

# Revenue Integrity - What You Need to Know

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# PRESENTERS



## **Rachel Pugliano, RHIT, CHC, CRCR | Director, Healthcare Consulting**

Rachel has over 25 years of experience focusing compliance programming and mid-cycle of the revenue cycle functions to include coding, compliance, documentation improvement, revenue integrity and charge capture. Rachel assists clients with the improvement of their revenue cycle functions as well as maintaining compliance with government regulations. Rachel assesses compliance programs for the organization as well as assists with the risk assessment process. She assists with development of coding compliance reviews and documentation improvement strategies for both hospitals and medical group practices. Rachel is a member of AHIMA, HCCA and is on the board for the South Texas HFMA chapter serving as President-Elect.



Angela Broussard-Moore

## Revenue Integrity Program Manager

Angela has been working in the healthcare sector for over 25 years. Her experience in healthcare stems from her roles in Billing, Data Coordinator, Charge Capture, Coding, Compliance, Chargemaster along with Revenue Integrity. Angela has a Bachelor of Business Administration Degree and a Master of Business Administration both from the University of Houston. Angela earned certification for her (CPC) from the American Academy of Professional Coders (AAPC) and CMBS from the Medical association of Billers (MAB). Angela also has a graduate certificate in Project Management and Project Improvement (PMPI). Her focus is always on improving as a new day begins with new strengths and ideas to start with. "Pleasure in the job puts perfection in the work" – Aristotle.



# WHO WE ARE

Stanford Health Care, with multiple facilities throughout the Bay Area, includes an Academic Medical Center, a Community Hospital and a Medical Foundation. Overall net revenue is \$7 billion.

Stanford Health Care is internationally renowned for leading edge and coordinated care in cancer care, neurosciences, cardiovascular medicine, surgery, organ transplant, medicine specialties, and primary care.

Throughout its history, Stanford has been at the forefront of discovery and innovation, as researchers and clinicians work together to improve health, alleviate suffering, and translate medical breakthroughs into better ways to deliver patient care.

***Stanford Health Care: Healing humanity through science and compassion, one patient at a time.***

# Stanford Health Care – At A Glance

## Stanford Hospital

- Short Term Acute Care
- 687 Beds
- Level I Trauma Center
- 32,997 total discharges

## TriValley

- Short Term Acute Care
- 242 Beds
- 7,357 total discharges

## Lucile Packard Childrens' Hospital

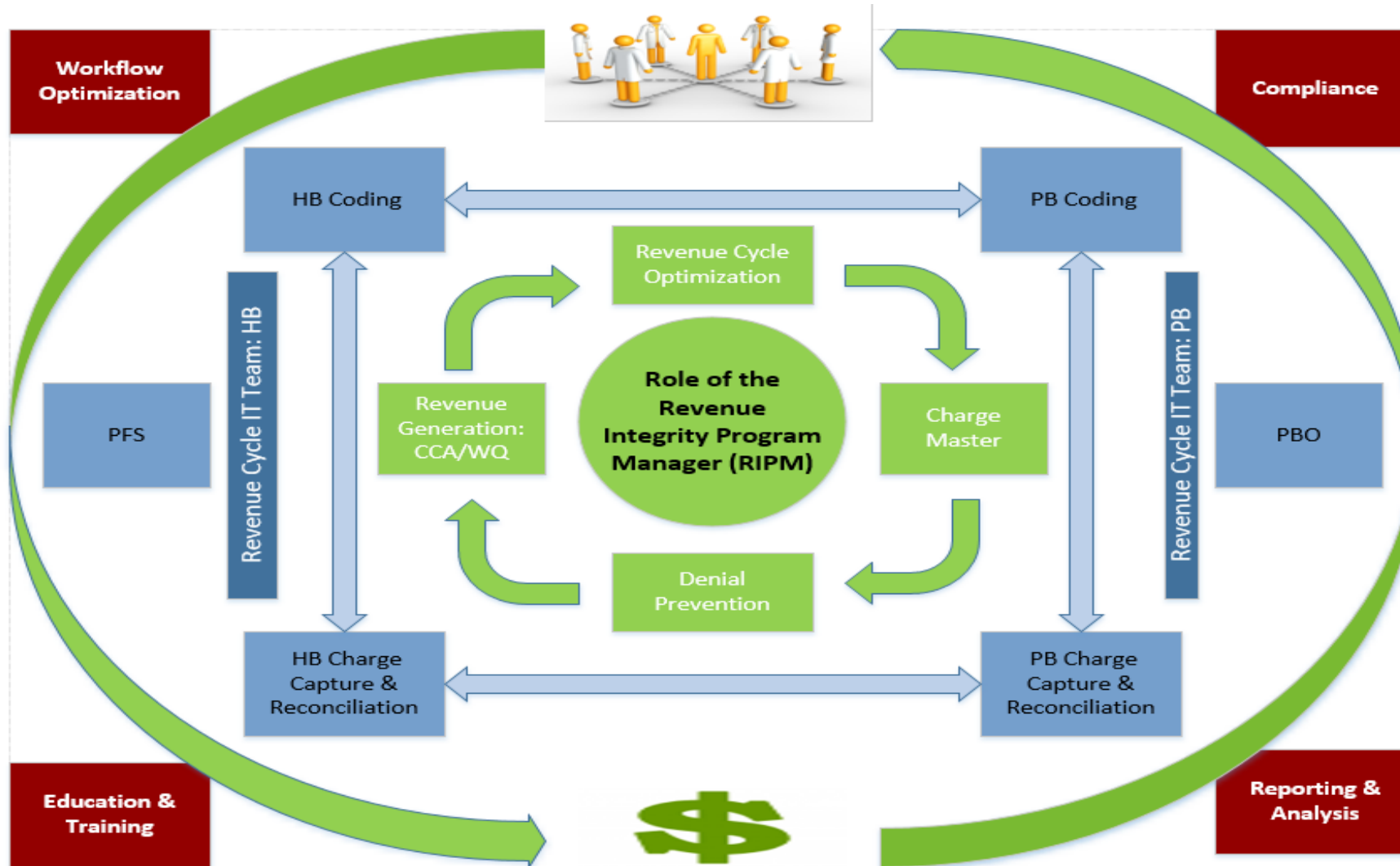
- Childrens
- 394 Beds
- 14,438 total discharges

# Revenue Integrity Scope

## Functional Role

- Revenue Cycle Advocacy
- Revenue Integrity
- Charge Description Maintenance & Compliance
- Regulatory & Financial Analysis: HB/PB
- Clinical Workflow Optimization
- Charge Capture Optimization
- Revenue Management
- Denial Prevention
- Reporting
- Pricing
- Provider Education and Training

# Revenue Cycle Integration: Where Revenue Integrity Fits



# Revenue Management Responsibilities

- Weekly revenue monitoring
- Monthly revenue initiative tracking
- Collaboration w/clinical departments
  - Identification of new, chargeable services
  - CDM coding compliance review
  - Charge Capture Audits
  - Identification of new revenue opportunities
  - Tracking & Monitoring Revenue Capture
  - Dept Education – Charge Compliance & Charge Capture
  - Charge Lag Reduction
  - Workflow Optimization



**1** REVENUE INTEGRITY DEFINITION &  
CORE FUNCTIONS

**2** PROGRAM STRUCTURE

**3** SUCCESSES AND CHALLENGES

**4** RESOURCES





# What is Revenue Integrity?

Per the National Association of Healthcare Revenue Integrity - The basis of revenue integrity is to prevent recurrence of issues that can cause **revenue leakage** and/or **compliance risks** through effective, efficient, replicable processes and internal controls across the continuum of patient care, supported by the appropriate documentation and the application of sound financial practices that are able to withstand audits at any point in time.

# Core Revenue Integrity Functions

- Liaison between clinical departments & revenue cycle
- Revenue Leakage prevention
- Charge Description Master (CDM) maintenance
- Root cause analysis and correction of charging issues
- Education and Training
- Other Duties

# Core functions

## LIAISON

- Support for revenue producing departments
- 'Go-to' for clinicians when questions arise related to revenue cycle topics
- Education - for clinicians and in collaboration with revenue cycle colleagues

## REVENUE LEAKAGE

- Proactive approaches to identification of opportunities
- Root cause analysis to identify gaps and correct errors
- Collaboration with other teams to optimize systems and processes

## CHARGEMASTER

- Annual CPT updates
- Periodic reviews for accuracy and compliance
- Processing of department requests
- Set-up of new or evolving service lines

# Core functions (cont.)

## ROOT CAUSE

- Identify the reason behind missed charges, incorrect reporting or incomplete documentation
- Collaboration with other revenue cycle teams, IT, clinicians, etc. to develop new workflows or fix system breakdowns

## EDUCATION & TRAINING

- Providers - in collaboration with compliance and/or coding
- Clinicians - documentation requirements and charge capture mechanisms
- Revenue Cycle Colleagues - system charge capture vs. coding responsibility, workflows, etc.

## OTHER

- New Initiatives
  - System implementations
  - New clinics, departments or service lines
  - Vendor relationships
  - Edit management



# Revenue Integrity Structure

## Small to Mid-Size Facility

- May be 1-2 individuals
- Reporting up through the revenue cycle director or coding leadership
- Role and responsibility is distinct from coding and the business office functions
- IT support may be shared/limited
- Visibility with revenue producing departments, finance and compliance

## Large Facility or Health System

- Distinct RI department that consists of several team members to include analysts, specialists, managers, IT, etc.
- Independent leader from coding or PFS.
- Reporting directly to middle revenue cycle director or overall RC director.
- Specified and distinct IT support

# Other structure considerations

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Core revenue integrity functions may be performed by various individuals in different departments throughout the organization.

Decentralization can work if collaboration and communication is high functioning.

The benefit to centralizing and creating a distinct department or role is to avoid duplicate efforts, streamline workflows, create constancy with resolution, etc.



# Successes and Challenges

## A Successful Revenue Integrity Team will.....

- Collaboration with departments such as coding, CDI, PFS and compliance.
- Create an open line of communication with their clinical areas.
- Have the ability to identify root cause and resolve issues rather than operate in a reactive way.
- Have access to reports and data that assist to improve processes.

## Common challenges that RI teams face....

- Scope Creep
  - Lack of leadership or organization's understanding of what RI's purpose
  - Outdated or unclear policies and procedures
- Expectation Management
  - Clinicians needs
  - Greater Revenue Cycle needs
  - Special projects/initiatives
- Communication methods



# In the Midst of a Challenge

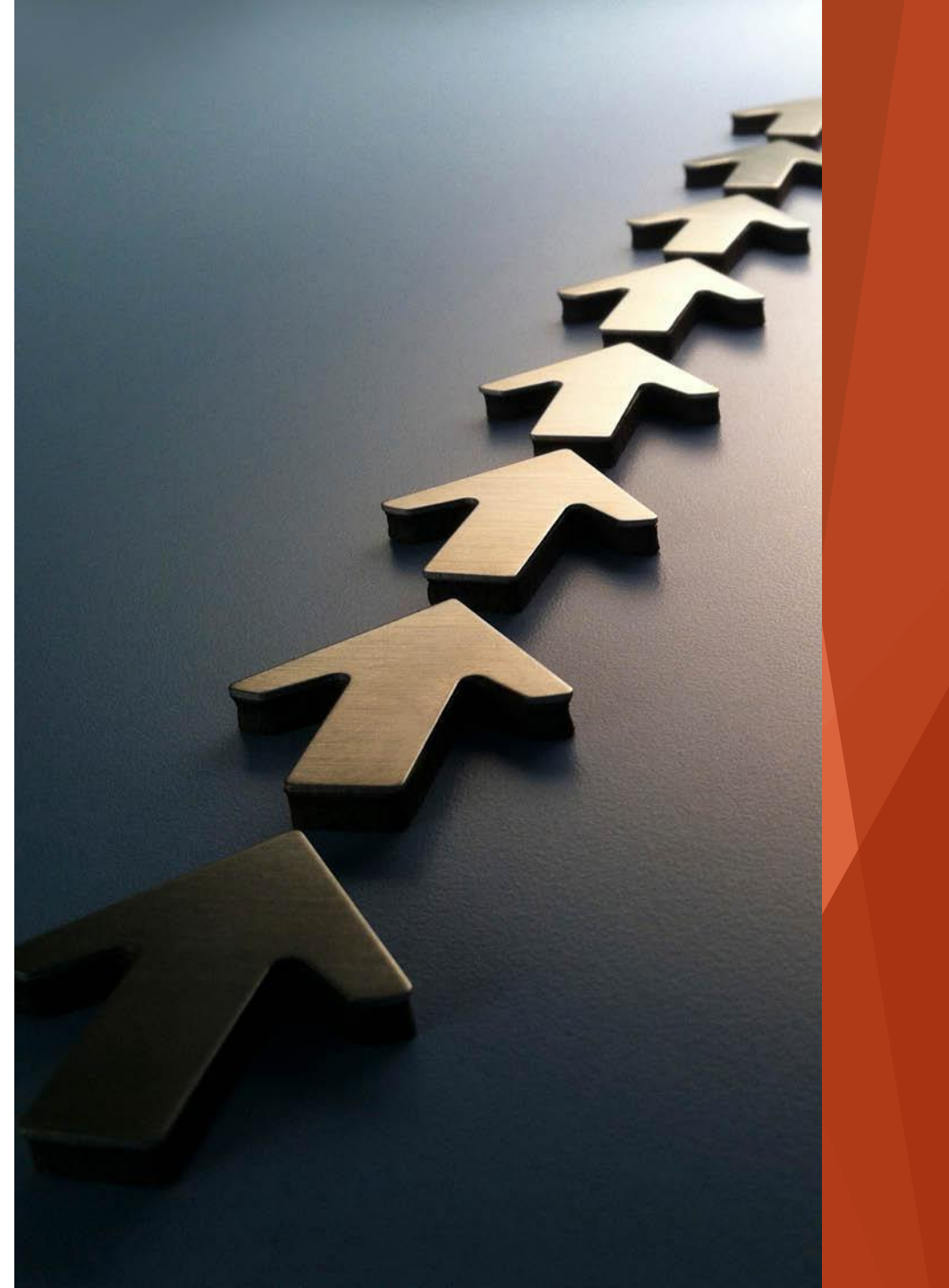
Remember, every challenge you face is not a barrier but a gateway to a stronger, wiser you. I have seen firsthand how resilience is born in the fires of adversity. Think of the times you've stumbled, the moments you felt overwhelmed – weren't they the very instances that sculpted your courage and compassion? Embrace each change, not with trepidation, but with the knowledge that it's forging you into a person of profound depth and understanding. You are not just surviving; you are evolving, learning to dance in the rain rather than just waiting for the storm to pass.

“Happiness is your nature. It is not wrong to desire it. What is wrong is seeking it outside when it is inside.”

– Ramana Maharshi

# Turning Challenges into Success

- Create partnerships with other areas to troubleshoot, resolve and create optimal workflows.
- Practice the warm hand-off method to establish a 'customer friendly' environment.
- Include compliance sooner rather than later when a potential issue is discovered.
- Cultivate relationships with IT partners to develop reports that can be analyzed and utilized efficiently for both RI and other areas.



# Resources

## National Association of Healthcare Revenue Integrity

<https://nahri.org/>

- Job descriptions
- Policy templates
- Certification opportunities
- Publications
- Local chapters
- National Conference





**QUESTIONS?**

# THANK YOU!

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