



nahriTM

National Association of
Healthcare Revenue Integrity

Set the Stage for Revenue Integrity Success

Insights from NAHRI's 2026 State of the Revenue Integrity Industry
Survey, presented on June 3, 2026

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Learning Outcomes

- Describe methods for managing a revenue integrity program
- Identify opportunities to improve revenue integrity workflows
- Evaluate strategies for preventing and managing payer denials
- Discuss the benefits of interdepartmental collaboration

Agenda

- Introduction
- 2026 State of the Revenue Integrity Industry
 - Revenue integrity program structure and functions
 - Chargemaster management and maintenance
 - Charge reconciliation
 - Denials management
 - Challenges and benefits



Introduction

The National Association of Healthcare Revenue Integrity

- The National Association of Healthcare Revenue Integrity (NAHRI) is the only professional association dedicated to revenue integrity.
- The mission of NAHRI is to enhance the revenue integrity profession through standards, advocacy, networking, and the promotion of shared knowledge and resources.

The National Association of Healthcare Revenue Integrity

- NAHRI supports members through education and networking resources, including webinars; quarterly meetings; the *NAHRI Journal*; news on the latest revenue integrity topics; an extensive library of forms, tools, job descriptions, and more; leadership development; an annual conference; and more!
- Learn more by visiting our site at <https://nahri.org/>.
- Become a member <https://hcmarketplace.com/national-association-of-healthcare-revenue-integrity>.
 - Now through June 5, get 10% off NAHRI membership with **RIW26A**
 - See more exclusive Revenue Integrity Week offers at <https://hcmarketplace.com/revenue-integrity-week>

The Certification in Healthcare Revenue Integrity

- The Certification in Healthcare Revenue Integrity (CHRI) credential provides a trusted baseline of competency for revenue integrity professionals in healthcare settings.
- Learn more about the CHRI credential at <https://nahri.org/certification>.
- Use the *CHRI Exam Study Guide* as a comprehensive exam prep resource <https://hcmarketplace.com/chri-exam-study-guide>.
 - Now through June 5, get 40% off the *CHRI Exam Study Guide* with discount code **RIW26D!**

Revenue Integrity Symposium



- The Revenue Integrity Symposium is the premier event for revenue integrity, revenue cycle, and Medicare compliance education and networking. Learn from trusted experts with cutting-edge insight that will empower you to ensure compliance with regulatory changes, maximize revenue, and enhance workflow and program design.
- **Where:** Savannah, Georgia
 - Hyatt Regency
- **When:** Thursday, September 24–Friday, September 25

Revenue Integrity Symposium



- Early bird pricing (expires June 22):
 - NAHRI members: \$1,099
 - Non-members: \$1,199
- Retail pricing:
 - NAHRI members: \$1,199
 - Non-members: \$1,299
- Now through June 5, get 20% off registration with **RIW26B**
- See the full agenda, group pricing, and more information at <https://hcmarketplace.com/revenue-integrity-symposium>
- Download the digital brochure at <https://web.hcpro.com/2026-ris-brochure>

2026 Revenue Integrity Week



- **When:** June 1-5
- **What:** Revenue Integrity Week is a time to recognize and celebrate the contributions of revenue integrity professionals. This year's theme is *Setting the Stage for Success!*
- Plan and stage your celebration with our list of suggested activities, puzzles and games, and more!
- Download the toolkit at <https://nahri.org/ri-week/revenue-integrity-week>

2026 Revenue Integrity Week



- Special discounts and sweepstakes are being released exclusively during Revenue Integrity Week.
- Visit <https://hcmarketplace.com/revenue-integrity-week> to see the full list of discounts.

2026 Revenue Integrity Week



- *2026 State of the Revenue Integrity Industry Report*
- Detailed graphical analysis of the results of the 2026 State of the Revenue Integrity Industry Survey
- Download at <https://nahri.org/ri-week/2026-state-revenue-integrity-industry-report>

The top portion of the slide features a green background with a gradient from dark teal on the left to light green on the right. Overlaid on this background are various semi-transparent icons and graphics, including a stethoscope, a bar chart, a line graph with an upward-pointing arrow, a plus sign, a pill bottle, and a network diagram. In the upper right corner, there are faint numerical values: 1.78, 2.72, and 7.85.

2026 State of the Revenue Integrity Industry

Panelists



- **Thea Campbell, MBA, RHIA, FAHIMA**, is the global business director, revenue cycle-revenue integrity, at Solventum and AHIMA president and board chair. Campbell is an innovative servant leader committed to achieving top performance by leveraging a compelling vision of efficiency, growth, and diversity. Over the course of her career, she has worked with multiple consulting firms that specialized in healthcare-related revenue cycle improvement and health information management. She is an expert in the implementation and optimization of electronic health records, the ICD-10 code set, focused regulatory compliance, and computer-assisted coding. She has served as the senior director of a 200+ person health information department at the largest academic medical center in the western U.S., with an annual budget of more than \$30 million. She is a vice president on the executive board and council commissioner for her local Boy Scouts of America's (BSA) council and serves as a diversity, equity, and inclusion lead on a national level for the BSA.

Panelists



- **Veronica LynnLee, MHA, MSW**, is the director of revenue integrity at University of Iowa Health Care with over 20 years of healthcare leadership experience across academic medical centers and safety-net hospitals. She brings deep expertise in revenue integrity strategy, compliance, charge capture, coding quality assurance, utilization management, and risk adjustment. In her current role, LynnLee leads enterprise-wide initiatives that strengthen governance, prevent revenue leakage, and deliver measurable financial and operational results while supporting clinical, research, and educational missions. Her work has driven significant improvements in registration accuracy, denial reduction, audit optimization, and multimillion-dollar financial impact through CDI and revenue integrity enhancements. She is known for building high-performing teams, stabilizing complex operations, and leading large-scale transformation following EHR implementations. She holds master's degrees in healthcare administration and social work and is an active member of NAHRI and HFMA.

Panelists



- **Evan Martin, MBA, FHFMA, CHFP**, vice president of revenue cycle management at ZoomCare is a recognized leader in healthcare finance, specializing in the critical intersection of clinical operations, information services, and revenue cycle management. As the vice president of revenue cycle management at ZoomCare, he oversees the financial health of a complex delivery network by deploying a unique blend of operational grit and innovative technical strategy. A Six Sigma-trained expert, Martin has built a career on plugging “revenue leaks” and architecting systems that prevent denials before they happen. His leadership spans both hospital and professional services, where he is known for transforming fragmented processes into cohesive, high-performing revenue engines. He is a past president of the Oregon Chapter of HFMA and is a frequent contributor to the Western Region Symposium. He holds an MBA in healthcare administration and remains dedicated to mentoring the next generation of healthcare leaders through his work with HFMA and regional committees.



Revenue Integrity Program Structure and Functions

Revenue Integrity Programs

Does your organization have any type of revenue integrity program?

We have a standalone revenue integrity department	75%
We have a revenue integrity initiative (informal or distributed, not a formal department or committee)	10%
We have a revenue integrity committee	9%
No, we do not have any type of revenue integrity program	6%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Primary Revenue Integrity Functions

Top five primary revenue integrity functions	
Charge capture workflow design/optimization (i.e., revenue integrity staff support charge capture workflow within the EHR and/or billing system)	76%
Chargemaster maintenance	75%
Chargemaster management	74%
Charge audits	66%
Charge edits	64%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Secondary Revenue Integrity Functions

Top five secondary revenue integrity functions	
Decision-support functions	52%
Denials management	48%
Charge reconciliation	44%
Charge entry (i.e., revenue integrity staff enter charges)	43%
Correcting claim edits	44%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

AI in Revenue Integrity

AI use in revenue integrity functions (top five)

Appeals writing	25%
Coding (professional)	21%
Coding (hospital)	20%
CDI (inpatient)	16%
Charge capture	14%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.



Chargemaster Maintenance

Chargemaster Structures

How is your chargemaster maintenance structured?	
A team is responsible for chargemaster maintenance	68%
One person is responsible for chargemaster maintenance	13%
A hybrid of internal staff and external resources (e.g., external personnel, software purchased from a vendor)	11%
The department director/representative is responsible for the structure and codes with the line items entered by a data entry specialist	6%
The structure used varies by service line	2%
It is outsourced	0%
N/A	0%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Chargemaster Updates

What is your organization's process for approving the addition of new codes to the chargemaster?	
Individual requests are sent to a central person	40%
Individual requests are routed to a team for approval (e.g., finance for pricing, HIM for coding)	37%
Other	11%
A hybrid approach that uses chargemaster software and a central contact person	10%
Automated approval process via chargemaster software	3%
N/A	0%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Charge Reconciliation

Charge Reconciliation Responsibilities

Who is responsible for charge reconciliation?	
All clinical departments are responsible for reconciling their own charges with regular support from revenue integrity	44%
All clinical departments are responsible for their own charges	24%
Some clinical departments are responsible for reconciling their own charges while others are centralized under revenue integrity	16%
We do not have a charge reconciliation process in place	7%
All charge reconciliation is centralized under revenue integrity	6%
N/A	2%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Charge Entry

Top five charges not entered by clinical staff or triggered by clinical documentation

Emergency/trauma department	38%
Observation hours/time-based charges	27%
Drug administration	26%
Supplies or implants charged via chargemaster/CDM rules rather than clinical documentation	24%
Cardiac cath lab	23%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Charge Reconciliation Policies

Does your organization have a formal charge reconciliation policy?	
Yes	51%
No	30%
I don't know	13%
N/A	5%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.



Denials Management

Denials Management Responsibilities

Denials management is a primary responsibility of this department	
Denials management	67%
PFS/billing office	46%
Revenue integrity	38%
UR	24%
Payer contracting/managed care	21%
HIM	15%
CDI	14%
Case management	13%
Compliance	13%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Denials Prevention Responsibilities

Denials prevention is a primary responsibility of this department	
CDI	11%
UR	10%
Revenue integrity	9%
Case management	8%
HIM	8%
Compliance	6%
Payer contracting/managed care	5%
PFS/billing office	5%
Denials management	3%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Denials Prevention Strategies

Which of the following best describes your organization's primary denials prevention strategy?	
Clinical documentation improvement	30%
Prior authorization process improvement	25%
Other	12%
I don't know	10%
Real-time eligibility/verification	9%
Technology/AI-driven edits	8%
Staff education	5%
N/A	1%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Denial Volumes

Over the past 12 months, has your organization's denial volume/rate increased, decreased, or stayed the same?

Increased	47%
Stayed the same	19%
I don't know	18%
Decreased	14%
None of the above	2%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Denials By Payer

Which payer issues the largest volume of denials?	
Medicare Advantage	33%
Commercial	32%
I don't know	16%
Medicaid	7%
Managed Medicaid	5%
Other	3%
Medicare	3%
N/A	

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.



Challenges and Benefits

Supporting Revenue Integrity Success

Top five positive effects on revenue integrity

Relationship with other middle revenue cycle departments	84%
Relationship with IT/analytics/reporting teams	79%
Relationship with clinical departments	78%
Use of KPIs and/or benchmarks	64%
Early involvement in implementing new services/technology	63%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Roadblocks to Revenue Integrity Success

Top five negative effects on revenue integrity	
Lack of qualified staff	54%
Responding to commercial payer audits	16%
Responding to government audits	15%
Expansion of duties beyond traditional revenue integrity functions	11%
Relationship with external vendors	8%

Source: NAHRI's 2026 State of the Revenue Integrity Industry Survey.

Q&A

- To ask a question, type it in the Q&A pod.
- Thank you! Contact NAHRI at nahri@hcpro.com.