



Revenue integrity professional salary survey shows a growing field earning recognition

Revenue integrity is a new but rapidly growing profession. With revenue integrity professionals hailing from diverse backgrounds and representing a wide variety of revenue integrity program types—from formal multi-person departments to a focus area handled by HIM or CDI—salaries can vary greatly. But one thing is clear based on the results of NAHRI’s 2018 Revenue Integrity Professional Salary Survey: As organizations recognize the value of the discipline, revenue integrity professionals are more likely to see an increase in compensation.

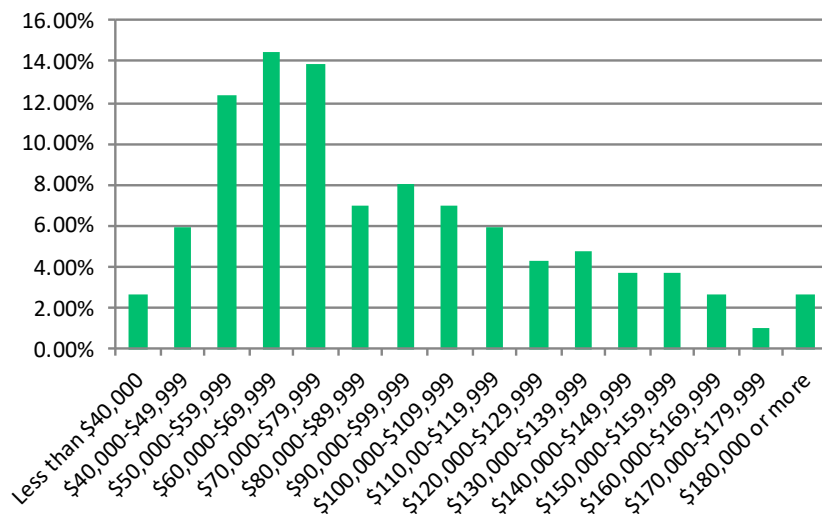
What’s in a name?

Although revenue integrity is a relatively new term and profession, many of the tasks associated with it already existed, such as chargemaster maintenance, documentation improvement, and coding. The professionals who handle these tasks might be called on to shift their focus exclusively to revenue integrity, or they

might be pulled in with peers from other departments to round out a revenue integrity department. That means some individuals working in revenue integrity also hold other responsibilities or job titles.

“Revenue integrity departments emerged from the growing needs of hospitals,” says **Anna Santoro, MBA, CCS, CCS-P, RCC**, system director of revenue integrity/CDM at Hartford Healthcare in Newington, Connecticut. “Hospitals need individuals with specific skill sets of coding, billing, reimbursement in one package to perform functions

Figure 1. What is your current annual salary?*



* NAHRI’s 2018 revenue integrity salary survey

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— Elizabeth Lamkin, MHA

of multiple complexities that are not provided in other hospital departments.”

Based on past NAHRI industry surveys, respondents were given a wide choice of job titles and asked to select the one that most closely matched their own. Most (13.5%) survey respondents said they are revenue integrity directors. Other common responses included:

- Revenue integrity analyst (10.2%)
- Revenue integrity manager (7.9%)
- Revenue integrity nurse (7%)
- Chargemaster coordinator or analyst (6.5%)
- Revenue cycle director (5.6%)
- Coding manager or director (5.1%)
- Revenue integrity specialist (4.7%)
- Revenue cycle analyst or specialist (4.7%)
- Compliance auditor or specialist (4.7%)
- HIM director or manager (3.7%)
- Consultant (3.3%)
- Revenue cycle manager (2.3%)

About 13% of respondents wrote in to describe other job titles not on the list. These included financial services director, CDI specialist, CDI director, coding and revenue integrity educator, and coder.

“As this field grows in importance, the revenue integrity skill set will broaden to encompass leading interdisciplinary groups, including physicians, to protect and enhance

revenue. As this change takes place, revenue integrity leaders have an opportunity to gain new skills and command more compensation based on improvement in revenue for the organization,” says **Elizabeth Lamkin, MHA**, CEO and partner of PACE Healthcare Consulting, LLC, in Bluffton, South Carolina. “The NAHRI members are the first pioneers toward this goal.”

A wide range of professionals play vital roles in revenue integrity, even if they are not formally designated as such. If these staff are asked to take on revenue integrity duties, hospitals should recognize that work, even if it doesn’t come with a formal job title change or department reassignment.

Figure 2. What was the percentage increase of your last raise?*

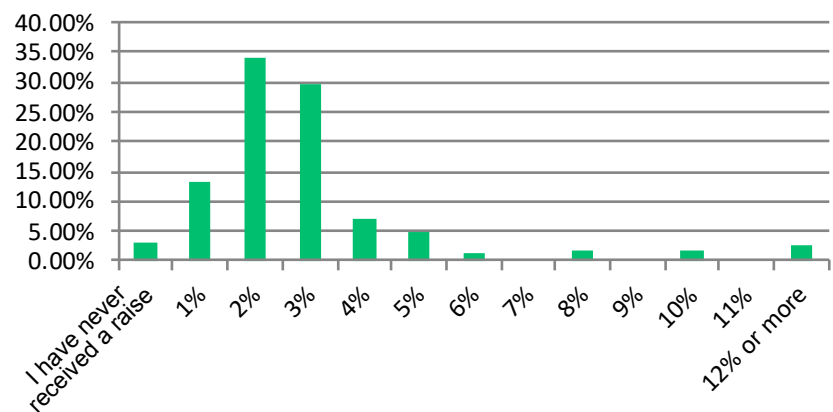
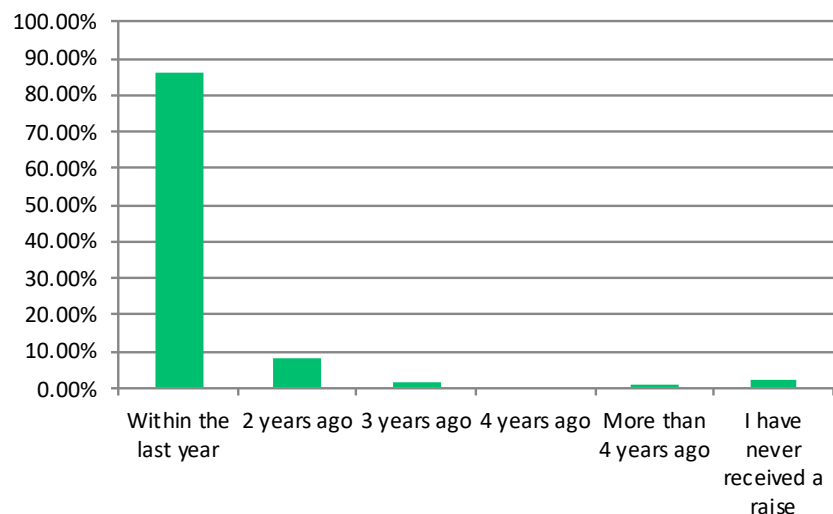


Figure 3. When did you receive your last raise?*



* NAHRI's 2018 revenue integrity salary survey

“If you perform the duties, they need to be part of your job description and not overlooked for years,” one survey respondent wrote in to say.

Getting to the numbers

Given the broad range of job titles, it's no surprise that salaries for revenue integrity professionals vary greatly. Most (14.4%) earn \$60,000–\$69,999 annually, but nearly as many (14%) earn \$70,000–\$79,999 annually and 11.2% earn \$50,000–\$59,999 annually. See the chart on p. 36 for a full breakdown of revenue integrity professional salaries.

Figure 4. Approximately how long have you held your current position?*

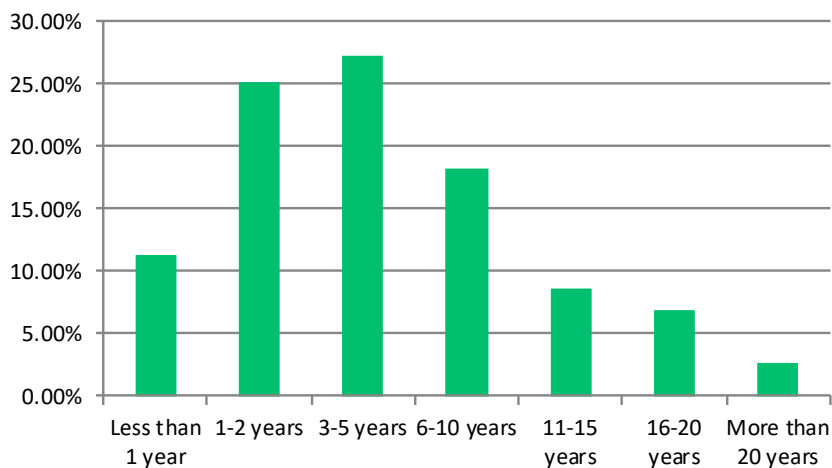
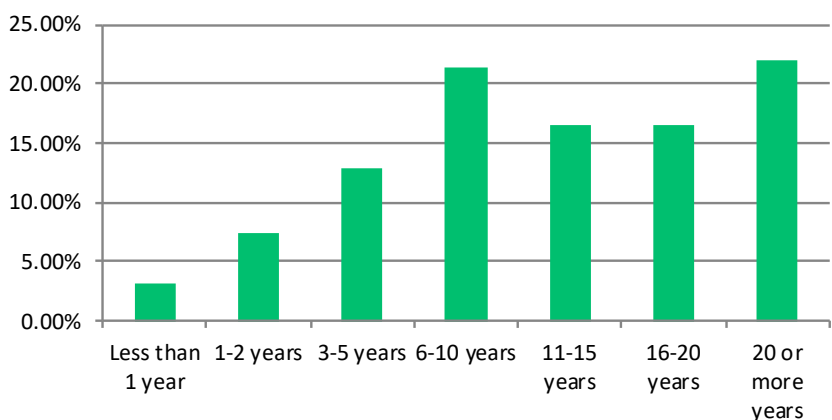


Figure 5. Approximately how many years of experience do you have as a revenue integrity professional?*



* NAHRI's 2018 revenue integrity salary survey

A number of factors can influence salary, including facility size and type, professional background, and education. Next, we'll take a look at how these elements factor into salary.

Facility

Revenue integrity isn't something that only big health systems can afford to focus on. About half (51.6%) of respondents work in acute care hospitals while 29.8% work at a multi-facility health system.

“That is different than what I expected, and it says even hospitals that are not part of a large system recognize the value of revenue integrity,” says **Terri Rinker, MT (ASCP), MHA**, revenue cycle director at Community Hospital Anderson in Anderson, Indiana.

Of those respondents who work in a hospital, 33.5% work in a facility with 500 or more beds, 13% work in a facility with 200–299 beds, and 7.9% work in a facility with 300–399 beds.

How does facility size and type influence salary? Most respondents who work in an acute care hospital with 500 or more beds reported earning \$70,000–\$79,999 annually (12.9%) or \$100,000–\$109,999 annually (12.9%). In contrast, most (12.5%) respondents who work at a multi-facility health system with 500 or more beds reported earning \$90,000–\$99,999 annually.

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Earning experience

Because of the newness of the field, a revenue integrity professional might not be able to boast a decades-long career in the revenue integrity department. At some facilities, revenue integrity job titles are only a few years old. But revenue integrity professionals often have years of experience in revenue integrity-related roles, allowing them to secure better compensation.

More than one-quarter (27.3%) of respondents have held their current position for three to five years. However, approximately one-fifth (21.9%) said they have 20 years or more as a revenue integrity professional.

According to the survey results, revenue integrity professionals are mobile and may be able to leverage their years of experience, regardless of whether they've held a revenue integrity job title, to secure a revenue integrity job at a facility that offers a competitive salary. Approximately 21% have been with their current facility for only three to five years. Considered with

SALARY SNAPSHOT

Who are the revenue integrity professionals that fall into the top two most common salary ranges?

Of those respondents who reported earning \$60,000–\$69,999 annually, 29.6% are either a revenue integrity analyst or a chargemaster coordinator or analyst. Most (48.2%) work in an acute care hospital with 500 or more beds, have held their position for three to five years (29.6%), and have a bachelor's degree (33.3%).

Of those respondents who reported earning \$70,000–\$79,999 annually, 19.2% are a revenue integrity analyst, work in an acute care hospital (53.9%), have held their position for one to two years (34.6%), and have a bachelor's degree (38.5%).

Figure 6. How many years have you been employed at your current facility?*

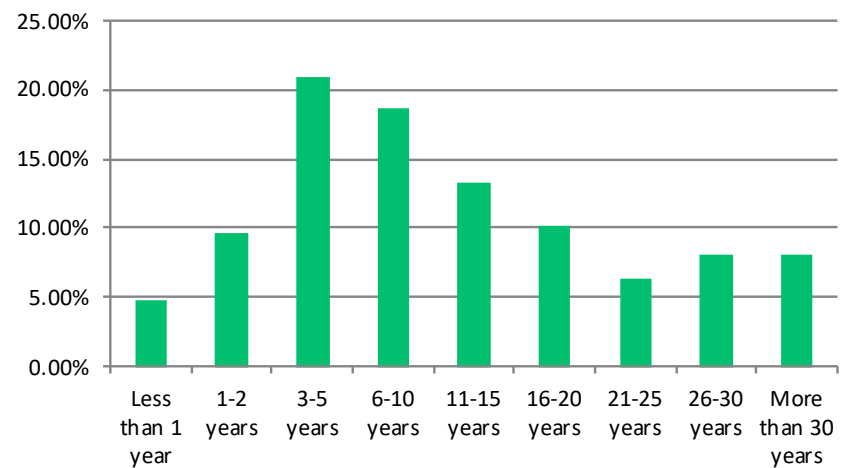
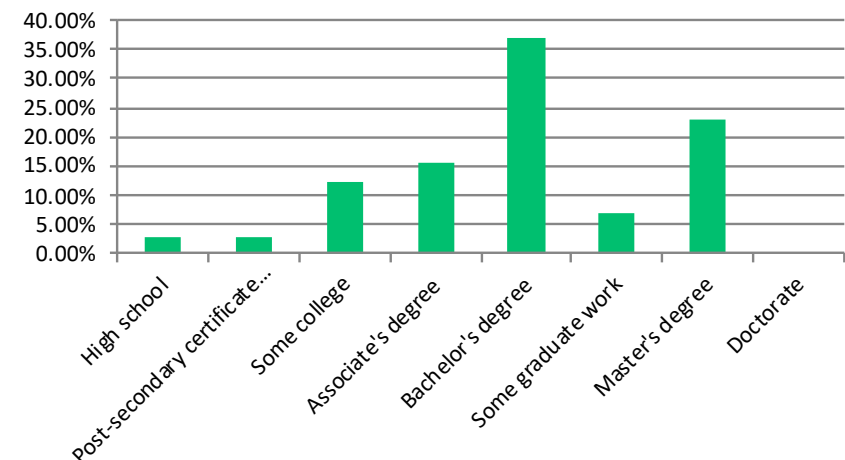


Figure 7. What is the highest level of education you've achieved?*



* NAHRI's 2018 revenue integrity salary survey

the percentage of respondents who said they've held their current position for three to five years, this suggests a rapidly growing field that allows revenue integrity professionals to take advantage of new opportunities.

Respondents who said they have 20 or more years of experience as a revenue integrity professional tended to fall on the higher end of the pay scale: 17.1% earn \$90,000–\$99,999 annually and 19.5% earn \$150,000–\$169,999. In contrast, respondents who said they have six to 10 years of experience as a revenue integrity professional (21.4%) tend to earn less: 40% earn \$50,000–\$69,999 annually.

Across all professions and industries, completing some post-secondary education is associated with higher earnings and lower

unemployment, according to the Bureau of Labor Statistics (BLS) data for 2017. Individuals with an associate's degree are likely to experience slightly lower unemployment (3.4%, as compared to the 3.6% average) but could see below-average median usual weekly earnings: \$836, compared to an average of \$907. Completing a bachelor's degree boosts median usual weekly earnings to \$1,173 and drops unemployment to 2.5%. Earning a master's degree is associated with median usual weekly earnings of \$1,401 and an unemployment rate of 2.2%.

Figure 8. If you have a revenue integrity department or program, how many FTEs support it?*

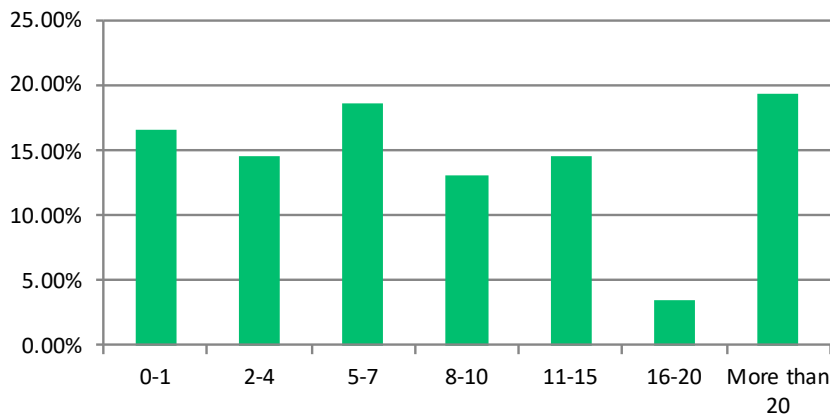
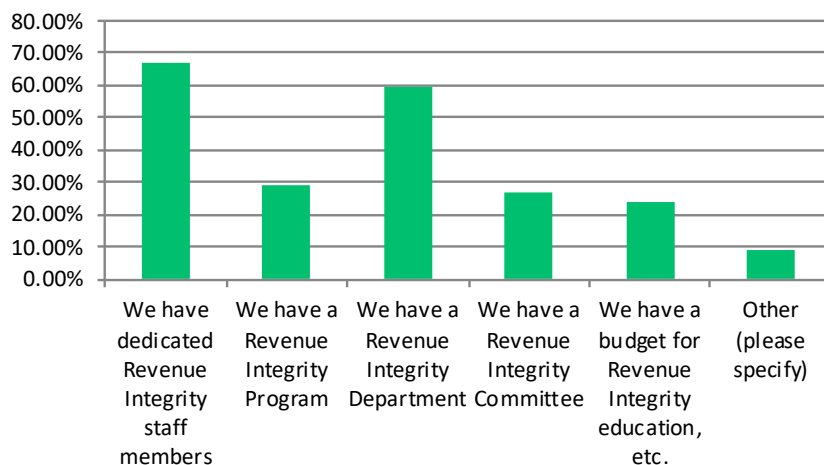


Figure 9. Which is true of your facility? (Check all that apply.)*



* NAHRI's 2018 revenue integrity salary survey

Annual salary is only part of a compensation package. Other benefits such as paid time off, health insurance, and overtime pay are important.

More than one-third (36.9%) of respondents to NAHRI's 2018 Revenue Integrity Professional Salary Survey have completed a bachelor's degree, while 23% have completed a master's degree and 15.5% have completed an associate's degree. So, do the BLS statistics match up with what survey respondents reported?

Of those respondents who have a bachelor's degree, most (14.5%) earn \$70,000–\$79,999

annually, while those who have completed an associate's degree are most likely (20.7%) to earn \$60,000–\$69,999 annually. Completing a master's degree could help boost a revenue integrity professional into a significantly higher pay bracket: 14% of respondents who completed a master's degree earn \$110,000–\$119,999 annually.

The whole package

Annual salary is only part of a compensation package. Other benefits such as paid time off, health insurance, and overtime pay are important.

More than half (60.1%) of respondents work 42–50 hours per week, and 77.9% of those respondents are not paid for overtime. Only 6.3% of all respondents said they do not work overtime. Salaried staff typically do not receive overtime pay, so salaried revenue integrity professionals could be working a few more hours a week than they're being paid for.

However, revenue integrity professionals could find themselves in an ideal position to bargain for an increase in pay. The majority (86.1%) of respondents have received a raise within the last year.

“That is good news,” says **Sarah L. Goodman, MBA, CH-CAF, COC, CCP, FCS**, president and CEO of SLG, Inc., in Raleigh, North Carolina. “Perhaps the value of revenue integrity professionals is starting to be more universally recognized.”

More than one-third (34.2%) reported earning a 2% raise while 29.8% received a 3% raise and 13.3% received a 1% raise.

Respondents were asked whether they had received an increase or a reduction of certain benefits such as health coverage, holidays, and retirement plan match or whether those benefits had not changed over the past year. Across the board, most reported that they had seen no change to core benefits, including travel and education budgets. However, of those who did report reductions, one of the largest was reported in a crucially important benefit: 19.6% reported a reduction in health coverage. **NJ**

Figure 10. Who does revenue integrity report to at your facility?*

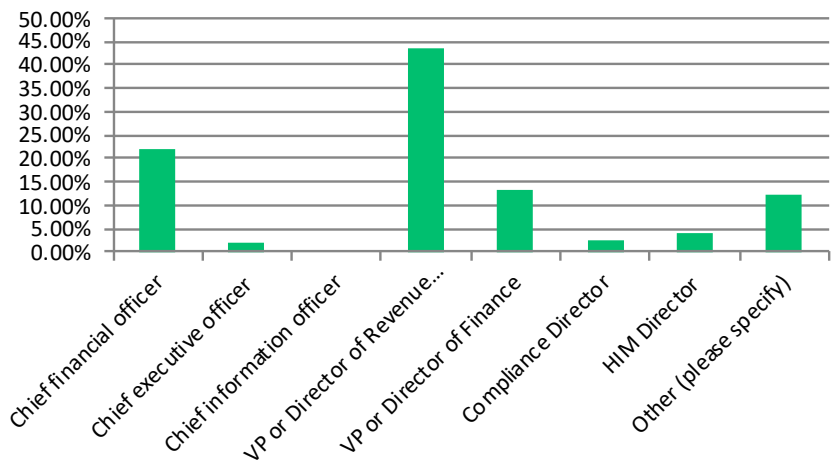
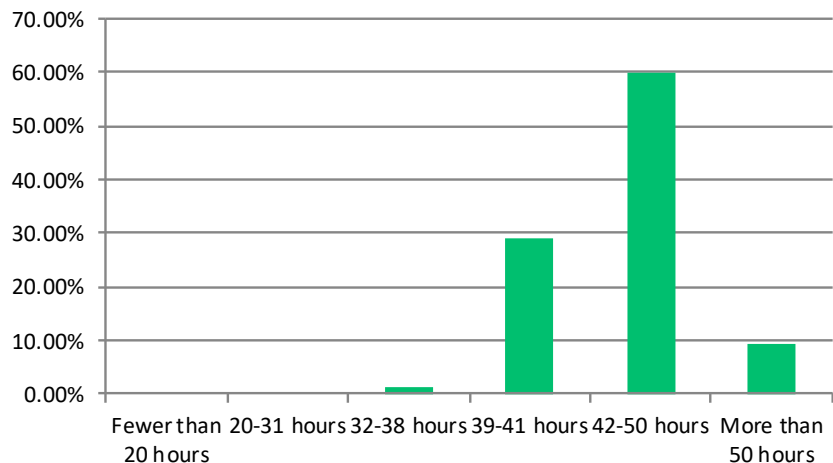


Figure 11. On average, how many hours do you work per week?*



* NAHRI's 2018 revenue integrity salary survey