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# CLIENT APPRECIATION WEEK





# Andrea Kraynak

CPC, Program Manager

# Revenue Cycle Leadership Roundtable:

A Discussion of 2020's Most Pressing Issues



# Introductions

## Moderator:

**Andrea Kraynak, CPC**  
Program Manager Vitalware  
Camano Island, WA

Prior to joining Vitalware in 2019, Kraynak served as an associate product director, revenue cycle, for HCPro and a senior director, conferences, at RISE. She brings with her more than 10 years of healthcare revenue cycle and HIM experience. She was the founder and first director of the National Association of Healthcare Revenue Integrity (NAHRI) and is currently a member of NAHRI, AHIMA, HFMA, and AAPC. Kraynak has a bachelor's degree from Ithaca College and dual master's degrees from Boston University.

## Panelists:

**Reggie Banks, MBA**, Senior Director, Enterprise Revenue Integrity Services  
Conifer Health Solutions, Frisco, TX

**Andrea Clark Rubinowitz, RHIA, CCS, CPC-H**, CBO, Senior Director of Revenue Integrity  
MaineHealth, Portland, ME

**Christina Marjianio, PhD**, National Vice President Revenue Integrity  
Prospect Medical Holdings, San Antonio, TX

**Bruce Preston, CPC**, Executive Director, Revenue Integrity  
Grady Health System, Atlanta, GA

**John Settlemyer, MBA, MHA, CPC, CHRI**, Assistant Vice President, Revenue Cycle  
Atrium Health, Charlotte, NC

**Suzi Tschetter, MBA, CPA**, Director, Revenue Integrity  
Cleveland Clinic, Cleveland, OH

# Meet our panelists



**Reggie Banks, MBA**  
Senior Director, Enterprise  
Revenue Integrity Services  
Conifer Health Solutions  
Frisco, TX

Banks oversees national Revenue Integrity operations across 145 Conifer Health Solution client facilities located in 23 states. In over 20 years of experience, he has spent the majority of his career in leadership positions within the mid-revenue cycle, along with several years in healthcare finance managing labor productivity reporting, budgeting, and pro forma development for new hospital services. In his role, Banks leads a business unit of Revenue Integrity professionals that provide CDM management, charge capture, charge audit, and billing edit resolution services to hospitals nationwide. By managing these services from a corporate governance perspective for large health systems while assessing and creating operational structures at the facility level, Banks brings a pragmatic viewpoint to help clients achieve their goals. Banks received a BS in Public Administration with an emphasis in Health & Human Service Administration from University of Arizona and his MBA from Pepperdine University with an emphasis in Leadership and Managing Organizational Change. He lives in the Greater Seattle area and is married with one child.



**Andrea Clark Rubinowitz, RHIA, CCS, CPC-H, CBO**  
Senior Director, Revenue  
Integrity  
MaineHealth  
Portland, ME

Clark is a prominent industry expert who founded Healthcare Revenue Assurance Associates (HRAA) in 2001. In 2015, she became Senior Director of Revenue Integrity Services at MaineHealth. Clark has 30+ years of experience working with healthcare professionals, information systems, hospital coding, and operational and compliance training. She is an expert in reimbursement validation based on accurate coding, reliable data transfer, and complete documentation to include outpatient surgery, ED, clinics, observation and ancillary diagnostic. Clark has created and implemented a series of outpatient revenue integrity programs throughout the country, drawing from a hands-on consulting concentration in this specialized area. Published author and an active speaker, educator, and motivator, Clark has presented hundreds of seminars for industry organizations, state hospital associations, AHIMA, AAPC, and HFMA state and local chapters throughout the country.

**Christina Marjianio, PhD**  
National Vice President of  
Revenue Integrity  
Prospect Medical Holdings  
San Antonio, TX

Home-based in San Antonio, Texas, Marjianio provides enterprise-wide leadership and strategic Revenue Integrity direction for 22 facilities nationwide. Her areas of expertise include charge capture, charge audit, charge compliance, reimbursement, process optimization, and revenue reporting. Marjianio's 20 plus years' knowledge spans a wide range of healthcare expertise, including system implementations, managed care, scheduling, authorization processes, patient access, denials management, Revenue Cycle Operations, and Revenue Integrity.

# Meet our panelists



**Bruce Preston, CPC**  
Executive Director,  
Revenue Integrity  
Grady Health System  
Atlanta, GA

Preston is the Executive Director of Revenue Integrity for Grady Health System in Atlanta, GA. Grady Health System is an academic medical center, utilizing both the Morehouse School of Medicine and Emory Medical School. Grady is also Atlanta's only nationally verified Level 1 Trauma Center. Preston oversees the revenue integrity functions, including charge capture, chargemaster oversight, pricing, defense audits and hospital observation reviews. He is a member of HFMA, AAPC, and the National Association of Healthcare Revenue Integrity (NAHRI). He is also a member of the HIMT Advisory Board at Gwinnett Technical College.



**John Settlemyer, MBA, MHA, CPC, CHRI**  
Assistant Vice President,  
Revenue Cycle  
Atrium Health  
Charlotte, NC

Settlemyer is an Assistant Vice President, Revenue Cycle with Atrium Health, one of the leading healthcare organizations in the Southeast and one of the most comprehensive public, not-for-profit systems in the nation. Settlemyer has 25 years in healthcare finance/reimbursement, with focus in chargemaster operations and compliance, charge capture, and revenue integrity. He has direct or consulting oversight of the CDM for 40 hospitals and their associated outpatient care locations. He is a charter member and inaugural chairperson (serving two terms) of The Provider Roundtable, a national group of volunteer providers focused on providing comment to CMS on the operational and financial impact of OPPS proposed rules. In addition, he is an adjunct instructor for HCPro's Revenue Integrity and Chargemaster Boot Camp and an Advisory Board member for the National Association of Healthcare Revenue Integrity (NAHRI).



**Suzi Tschetter, MBA, CPA**  
Director, Revenue Integrity  
Cleveland Clinic  
Cleveland, OH

Tschetter is the Director of the Revenue Integrity Department at the Cleveland Clinic. During her 28 years at the Cleveland Clinic, Tschetter obtained her MBA and actively engaged in a variety of roles from corporate finance to revenue cycle, focusing on root cause analysis, process improvement and revenue verification. She has led diverse groups including reporting, credit balance resolution, and internal control effectiveness and has co-chaired the RCM compliance committee, giving her a deep appreciation for revenue integrity. Since November 2016, Tschetter has guided the Revenue Integrity team at the clinic, including the Revenue Assurance team, which collaborates with clinical departments to ensure optimal charge capture. Tschetter is the proud mother of two children and happily married to Phil since 1996.

# Revenue Cycle Leadership Roundtable

Questions For Our Panel

# Questions For Our Panel

## Setting the stage:

- Describe your hospital or healthcare organization and your role there.
- What are some differences in the way your revenue cycle is functioning now compared to the days before COVID?
- What revenue cycle changes have you seen in 2020 that surprised you?



# Questions For Our Panel

## Let's talk telehealth:

- How has your organization's use of telehealth changed in the past year?
- What are some of the challenges and opportunities it brings to revenue cycle operations?
- What are your goals for telehealth in 2021?

# Questions For Our Panel

## Best practices in charge reconciliation:

- Have you experienced any changes in—or implemented any improvements to—your charge reconciliation in the last year? What do those changes look like?
- How do you go about identifying risks, creating controls, and enhancing charge capture processes in your organization?
- What are some of the biggest challenges you face regarding charge reconciliation? How are you mitigating those challenges?

# Questions For Our Panel

## Finding clarity on hospital price transparency:

- What has your organization done to prepare to meet the new price transparency requirements taking effect January 1, 2021?
- Has your organization adjusted its approach to consumerism—as related to a patient's financial experience—in 2020, either in light of COVID or because of the price transparency mandate? How do you plan to make your price transparency efforts consumer-friendly?
- Where do you think we will go from here in terms of price transparency?

# Questions For Our Panel

## Managing payer policies:

- How do you try to make sure you're staying on top of payer policies?
- Have you experienced a significant increase in policy changes across multiple settings (e.g., ED, facility, and professional)? How has this affected your revenue cycle? How have you attempted to mitigate these changes?
- What would you recommend for other revenue cycle leaders trying to deal with this on a daily basis?



# Questions For Our Panel

## Re: Your remote team

- Is your team currently working remotely or onsite? What has been working well? Do you have any lessons learned from this time?
- Have you ended up adjusting benchmarks or KPIs in 2020 as a result of having a remote team?
- Have you made other adjustments to help with work/life balance during 2020? Do you intend to keep any of these changes in effect after staff return to their onsite locations?

# Questions For Our Panel

## On Appropriate Use Criteria:

- CMS's Appropriate Use Criteria program has now been delayed until January 1, 2022. What steps do you plan to take in 2021 to prepare? How will you approach education and physician buy-in?
- What do you think the greatest challenges will be when this program takes effect? Is there any additional guidance you wish you had at this time?

# Questions For Our Panel

## Expect the unexpected:

- What surprised you in 2020? Anything related to your team, your own job, or your role as a leader?
- What are some lessons you learned in 2020, during what has ended up being a pretty wild ride? Conversely, what is your silver lining?
- Is there anything you still hope to do before the end of the year?
- Do you have any advice or final thoughts you'd like to share with other revenue cycle professionals as we head into 2020's final months?



# Questions?



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