



Case Study - ATI Physical Therapy

About ATI Physical Therapy

ATI Physical Therapy is a private outpatient orthopedic practice that focuses on providing high-quality rehabilitation services. With more than 800 locations nationwide, ATI aims to be at the forefront of customer service and patient care for the entire physical therapy industry. ATI Physical Therapy clinics offer a comprehensive goal-oriented whole-body treatment approach specific to patient needs.

In addition to providing care, other business lines include buying and managing practices, offering physical therapy benefits directly to employers as well as ergonomic solutions. On the acute side, ATI Physical Therapy provides outsource services for PT departments and is positioned as an ideal patient referral partner to physicians. They also provide workers compensation rehabilitation services and support attorneys as well.

The Starting Point

The company had been through exponential growth for eight years prior to the current RCM team's arrival. The leadership and revenue cycle management teams were working hard to put out fires and ensure bills were dropped timely. However, the staffing levels did not adequately support the claims associated with 20,000 daily patient visits. At that time, only 60% of accounts receivable (A/R) was being addressed and almost

everything unpaid at 90 days was lost. To rapidly add capacity, ATI elected to work with offshore vendors who were given 90% of the accounts with A/R greater than 90 days. As the offshore partners began their work, more cash was collected, and the volume of denials began to rise.



There were no tools to manage these vendors. The head of denials consumed a considerable amount of time each week creating custom reports and collaborating with IT to run them. A series of ad hoc reports were then converted into work queues for the team. This process was largely manual and time-consuming. To support company growth, it wasn't sustainable. Lock box paper denials were inconsistently processed, and there were no performance benchmarks. Additionally, there was no tracking mechanisms to monitor performance nor the impact of any changes that were made.

Supporting Offshore Partners

To support the offshore model, it was imperative to have strong agreements and visibility to your partners' metrics, making a performance scorecard essential. The subject matter experts in each of these functional areas back at the home office needed visibility into vendor performance so they could push and manage aptly. The existing combination of Excel, Tableau, and a mix of other solutions that were on hand did not scale with business needs and supporting all of this was becoming hugely time-consuming. The expense of storage was also growing along with the data. It was clear a business intelligence solution was needed.



Selecting a Vendor

ATI Physical Therapy was introduced to WhiteSpace Health through their relationship with Omega Healthcare. After going through an RFP process, WhiteSpace Health beat out established competitors by offering a highly degree of flexibility, a dedicated success team, rapid turnaround times and an attractive subscription model. Access to executive leaderships, strong tactical execution, and open communication continues to keep the relationship strong.

Initial Plan

The priority was usability. The new solution had to be clear and easy to use so our revenue cycle experts could manage their own work and that of the offshore partners. Data needed to be well organized into modules and tabs and answers to questions easily findable. Access to graphical depictions, the capability to dive down to root cause detail (often claims), and the ability to set performance thresholds and alerts were needed to make RCM management easier. Being able to add call center data was another must.

A task force was formed to investigate and repair upstream processes. Newly streamlined processes, the creation of automated work queues, and the consolidation of revenue cycle data into the WhiteSpace Health Cloud resulted in actionable insights and the ability to make rapid decisions that improved financial performance.

The Results

- Denials were reduced from 10% to 4%.
- Cost to collect was also lowered from 10% to 4.5%.
- Maintenance of the business intelligence system was shifted to WhiteSpace Health, freeing up the IT team at ATI to support leadership on new projects and better servicing customers.
- New graphical depictions of call center metrics provided brand new insights into performance.
- RCM automation helps keep costs low, which has been invaluable during Covid-19.