

Outpatient Specialty Clinic Operational Analysis

Business Challenge

Our client is a hospital-based outpatient specialty clinic affiliated with a large Northern California health delivery system. The specialty clinic was given an urgent mandate to improve its contribution margin by increasing net revenue and reducing costs.

The key challenges that faced our client were:

- Lack of comprehensive data to understand the cost of delivering specialty program-based health services
- Disconnected revenue cycle process
- Clinical management team lacked accurate business-level reports and tools
- Challenged by the negative impacts of existing payor contracts and the absence of a corrective process
- Competing organizational priorities (EHR implementation, support service centralization, health reform response, leadership transition)

Client & Engagement Quick Facts

- Three month project, engaged with seven external departments and organizations
- Analyzed 18 programs across five service lines
- Identified \$1.3M in revenue opportunities and re-allocation of donor funding
- Recommended strategic, tactical and cost re-allocation adjustments to reduce overall expenses

Our Solution

Kenny & Company's team provided its deep project management expertise and subject matter experience in revenue cycle, provider credentialing and cost-based financial analysis to guide our client in achieving their project objectives. We developed reporting capabilities to identify which services and programs were bringing in more net revenue that enabled our client to re-cast growth opportunities. In addition, we developed an actionable list of revenue-enhancing activities and performed a cost reduction analysis, within a three-year budget forecast.

Business Benefits

Our client now has a data-driven financial view into clinic operations and knowledge of the revenue and cost of each program and service, enabling them to improve their overall contribution margin. We helped our client engage with up-stream and down-stream revenue cycle departments to improve their overall revenue cycle results. Finally, our insight into their payor contracts challenges exposed a systemic issue to be resolved.

About Us

Kenny & Company is a management consulting firm offering Strategy, Operations and Technology services to our clients.

We exist because we love to do the work. After management consulting for 20+ years at some of the largest consulting companies globally, our partners realized that when it comes to consulting, bigger doesn't always mean better.

Instead, we've created a place where our ideas and opinions are grounded in experience, analysis and facts, leading to real problem solving and real solutions – a truly collaborative experience with our clients making their business our business.

We focus on getting the work done and prefer to let our work speak for itself. When we do speak, we don't talk about ourselves, but rather about what we do for our clients. We're proud of the strong character our entire team brings, the high intensity in which we thrive, and above all, doing great work.

Who We Are

Partner Led

Our Partners are personally committed to our clients and lead every engagement.

Experience, Perspective and Passion

We average over 20 years in professional services and bring tailored approaches to every client engagement.

Focused, Collaborative, High-Impact

We work side-by-side with our clients in highly focused teams to solve complex business problems.

Client First

Our highest priority is our client's professional and personal success. We believe clients should expect more.

Guarantee Our Work

We guarantee our clients complete satisfaction every engagement every time.

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