

# Leading ABA Provider Advances Profitability Through Departmental Optimization



## ENGAGEMENT GOALS

Position the company to scale into new markets through increased automation, staff accountability, and optimized cash flow processes.

## CLIENT VERTICAL

Applied Behavioral Analysis (ABA)

## ANNUAL REVENUE

\$100M in 2017

## CLIENT OWNERSHIP

Private Equity

## OVERVIEW

Within 5 years of being founded, this Midwest company had become the largest ABA provider in the state. Their top line growth was a balance of new acquisitions, as well as organic market expansion. From analysis of their proforma, a large disparity was noted between projected revenue and realized profitability. Even though the operation was exceeding revenue expectations, their bottom line was drastically below projected target. BlackTree Healthcare Consulting was engaged to provide an operational analysis and then to reform the departmental processes for optimization.

## APPROACH

An on-site operations review was performed that evaluated intake, insurance verification, authorizations, scheduling, patient management, document management, EMR utilization, billing & collections and reporting. From the analysis, it was identified that the claims process was manual and being performed on paper. Through interviews and observation, it was determined that each department lacked a written standard for processes and procedures. In regards to the onboarding of team members, there was no formal training procedures established initially or ongoing. In reviewing the EMR, it was being under utilized and many of the reporting functions were inaccurate. Due to the many inefficiencies and lack of process, their employees did not have capacity to complete all of the necessary job functions timely.



## BT STAFF ENGAGED

- 1 Consulting Director
- 1 Consulting Manager
- 1 Consultant
- 3 Analysts



Anthony Smith  
Consulting Director

## PROJECT DELIVERABLES

5 tailor-made training manuals totaling 225 pages

5 department process flow maps

5 automated executive dashboards

## MORE INFORMATION

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## ACTION PLAN

- Implemented electronic claim submission, eliminating paper claims
- Created departmental user guides for reference in day to day operations, that included:
  - Billing Guide (97 pages), A/R Guide, Cash Posting Guide, Payroll Guide, Analyst Guide
- Developed and conducted trainings for each internal team member
- Established dashboards to monitor departmental activity / progress
- Established department process flow to address outstanding items appropriately
- With efficiencies gained, reallocated resources for collections priorities

## OUTCOMES

Operational improvements enabled the client to scale from \$100 million to \$180 million in revenue

## KPI IMPROVEMENTS

90%

of billing & collections automated to electronic claims submissions, reducing manual entry hours

98%

collections per billable charge over a 12-month period, reducing bad debt

## DEPARTMENTAL IMPROVEMENTS

- Established batch eligibility for monthly confirmation of active / pending patients
- Improved validation of completed visits through an enhanced escalation workflow
- Collaborated with EMR to automate over 800 billing files for claim submission