Achieving Billing Efficiencies while Collecting More Revenue

How We Developed Best Practices, Identified Profitability of Customers and Reduced Days Sales Outstanding

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Speaker Biography

Deena Murphy, Executive Billing Director
NeoGenomics Laboratories

Deena is a results-driven executive with a solid reputation to propel industry leaders to the next level in revenue cycle management. She has proven leadership ability to integrate insightful business strategies and team synergies. She is known for delivering record-breaking incremental revenue and cost savings.

Deena’s specialties include process improvement, reimbursement, change management, revenue cycle management, six sigma certified, LEAN, revenue services, acquisitions and standardization, healthcare billing, executive management, employee satisfaction, compliance and project management.

Deena has held leadership positions with Quest Diagnostics, Sonora Quest, PAML and currently with NeoGenomics.
Who We Are

For 12 years, NeoGenomics has been serving the cancer community as a premier cancer diagnostics and pharma services company serving oncologists, pathologists, pharmaceutical companies, academic centers, and others with innovative diagnostic, prognostic and predictive testing.

Our vision embodies uncompromising quality, exceptional service and innovative solutions. We have a network of CAP-accredited, CLIA-licensed facilities across the U.S., and work hard to maintain easy access plus all the efficiencies of a smaller operation.

• Labs across the United States located in 5 states (CA, FL, GA, TN, TX)
• 2 Clinical lab acquisitions
  – Clarient Diagnostic Services
  – Genoptix, Inc.
• Lab in Geneva, Switzerland and Singapore
• 3 Primary Billing Offices
  – Aliso Viejo, CA
  – Carlsbad, CA
  – Fort Myers, FL

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Current State

- Initiatives
- Partnerships
- Growth
The Roadmap

Identify big picture opportunities as they relate to:

- People
  - Team Structure
  - Synergies
  - Training

- Process
  - SWOT
  - SOPs
  - Projects
  - Workflow Analysis

- Systems
  - Automation
  - Integration
Roadmap Timeline

Summary Timeline

- Review / Implement new billing structure
- System review and decision
- Prepare acquired lab integration
- Best practice standardization
- System and process training
- Lab integration

Total Duration = 10 Months
People

• Review team and management structure
• Synergies
  – Review volumes, production and function duplication
• Staff allocation for each process
  – Location or integration of staff by location
  – Team strengths and weaknesses
• Training
• Production and QC Standards
Process

• Best Practice & Process Standardization
  – SOP review and implementation

• Identify process improvements
  – Analytics and Informatics
  – Project prioritization
  – Billing Six Sigma Kaizen
  – Reimbursement and revenue opportunities

• Automation
  • KPIs and Dashboards
    – Reporting
    – Monitoring

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Systems

- System comparison analysis
- Review system – SWOT
- System decision and system integration workplan
- System setup (capitalize on automation)

- KPI dashboards and reporting capabilities
  - Data analytics
  - Billing metrics
- System workflow with other systems
  - Lab system
  - Online ordering system
  - Data portals
Measuring
Improvements
Improvements

- Billing and lab acquisition roadmap
- Created billing territory reps to assist clients
- Upfront prior authorization and missing information
- Online ordering portal with billing edits
- Continued upfront edits in billing system
Future

- Informatics—Partnering with clients and payers
- Online ordering portal billing enhancements
- Acquisitions and partnerships
- Continued client education
- FDA testing
Lessons Learned

• Billing system selection based on business model
• Client education
• Informatics and reimbursement
• Automation
• Solid billing structure and process flow