



Oak Valley Hospital District Client Success Story

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Case Study Snapshot



The Situation

Oak Valley Hospital District (OVHD), a nonprofit public hospital located in Oakdale, California, has served its rural community since 1945. Over the decades, it has evolved from a traditional inpatient facility into a modern provider of comprehensive healthcare services, including emergency care, occupational health, radiology, and women’s health. The hospital operates 53 general acute care beds and five intensive care beds, supported by the Meditech electronic health record (EHR) system.

In fiscal year 2024, OVHD reported \$77 million in net patient revenue, driven by a mix of insurance reimbursements and substantial government supplemental payments. Upon assuming leadership, the CEO conducted a strategic review and identified two critical concerns: the looming reduction in government supplemental payments and an underperforming revenue cycle that threatened financial sustainability.



The Challenge

Facing financial headwinds and operational inefficiencies, OVHD needed a trusted advisor to help conduct an in-depth evaluation of its revenue cycle and identify actionable opportunities to improve performance and mitigate risk.

The Full Story

The Approach

In January 2025, OVHD engaged Forvis Mazars to assist with a full-spectrum revenue cycle assessment. The engagement focused on five key operational domains.

The Forvis Mazars team began with robust data analysis, followed by in-depth interviews with operational leaders and direct observation of front-line staff. This hands-on approach fostered a deep understanding of OVHD's workflows, challenges, and opportunities.

Five Key Domains

• Patient Access

• Revenue Integrity

• Clinical Documentation Integrity (CDI)

• Care Management

• Back-End Claims Management

Key Findings & Recommendations

The assessment culminated in a set of clearly categorized and prioritized recommendations.

> Priority 1

Cash Flow

- Optimization of patient access workflows
- Targeted training to help reduce denials
- Redesign of the business office to help improve efficiency and accountability

> Priority 2

Revenue Integrity & Rural Excellence

- Charge Description Master (CDM) maintenance and pricing strategy enhancements
- Emergency Department (ED) level-of-care reclassification
- Implementation of a robust CDI program

“After Forvis Mazars helped us identify our revenue cycle priorities, we knew they were the right choice to support our implementation as well. We’re already seeing results that are setting us up for sustainable improvement.”

Matt Heyn, CEO, Oak Valley Hospital District

The Full Story

Implementation & Impact

Impressed by the depth of insight and professionalism demonstrated during the assessment, OVHD chose Forvis Mazars to help lead the implementation phase. To align with cash flow considerations, the implementation was structured in two phases:

> In Progress

Phase 1

Focused on Priority 1 initiatives, including patient access training and business office redesign. These efforts are already laying the groundwork for measurable revenue capture and operational efficiency improvements.

✓ Planned

Phase 2

Will address Priority 2 initiatives following the six-month Phase 1 timeline. This phased approach helps OVHD begin realizing financial gains before investing in the next wave of improvements.



Why It Matters

This engagement highlights our ability to deliver strategic, data-driven solutions tailored to the unique needs of rural and community hospitals. By combining deep industry knowledge and experience with a collaborative, hands-on approach, Forvis Mazars is helping OVHD reduce revenue leakage and strengthen its financial foundation for long-term success.



“Forvis Mazars was instrumental in identifying our revenue cycle challenges and implementing targeted improvement strategies. They’ve helped us solidify a financial foundation we can build upon to better serve our patients and community.”

Matt Heyn, CEO, Oak Valley Hospital District

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