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# Crowe Healthcare Summit 2019 Nurture Your Network Upskill. Connect. Grow.

Are You Speaking My Language?  
How Revenue Cycle and Finance  
Teams Collaborate to Explain and  
Improve Net Revenue

September 17

**Presented by:**

Salonia "Sal" Brown  
Dawn Davidson  
Brad Tinnermon  
Aaron Stamps

**Moderated by:**

Blake Evans



**Introducing Healthcare's  
Trusted Community:**

# The Crowe Hive Network

Being successful in your role today looks different than it did even a few years ago. **Engage with a network of those who have been there before you:**

- Ask and answer community questions
- Seek validation and gain support through crowdsourcing
- Connect with peers and Crowe specialists
- Earn rewards for your engagement and shop the Hive store

Simplify your busy workday. Register today to continue the Healthcare Summit conversations: [crowehive.com](https://crowehive.com).

- Introduction of Panelist
- Panel Discussion
- Questions from Audience

# Agenda

## Your panelists



### **Sal Brown**

is the Corporate Director of Revenue Integrity for the Acute Care Division of Universal Health Services. In this role he helps to bridge the gap between Finance, Accounting and Revenue Cycle Operations within the health systems multi-state and 37 facility health care delivery system.



### **Dawn Davidson**

is the Vice President of National Net Revenue Management at Ascension Health. Dawn coordinates the work of over 100 professionals across all ministries of Ascension Health.



### **Brad Tinnermon**

is currently the Vice President of Revenue Cycle and Revenue Integrity for Banner Health Banner Health is headquartered in Phoenix, Arizona, and operates 28 hospitals, including three academic medical centers and other related health entities and services in six states.



### **Aaron Stapps**

is the leader of Analytics and Innovation for Revenue Cycle at CommonSpirit Health and previously was the Vice President of Revenue Management at Catholic Health Initiatives.

A group of people in a meeting, with a network overlay of nodes and lines. A large orange triangle is on the left side of the image.

# Communication

# Communication

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Can you give the group a sense of how often your department interacts with Finance/Revenue Cycle?

Is there any communication infrastructure that's currently in place?

# Communication

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What is a typical agenda that you utilize during your formal meetings?

# Pre-Close Checklist Layout

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The Pre-Close Checklist was developed to provide each Health Ministry with a standard meeting agenda and format that is not only easy to follow, but provides the requirements outlined in the ARM and serves as a communication tool to the Health Ministry's CFO.

There are primarily six topics/sections that are utilized in the Pre-Close process:

- Revenue Cycle Processes
- Review of Other Reports
- Managed Care and RCS (NRIT)
- Review of Metrics/Trending
- Review of Crowe and Related Reports
- Other Topics.

This section of the Training Manual will walk through each section of the Pre-Close Checklist.

# Pre-Close Checklist Layout

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## **Required Attendees**

The required monthly attendees are to include the following:

- R1 RCM or Revenue Cycle Management
- Finance/Accounting
- Net Revenue Management A/R and Reimbursement Personal
- Managed Care

## **ARM Checklist Requirements**

Minutes of the meeting should be documented, maintained, and shared with the CFO or designee if there are actionable items the CFO or designee needs to be aware of.

The Pre-Close Checklist should be used as a guide with anything of significance documented in the minutes.

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# Reporting

# Reporting

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Finance – Which reports do you typically share/review with the revenue cycle/how frequently do you share those reports?

# Reporting

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Revenue Cycle – Are there specific KPIs that you track from a revenue cycle perspective that you share with finance? How frequently?

# Reporting

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Finance – Are there specific KPIs that you would like Revenue Cycle to track and report out on?



# Operational Impact on the Financial Statements

# Understanding the Financial Impact

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How does your Finance and Revenue Cycle teams address significant monthly revenue variance? (Revenue of financial statements and driver of major changes)

# Understanding the Financial Impact

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Finance – What are the most common issues that cause changes in the month-end reserve estimates (change in prior)?

# Understanding the Financial Impact

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Revenue Cycle – How is Finance involved in Revenue Cycle decisions i.e. write-off, charity, and bad debt policies?

# Understanding the Financial Impact

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Finance – Do you leverage RCA/Finance to negotiate payor settlements? True valuation of A/R based on reserve methodology?

# Understanding the Financial Impact

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What solutions have you created at the end of your Fiscal Year regarding large write-offs?



# Automation

# Automation

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With speed to close seemingly so important across the industry, are there areas your teams have had success in automating manual processes or reducing efforts in a given area related to the monthly reporting process? Any success stories?

# Automation

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Are there any specific functions in revenue cycle that your team has started to automate? If so, what has been the impact?

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# Audience Questions?

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# Thank you

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