Case Study

Questcare Saves $1 Million in Outsourced CPA Costs

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A physician-led group that began delivering quality medical services in 1996, Questcare has since grown into a multi-specialty practice comprising more than 750 providers in 56 facilities across multiple states. The organization had long relied on an external CPA firm to manage its accounts receivables and accounts payables using QuickBooks.

As the practice grew and the work burgeoned, the CPA firm suggested Questcare bring its accounting functions in house. At the same time, the company's executive team was preparing to sell the company, which meant it needed a professional finance operation. The company went in search of an ERP system that could manage its financial operations including general ledger, accounts receivable/accounts payable, check writing and journal entries.

The ERP system would need to manage the company's 26 different entities, allow it to easily onboard new entities and help it create consolidated statements. Since Questcare had previously outsourced accounting, it had no policies, procedures and processes in place.

It needed help designing health care-specific accounting processes and configuring the software to match.

Questcare chose to implement NetSuite with Nolan Business Solutions for its industry expertise and previous positive experience with the company. Nolan designed the appropriate business processes, set up the hardware, implemented the software and trained users.

> "I can't stress enough the importance of having a resource that knows the business, what to ask, how to get the right answers and what might be missing ahead of the build. Nolan really understands how health care financial processes work."
>
> **— Mandy Voith,** Nolan Business Solutions
> Staff Consultant, Questcare

The implementation took only three months. Without Nolan Business Solutions, Voith said the software setup alone would have taken at least six. "That doesn't take into account recommendations based on prior experience that wouldn't have been brought to our attention," she added. "Without that guidance, it would have taken more than a year to get the system running the way we wanted it."

As a result of its customized NetSuite implementation, Questcare successfully brought its accounting/finance functions inhouse.

With its previous system, processes and controls were manually replicated across all 26 of Questcare's transactional entities. Today,

NetSuite provides templates and forms that can be modified as needed to avoid recreating each entity from scratch.
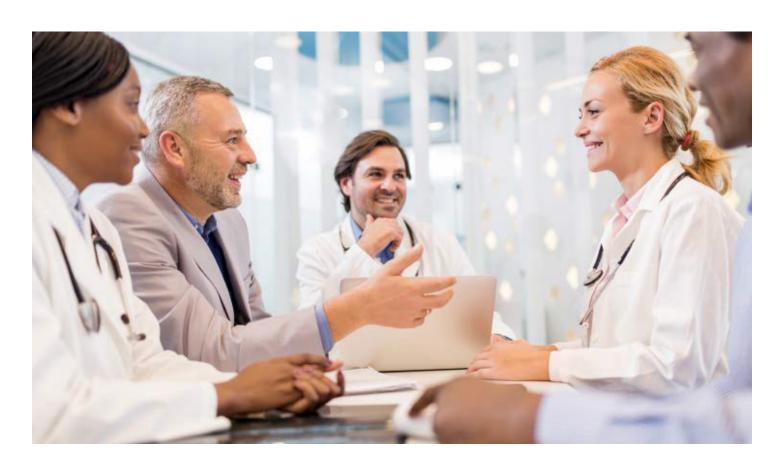
NetSuite also attaches W-9s and invoices to vendor records—a process that previously was managed manually. This centralized repository has boosted efficiency and consistency across the organization, ensuring greater validity for financial outcomes, according to Voith.

Questcare also reduced expenses by moving its finance functions inhouse. "Our CPA costs close to $1 million per year," said Voith. "Using NetSuite and an in-house accounting department, we reduced our consulting costs tenfold while taking on cash management and reconciliations and other tasks we couldn't perform previously."

A Tailored Solution

Physician's group practices have long faced strong pressure to grow, with many of them turning to the health care management organization model to enable better economies of scale while serving a larger swath of patients. Expansion allows practices to achieve critical mass to gain leverage with payers as well as better respond to mandates to adopt quality-based reimbursement, risk contracts and accountable care models.

Following this trend, organizations like Questcare have significantly increased both their services and geographic coverage over the past decade. With this growth comes new challenges, many of them related to accounting and financial management. By implementing a unified cloud ERP and working with a provider like Nolan Business Solutions, health care management organizations get a solution that's tailored to their industry and to their individual businesses.

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