

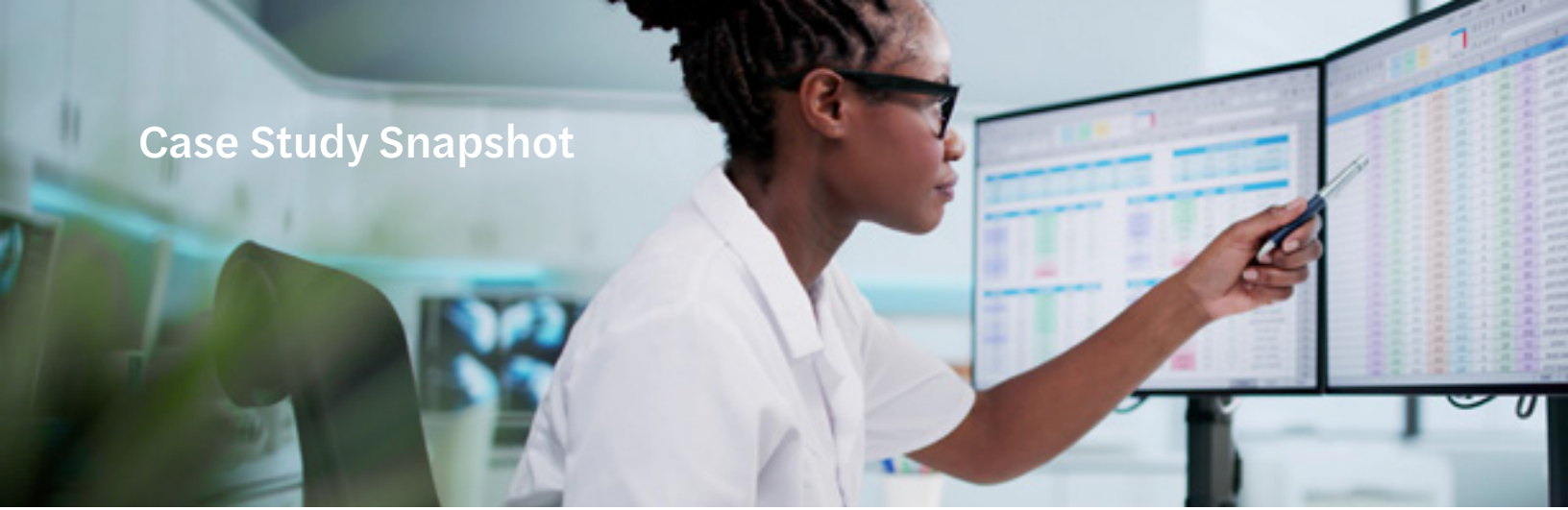


Unity Health

Strengthening Revenue
Cycle Performance

forv/s
mazars

Case Study Snapshot



The Situation

Unity Health, a multifacility healthcare organization in Arkansas, was experiencing mounting financial pressures as it navigated significant operational changes. The organization had recently undergone an electronic health record (EHR) conversion and was integrating a new critical access facility, both of which were transformative efforts that introduced complexity across workflows, staffing, and financial performance.

Amid these shifts, leadership recognized that the organization needed a clear, objective view of its revenue cycle operations. They sought to understand where the greatest pressures were occurring, how to prioritize resources, and what meaningful steps could strengthen financial performance without compromising their commitment to high-quality patient care.

With this goal in mind, Unity Health engaged Forvis Mazars to assist with a year-long revenue cycle implementation initiative aimed at driving sustainable improvement across the system.

The Challenge

Like many healthcare organizations navigating post-EHR stabilization, Unity Health was experiencing a rise in aged receivables driven by a combination of unbilled accounts, increased denials, and inconsistent front-end workflows. These issues strained both cash flow and staff capacity, creating pressure to quickly improve revenue cycle performance while maintaining focus on patient care.

Management and the board of directors were eager to move into implementation and demonstrate improvement. They sought a clear, objective view of what was driving performance challenges paired with realistic, prioritized strategies that could produce measurable near-term improvements and support long-term operational stability.

Unity Health specifically aimed to:

- Improve visibility into revenue cycle performance drivers.
- Reduce aged accounts receivable and support capture of associated accounts.
- Reduce denials that require rework and may result in revenue loss.
- Reduce future financial leakage and operational inefficiencies.
- Align leadership and front-line teams around achievable, high-value improvement priorities.

The Full Story

The Approach

Forvis Mazars designed an implementation project uniquely tailored to Unity Health’s operational environment, resource structure, and improvement goals. The engagement blended a strong emphasis on improving data and technology capabilities with deep collaboration across Unity Health’s internal teams and external vendors.

The project focused on strengthening core revenue cycle departments, including:

- ✓ **Patient Access**
Scheduling and registration processes to reinforce front-end accuracy and controls for insurance eligibility workflows and authorization opportunities.
- ✓ **Health Information Management**
Coding workflows and unbilled management to help reduce delays and improve data quality to mitigate avoidable denials.
- ✓ **Patient Financial Services**
Billing, follow-up, and denials management to help address financial leakage and streamline cash flow.

By engaging stakeholders at multiple levels, identifying needed resources, and addressing operational barriers early, the team created recommendations that were practical, achievable, and aligned with Unity Health’s strategic objectives. The result was a road map built to support real-world execution and sustained improvement.



“I really appreciated that the Forvis Mazars team was on site almost weekly and in the trenches day-to-day with our revenue cycle departments. This helped build trust and hold the Unity team accountable for measurable results.”

Laura Gillenwater
Chief Financial Officer, Unity Health

The Full Story

The Impact

Forvis Mazars delivered a prioritized, data-driven road map that identified clear opportunities to help improve cash flow, reduce financial risk, and enhance accountability across the revenue cycle. Unity Health's leadership gained visibility into the root causes of performance variability and clear, actionable strategies to address them. The work also helped strengthen communication across previously siloed departments and create consistent expectations for revenue cycle processes.

As a result, Unity Health was equipped, aligned, and confident in continuing project initiatives internally with stronger revenue cycle performance and financial resilience.

Key performance improvements included:

- ✓ **Days in Accounts Receivable (A/R)**
Improved from **greater than 90 days to 67 days**, reflecting stronger front-end workflows and more effective back-end follow-up.
- ✓ **Discharged Not Final Billed (DNFB) Days**
Decreased **from 16 days to 7 days**, significantly reducing billing lag and accelerating cash flow.
- ✓ **Initial Denials as a Percentage of Gross Revenue**
Declined **from 27% to 15%**, driven by improved documentation, accuracy, and denial prevention controls.
- ✓ **A/R Greater Than 90 Days**
Improved **from 56% to 35%**, demonstrating stronger worklist management, prioritization, and vendor alignment.

Why It Matters

Forvis Mazars understands that for healthcare organizations, sustainable improvement requires balancing financial discipline with the realities of clinical operations. There is no one-size-fits-all approach, but organizations can achieve meaningful progress through collaboration and coordination of technology optimization, workflow alignment, and thoughtful change management. Unity Health's leadership team trusted the timeline, tackled the hard decisions, and created a culture of accountability that allowed the engagement to thrive.

This engagement demonstrates how a focused approach and thoughtful prioritization can empower healthcare organizations to navigate complexity, protect financial performance, and build a stronger operational foundation for the future.

“Forvis Mazars helped build out a solid revenue cycle framework for our team that we have now been able to take over internally and help carry those successes forward.”

Laura Gillenwater
Chief Financial Officer, Unity Health



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