



Decatur County Memorial Hospital

Improving Revenue Cycle
Alignment & Performance

forv/s
mazars

Case Study Snapshot



The Situation

Decatur County Memorial Hospital (DCMH), a nonprofit, public critical access hospital located in Greensburg, Indiana, has served its rural community since 1922. It has evolved over time to include more than 21 specialties for its community, including emergency care, occupational health, radiology, women's health, neurology, rheumatology, sleep studies, cancer care, and infusion services. The hospital operates 25 general acute care beds and an interdisciplinary swing bed program, supported by the Meditech electronic health record (EHR) system.

In fiscal year 2024, DCMH reported \$90 million in net patient revenue, driven by a mix of insurance reimbursements and government supplemental payments. In 2024, the CEO conducted a review of the revenue cycle and identified three primary challenges: the impact of new technology implementations, organizational and staffing alignment concerns, and a decentralized patient access structure.



The Challenge

DCMH recognized that its revenue cycle could operate more effectively and efficiently, but the hospital needed a trusted advisor to help conduct an assessment of its revenue cycle functions, identify potential restructurings, and uncover actionable opportunities to help improve performance, increase efficiency, and mitigate risk.

The Full Story

The Approach

In January 2024, DCMH engaged Forvis Mazars to assist with an in-depth assessment of its revenue cycle functions and departmental structure. Our team conducted a detailed data review to identify key revenue cycle performance indicators. We then compared them with industry best practice benchmarks to pinpoint potential opportunities across multiple revenue cycle functional areas. We also conducted detailed interviews with revenue cycle staff and leadership, as well as observations of front-line revenue cycle staff. Our combination of detailed data review and hands-on staff observations allowed our team to better understand the current revenue cycle processes and uncover opportunities for workflow, structural, and technological changes.

“Forvis Mazars took the time to understand our unique revenue cycle challenges and help us focus on targeted priorities that are improving alignment and efficiency across our teams.”

Rex McKinney, CEO
Decatur County Memorial Hospital



The Full Story

Key Findings & Recommendations

Our assessment resulted in three primary strategic recommendations to assist leadership in improving revenue and operational efficiencies of the revenue cycle department.



Priority 1

Organizational Alignment Strategy

- Develop a technology and system “road map” to plan for future-state use.
- Perform cost-to-collect analysis to strategize where potential overlap or gaps exist.
- Develop internal targets and goals for revenue cycle performance metrics.
- Develop key staff capabilities for internal reporting and identification of actionable workflow improvements based on metrics.
- Create governance and ownership structure to foster accountability for key revenue cycle functions.

Priority 2

Patient Access Standardization

- Consider standardized procedures and workflows for pre-service financial clearance processes.
- Explore opportunities for policies and procedures to support standardization.
- Communicate denial reporting and feedback to patient access departments to identify performance improvement opportunities.
- Provide training, education, and monitoring for targeted denial trends and root-cause analysis.

Priority 3

Accounts Receivable (AR) Management Optimization

- Fine-tune current systems for automated workflows to reduce manual intervention.
- Evaluate and provide recommendations for the billing system to allow for “exceptions-based” workflows.
- Develop a staff-level productivity tracker for both billing and follow-up functions to monitor performance.
- Provide recommendations for a cash acceleration special project and “cleanup” of aged AR accounts.
- Create a strategy to return AR follow-up functions in-house, including denial management responsibilities, escalation pathways, and performance accountability measures.
- Establish a denial prevention framework that incorporates ongoing monitoring, trend analysis, and collaboration between revenue cycle departments to address root-cause denials.

The Full Story

Implementation & Impact

Due to their satisfaction with our detailed assessment process and the estimated opportunities we identified, DCMH contracted with Forvis Mazars to assist with the implementation of some of the strategic priorities outlined above, with a focus on organizational alignment and AR management. Our team helped DCMH establish new governance structures, standardized workflows, enhanced denial prevention processes, more effective billing and follow-up operations, and strengthened revenue cycle leadership during a period of organizational transition.

As a result, DCMH achieved measurable operational and financial improvements, including:

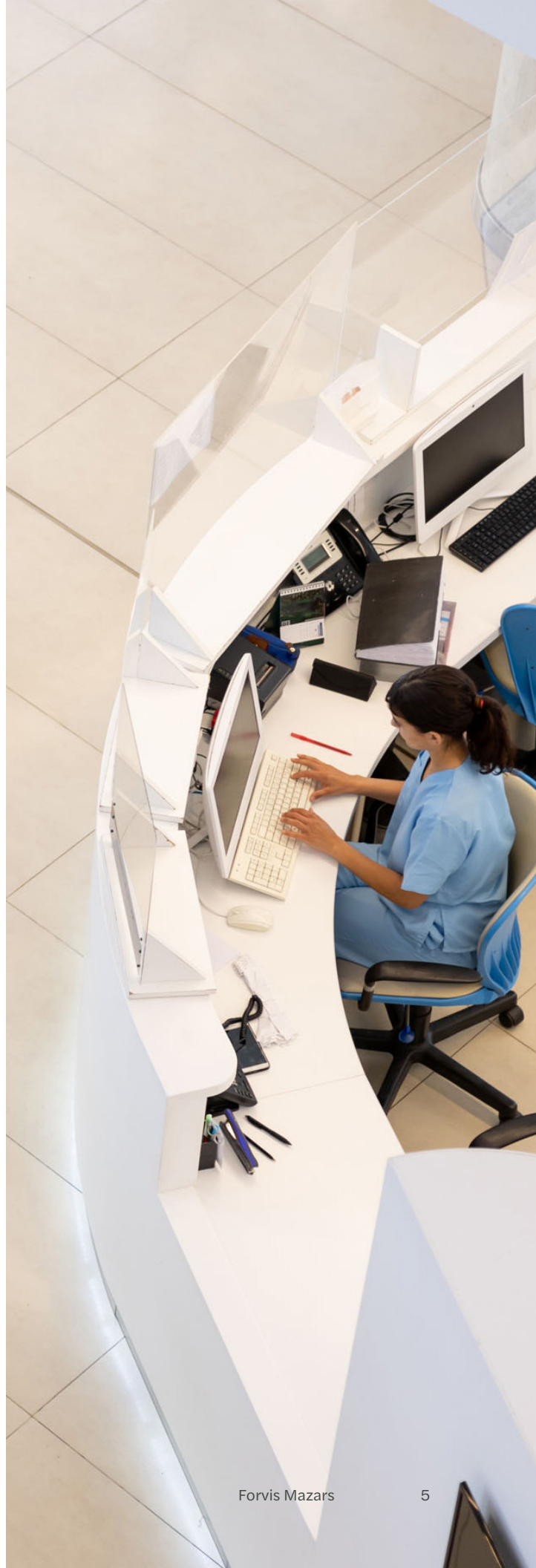
- Increase in annualized cash collections of 10.8%
- Reduction in initial claim denial percentage from 18.2% to 11.7%
- Lowered denial-related revenue loss

DCMH also recorded its highest monthly cash collections in organizational history, demonstrating the impact of sustainable process improvements and stronger revenue cycle alignment.



Why It Matters

This engagement highlights our ability to utilize detailed data analysis, alongside in-depth observations and interviews with management and staff, to identify and recommend changes to help improve revenue cycle performance and/or efficiency for rural health organizations. Our industry knowledge and experience, combined with our attention to the unique challenges at DCMH, allowed us to help improve revenue cycle efficiency and operations and position the organization for future success.





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