# How a Specialty Practice Network Uncovered Years of Overpayments and Built Physician Trust with Ludi

## The Challenge

A network of specialty medical practices grew to more than 100 locations through acquisitions, and every acquisition brought new contracts. Physicians were paid on net collections, but payment frequency, structure, and calculation method varied widely, and leaders had read the same contract language differently. The HR Manager, who never planned to run physician payroll, inherited all of it. "I got providers paid, and I kept it on life support," she said.

## The Solution

The practice needed a system that could show what she called "radical transparency" and calculate pay across many compensation models. "Ludi was one of the only systems that could customize their system in a way that met our needs, meet us where we were, and could get us to where we ultimately want to be," she said.

The implementation was complex, so Ludi's CEO got involved personally and the implementation manager stayed hands-on in the practice's day-to-day processing.

## The Results

### 1. Accuracy That Surfaced What the Old Process Missed

In the first month of payroll on Ludi, calculations came in about $800,000 below accruals, exposing years of overpayments from errors in the old process. "That's savings essentially for us, because Ludi is so accurate," she said.

### 2. Physicians Who Can See Their Own Numbers

Physicians now see how their pay is calculated, many for the first time. "It's gaining trust," she said. "We're actually tying it directly to provider turnover. And we're seeing a drastic decrease in the last few months."

### 3. More Questions, and a Reason to Teach

Transparency increased physician questions, and the practice turned them into a billing education series. She called it "a little bit more work in some areas, but it's a good thing."

### 4. A Lighter Load for the Payroll Team

"Our labor has decreased on the payroll team just because of how quickly we can do things," she said.

### Client Profile

- Network of specialty medical practices.
- More than 100 locations across 7 states.
- Grown through acquisitions.
- Physicians paid on net collections, with contracts that vary by payment frequency, structure, and calculation method.
- Compensation owned by the HR Manager, supported by a payroll team.

### Client Outcomes

- **About $800,000 below accruals in month one, with years of overpayments surfaced.**
- **More physician questions and a new billing education series.**
- **A drastic drop in turnover reported.**

"The team has adapted to our complexity with, from our end, what looks like ease. I envision a duck gliding across the water."

HR Manager
Specialty Practice Network