

# T E X ★ S Hospitals

Published by the Texas Hospital Association • May/June 2009

Best Practices



## Multi-Faceted Services Provide Multiple Savings for Research and Training Hospital BY JILL M. JOHNSON

**Through their comprehensive approach and reliable expertise, consultants at CampbellWilson helped The University of Texas Health Science Center at Tyler recover more than \$6 million in additional funds, which translates into advances for patient care, cutting-edge biomedical research and an increased medical residency population.**

As a state-subsidized hospital and research facility, UTHSCT takes seriously the stewardship of public appropriations and works diligently to maximize income so that its mission of patient care, research and education can be expanded and enhanced.

“Every additional dollar of recouped reimbursement allows our health center to expand services to the community, further research initiatives and train additional residents,” said Vernon Moore, vice president for business and finance at UTHSCT. “For example, the average researcher requires \$500,000 to outfit his or her lab, even if that researcher is fully covered by a grant, and a medical resident costs \$100,000 per year to train. But more physicians-in-training means more access to quality care for the local community, as most residents stay nearby after graduation. CampbellWilson’s breadth of knowledge on regulatory and finance issues allowed us to recover lost funds and discover new income streams and apply them toward these types of health care initiatives.”

For the past six years, The University of Texas Health Science Center at Tyler has sought assistance from CampbellWilson, a Texas Hospital Association-endorsed health care consulting firm, on a variety of matters such as reimbursement (Medicare/Medicaid cost reports), revenue cycle, financial planning and market research. While contracted to prepare cost reports and pursue monies that initially had been disallowed by the Centers for Medicare & Medicaid Services, CampbellWilson recovered more than \$2 million for the health center from previously closed cost reports.

“We focus on the big picture and not just the data elements for cost report filing,” Ronnie Land, CampbellWilson partner and

consultant, said. CampbellWilson provided UTHSCT with a global strategy for internal controls and data gathering as well as regulatory, operational and financial policies. “Our approach integrates other services such as revenue management, financial analysis and appeals strategies where we function in an adviser capacity instead of as a project-by-project consultant,” added Land.

CampbellWilson’s comprehensive approach and in-depth understanding of Medicare laws and CMS operations increased UTHSCT’s reimbursement even further. “An important law referred to as the Pickle Bill provides extra Medicare funding to state hospitals such as ours that provide an excess of inpatient indigent care,” said Moore. “A complex formula determines whether a hospital qualifies for these funds, and then another calculation determines the actual reimbursement allowed. CampbellWilson’s calculations were accepted by CMS as an appropriate translation of the law, resulting in \$2.8 million in funding.”

“Regulatory problems have become mission-critical for today’s health care companies, bleeding providers out of millions in revenue every year,” said Manie Campbell, founding partner of CampbellWilson. “Our solutions have increased revenues for our clients by more than \$2 billion and returned to providers an additional \$500 million in recovered Medicare and Medicaid revenues.”

**“CampbellWilson’s breadth of knowledge on regulatory and finance issues allowed us to recover lost funds and discover new income streams and apply them toward these types of health care initiatives.”**

— Vernon Moore, vice president, business and finance  
The University of Texas Health Science Center at Tyler

continued

CampbellWilson's ability to cut through red tape and resolve bureaucratic complications also benefited UTHSCT when \$1.2 million of disallowed reimbursement from a skilled nursing facility was returned. "Many times in business, it's not just what you know but who you know," said Moore. "This issue had been hung up within the CMS bureaucracy for almost a decade. Our consultant took it to the proper person, and the issue was resolved within weeks."

Although known as regulatory experts, CampbellWilson's consultants advise clients on a wide range of market and business planning issues. Consultants also are helping UTHSCT with valuing acute-care hospital square footage, creating research and cancer center business plans, and writing a new contract with the state for treating patients from other state hospitals.

As state and federal funding shrinks, UTHSCT seeks to be responsive to quickly changing market environments and credits CampbellWilson with helping achieve this goal. "CampbellWilson is a first-rate organization with a 'customer first' approach," said Moore. "I have worked with many health care-related organizations, but Manie Campbell and his co-workers are probably the best group I've dealt with, both professionally and personally." ★

---

This sponsored section is underwritten by HealthSHARE.  
CampbellWilson is endorsed by the Texas Hospital Association.  
For more information, visit [www.campbellwilson.com](http://www.campbellwilson.com).

Reprinted with permission from *Texas Hospitals*, May/June 2009,  
a publication of the Texas Hospital Association.