2025 ACDIS/NAHRI Denials Management Mastermind Recap

An ACDIS and NAHRI Webinar: December 4, 2025

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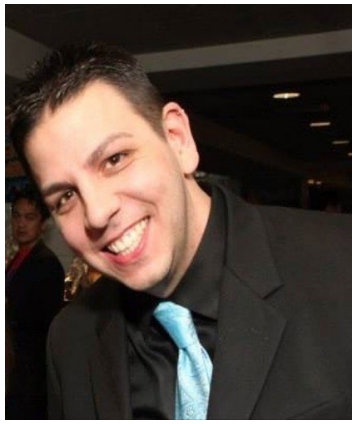

Josh Amrhein, MHA
Business manager, revenue integrity
Solventum
Pittsburgh, Pennsylvania

Olga Desiatkin, MBA, BSN, CCDS
Director, CDI and denials prevention
Pomona Valley Hospital Medical Center
California

Kim Yelton, RHIA, CCS, CDIP, CHRI
Director of revenue integrity
Inova Health System
Virginia

Learning Outcomes

- At the completion of this educational activity, the learner will be able to:
  - Explain the role of CDI and revenue integrity professionals in the denials management process
  - Identify areas where CDI and revenue integrity can collaborate for more effective denials mitigation strategies
  - Apply takeaways from the Denials Management Mastermind discussions to their own CDI and revenue integrity programs

The ACDIS/NAHRI Denials Management Mastermind

- The ACDIS/NAHRI Denials Management Mastermind group is a tightknit circle of eight to 10 ACDIS and NAHRI Leadership Council members who commit to advancing concrete goals and helping their peers do the same.
- The original ACDIS and NAHRI Mastermind groups launched in 2019 and 2020, respectively.
- The Denials Management Mastermind had its second term this year with 10 members—five hailing from the CDI field and five from the revenue integrity field.
- Over the course of the last year, the Denials Management Mastermind members discussed a range of topics:
  - Queries and their relation to denials management
  - Key performance indicators and technology use
  - Rounding models
  - Appeals processes and technology
  - Denial prevention
  - Contract negotiations
  - Overturn rates

The State of CDI and Revenue Integrity Involvement with Denials Management Efforts

Topic 1

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CDI and Denials Management: Individuals Involved

Answer options	Percentage
A group of CDI team members sit on a denials committee	10.43%
A designated denials or appeals specialist in the CDI department	35.89%
CDI second-level reviewers	22.09%
CDI educators/auditors	18.10%
Physician advisor/champion	28.22%
The team leads/managers	45.40%
Other	13.80%

Source: 2025 CDI Week Industry Survey, ACDIS

Revenue Integrity and Denials Management: Responsibilities and Ownership

Answer options	Percentage
PFS/Billing office	72%
Revenue integrity	62%
Denials management	51%
UR	38%
HIM	33%
CDI	23%
Case management	21%
Compliance	8%
Payer contracting/Managed care	8%
Other	3%

Source: 205 State of Revenue Integrity Industry Survey, NAHRI

Key Performance Indicators and Technology

Topic 2

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KPIs and Technology

- Knowing your organization's denial trends is critical to long-term success, helping CDI and revenue integrity leaders understand where to focus their resources and understand how their efforts are paying off.

- Determining what to track, how to collect the data, and what to do with it could be a fulltime job on top of an already full leadership plate.

- Effective technology use can help CDI and revenue integrity leaders do more with their resources and prove their worth effectively.

KPIs and Technology: Questions for Discussion

- **Question 1:** What metrics does your organization use to measure the success of your denials management and prevention activities? How are metrics used to improve denials management programs and processes?

- **Question 2:** What is the importance of being able to demonstrate ROI for these activities? In other words, how have you used metrics to support increased resources, FTEs, etc.?

- **Question 3:** How has technology impacted the denials management and prevention work your department does? How has that shown in your metrics over time?

Contract Negotiations

Topic 3

Contract Negotiations

- Payer contracts serve as the rulebook for how your organization does business with the various payer organizations, including the process for issuing and appealing denials.

- Leveraging denials data when contracts are up for renewal can help organizations gain a fairer footing with payers, setting them up for long term success when it comes to preventing and appealing denials.

- Like all things in the denials management world, getting to that negation table and making a difference in the ensuing contracts can be a complicated and multidepartment endeavor.

Contract Negotiations: Questions for Discussion

- **Question 1:** What does a CDI and a revenue integrity leader bring to the table that would be valuable for payer contract negotiations? How can they make the case to get a seat at the table?

- **Question 2:** What data or information is most helpful for arguing for contract changes? Have you had success getting contracts amended based on your data?

- **Question 3:** If a payer refuses to negotiate contract specifics, what recourse does an organization have? Without contractual changes, how can CDI and revenue integrity teams continue to help stem the denials tide?

The Appeals Process

Topic 4

The Appeals Process

- Even with the best denials prevention processes in place, your organization *will* still receive denials. Having a process in place for determining what to appeal and who needs to be involved is crucial for success.

- Often, CDI and revenue integrity leaders are involved with different types of appeals, so together, they can paint a more complete picture.

- Establishing a multidisciplinary approach to the appeals process will ensure you can make the most compelling case and effectively overturn denials.

The Appeals Process: Questions for Discussion

- **Question 1:** How do you determine which denials are worth appealing in the first place? How do you determine what departments/individuals need to be involved in specific appeals?

- **Question 2:** From a revenue integrity perspective, which denials is your department most equipped to fight? What unique skills does your discipline bring to the appeals table?

- **Question 3:** From the CDI perspective, which denials is your department most equipped to fight? What unique skills does your discipline bring to the appeals table?

Questions?

Please use the Q&A tab in the GoToWebinar platform to submit questions for our panelists now. All questions will remain anonymous and will not be visible to other audience members.

Thank you for attending!

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