serious challenges:



- A new patient accounting system that was not yet working smoothly
- A severely limited applicant pool for open positions in their business office
- A loss of staff in their coding department
- AR days at 150+
- Decreased cash
- An ICD-10 implementation that needed to happen soon
- Difficulty attracting and retaining skilled clinical staff in their rural location

Leadership had to act fast, to continue meeting their community commitments. So they quickly laid out aggressive goals:

- **Reduce AR days** to 60
- Introduce **new and expanded service lines** that were much needed in their community
- Become the region’s **go-to destination for orthopedic services**
- Employ **double coverage** in all clinical areas
- **Fine tune and optimize** their new patient accounting system
- **Implement ICD-10** within 60 days
- **Identify a partner** to help the revenue cycle team immediately increase cash flow and handle urgent initiatives (e.g., update chargemaster; reduce DNFB; provide documentation education for providers; provide ICD-10 education; address patient accounting system glitches; reduce denials and write-offs; and improve overall workflow)



“Xtend has exceeded our expectations. They were the first outsourcing company that Glendive has ever worked with. In addition to their expertise, we appreciate their level of professionalism, the fact that they are onsite frequently, their ability to deal quickly with our concerns, and their dedication to Glendive’s success.”

– Kate Bosworth,
Patient Financial Services Director,
Glendive Medical Center



Actions

In 2015, GMC leadership began taking decisive steps, contracting with Xtend Healthcare to clean up the hospital's AR with a day 60 cash acceleration and safety net project. In September 2016, they moved Xtend's engagement to day 1 placements for all billing and accounts receivable follow-ups. Through close partnership with our client, we have:

- Cleaned up the aged accounts caused by the new patient system conversion
- Implemented complete management of the accounts receivable billing and follow-up process
- Increased and sustained consistent monthly cash flow to support GMC's leadership initiatives
- Reduced DNFB
- Provided coding support and audits, plus CDI education for providers
- Improved denial and appeal processes
- Built reports and analytics that track key performance data for long-term improvement strategies
- Improved workflow processes



Results

Today, thanks to this collaborative partnership, GMC has firmly established itself as one of the leading, most innovative hospitals in Montana.

- Net cash has increased by over 200%. Since our relationship began in 2015, total cash collected stands at over \$120 million.
- AR days have decreased to less than 60, and AR over 90 days is now under 16%.
- GMC has opened a new urgent care clinic and a new behavioral health unit and brought on new providers, including two orthopedic surgeons.
- In 2018, GMC purchased a 3-D mammography system and was the first in Montana to offer this technology.
- GMC purchased a new robotic arm-assisted surgery unit from MAKO.
- In 2020, GMC constructed an addition to the facility to house a new 1.5T Phillips 16 Channel R5.4 MRI.

We are proud to count GMC among our many revenue cycle success stories. We can help you too. Contact us today, for the good of your hospital and those you serve.

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