Case Study

**Radiology Associates of Frederick** - Frederick, MD

**Engaging a New Revenue Cycle Partner…with Unmatched Tools and Technology**

*Zotec Partners Grows Radiology Group Reimbursement despite Changing Payer Mix*

Radiology Associates of Frederick (RAF) is a Frederick, Maryland-based radiology practice with 11 physicians reading over 213,000 procedures annually. Since 1998 RAF had relied on Medical Management Professionals, Inc. (MMP) for its billing and practice management. Mark Glass-Royal, MD, president of RAF was guarded when he heard MMP had been acquired by Zotec Partners (Zotec). “I was nervous when I was notified about the acquisition for a few reasons. First I was unsure if we’d be able to retain the trusted team of people who managed our billing, but more than anything else, I was worried about decreased cash flow during the transition from MMP’s billing system to Zotec’s.”

While Zotec’s ultimate goal was to provide RAF with a seamless transition and a strategy to enhance revenues, Dr. Glass-Royal knew just how important the technology changeover would be. “Based on what we had seen, Zotec undoubtedly had the capabilities to improve our business, but before revenue strategies could be addressed, the transition from MMP’s third-party billing system to Zotec’s proprietary billing technology, with little to no organizational disruptions, was a first priority,” says Dr. Glass-Royal.

**Combining Client Services with Technology Professionals**

Zotec relied on intensive preparation and planning, data access and analysis, and continuous communication to deliver on its assurance of a clean transition with no decreases in the group’s cash flow. Combining the existing MMP client services team with Zotec’s experienced technology professionals, Zotec first committed to consistent communications efforts with RAF’s leadership in preparation for the transition to Zotec’s billing platform. “Zotec made us feel completely at ease by not only ensuring we would continue to work with the people who had always managed our business, but also introducing us to a new team who were adept at the transition process and who kept us informed every step of the way,” Dr. Glass-Royal notes.

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Mark Glass-Royal, MD
President
Zotec's tactics included on-site meetings and weekly conference calls to discuss the 180-point transition plan, while working directly with MMP’s outgoing outsourced billing systems vendor to systematically address all billing system requirements and interface specifications prior to the transition. Zotec’s team was able to fully analyze RAF’s business while also training staff and physicians on what to expect with the new Zotec billing platform.

Dr. Glass-Royal remarked of the transition process, “Our goals were met with no major decreases, and cash flow remained constant throughout the transition and beyond. We were pleased to not see any significant dips in our monthly income.”

**Unprecedented Access, Informed Decisions**

With the transition underway, Zotec began to analyze the practice’s billing data and noticed degradation in the group’s payer mix, a plight shared by many radiology groups nationally. Zotec’s access to RAF’s real-time charge and payment data helped the group identify and resolve various issues at the onset, including the payer mix issue, variations in reporting measures, and duplications of effort on the part of physicians and billing professionals. Dr. Glass-Royal notes after the first few weeks post-transition, “Once the Zotec platform was up and running, our radiologists had unprecedented access to data, which helped us make more informed decisions about our business.”

As the country’s largest specialized radiology revenue cycle management company, Zotec brought to RAF highly experienced radiology financial professionals, as well as providing blinded data access to a number of other radiology practices. This comparative data allowed RAF to glean benchmarking insights from groups similar in size and scope. Added to this, Zotec began to provide the group with ongoing radiology updates and news articles to keep them abreast of policy changes, coding updates, and industry regulations impacting their practice.

RAF also gained immediate benefit from Zotec’s Request for Information Physician Coding Portal. Designed to ease the routing and management of dictated reports requiring amendment, the RFI Portal for the first time gave the group a live feedback loop between RAF’s physicians and Zotec’s radiology coders, and offered a number of on-line resources to assist in coding, analysis and, ultimately, improve collections.

“Our staff was given access to Zotec’s physician portal, and we were impressed by the resources available for radiology coding and documentation,” comments Dr. Glass-Royal. “Using this innovative tool and the real-time coding education feedback, we are assured of correct dictation – which results in optimal allowed reimbursement for the work we do.”

**Comprehensive Process Improvements**

In closing, Dr. Glass-Royal states, “Zotec followed a rigorous timeline with ongoing communication resulting in improved revenue cycle management processes. They achieved this despite a changing payer mix in a declining radiology reimbursement environment.” He adds, “The “deep bench” provided by Zotec makes us feel very secure, facing the challenges that are sure to come, and we have no plans to look elsewhere for these services. We give Zotec an "A" grade for comprehensive practice management and rigorous revenue cycle management capabilities that continue to improve our processes and enhance our revenue.”

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**The Organization:**

**Number of physicians:** 11  
**Annual Procedures:** Over 213,000  
**Vice President:** Mark Glass-Royal, MD  
**Zotec Partners billing client since 1998**