Learning Objectives

- Discuss methods for managing a successful revenue integrity program
- Evaluate different revenue integrity program structures and staffing models
- Describe strategies for demonstrating the value of revenue integrity
- Assess opportunities for interdepartmental collaboration on shared challenges

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Agenda

- Introduction

- 2025 State of the Revenue Integrity Industry
  - Revenue integrity program structure
  - Revenue integrity functions
  - Chargemaster management and maintenance
  - Charge reconciliation
  - Denials management
  - Challenges and benefits

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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.

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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 6, get 10% off NAHRI membership with discount code **10OFFNAHRI25**!

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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 6, get 40% off the *CHRI Exam Study Guide* with discount code **40OFFCHRI25**!

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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:** Westminster, Colorado
  - Westin Westminster

- **When:** Thursday, September 25–Friday, September 26

Revenue Integrity Symposium

- Early bird pricing (expires June 20):
  - NAHRI members: $1,099
  - Non-members: $1,199

- Retail pricing:
  - NAHRI members: $1,199
  - Non-members: $1,299

- Now through June 6, get an additional 20% off registration with discount code **20OFFRIS25** !

- 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/ris-2025-conference101-download*

2025 Revenue Integrity Week

- **When:** June 2-6

- **What:** Revenue Integrity Week is a time to recognize and celebrate the contributions of revenue integrity professionals. This year's theme is *Your Recipe for Revenue Integrity Success!*

- Get the ingredients for 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*

2025 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.

- Use any of the promotional discount codes associated with 2025 Revenue Integrity Week to make a purchase and be entered into a drawing to win a $50 Amazon gift card! See the sweepstakes rules here. Offer void where prohibited.

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2025 Revenue Integrity Week

- *2025 State of the Revenue Integrity Industry Report*

- Detailed graphical analysis of the results of the 2025 State of the Revenue Integrity Industry Survey

- Download at https://nahri.org/ri-week/2025-state-revenue-integrity-industry-report

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2025 State of the Revenue Integrity Industry

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Panelists

- Jennifer Gardiner, CPC, senior director, revenue integrity, University of Maryland Medical System, Linthicum, Maryland

- Kay Larsen, CHRI, revenue integrity senior charge assurance associate, Adventist Health Glendale, Glendale, California

- Evan Martin, MBA, CRCR, EHRC, vice president of revenue cycle management, ZoomCare, Portland, Oregon

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Revenue integrity program structure

Does your organization have any type of revenue integrity program?

Answer options	Responses
We have a standalone revenue integrity department	75%
No, we do not have any type of revenue integrity program	13%
We have a revenue integrity initiative	9%
We have a revenue integrity committee	3%

Source: 2025 State of the Revenue Integrity Industry Survey

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How many full-time employees support your organization's revenue integrity program? (Top five.)

Answer options	Responses
More than 40	18%
16-20	13%
0-1	11%
2-4	11%
8-10	11%

Source: 2025 State of the Revenue Integrity Industry Survey.

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Revenue integrity functions

Top five primary revenue integrity responsibilities

2025	2024	2023
Chargemaster maintenance (72%)	Chargemaster maintenance (82%)	Chargemaster maintenance (82%)
Chargemaster management (71%)	Price strategies/methodologies (58%)	Correcting claim edits (55%)
Charge capture (64%)	Charge edits (56%)	Charge capture (54%)
Charge audits (60%)	Charge capture (55%)	Chart auditing (47%)
Charge edits (57%)	Price transparency compliance (48%)	Charge reconciliation (46%)

Source: 2025, 2024, 2023 State of the Revenue Integrity Industry Surveys

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Top five functions revenue integrity supports but does not own

2025	2024	2023
Denials management (59%)	Educating revenue cycle/nonclinical staff (55%)	Charge reconciliation (49%)
Claim audits (47%)	Charge reconciliation (52%)	Denials management (45%)
Billing compliance/integrity (46%)	Denials management (52%)	Charge capture (43%)
Correcting claim edits (45%)	Correcting claim edits (50%)	Decision-support functions (42%)
Service line revenue management/support (45%)	Coding edits (hospital and/or professional fee) (46%)	Claims auditing (37%)

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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Are you using AI (distinct from automation) to support/perform any revenue integrity functions? (Top five)

	Responses
N/A or other	51%
Coding (hospital)	17%
Coding (professional)	11%
Charge capture	9%
Clinical documentation integrity	7%

Source: 2025 State of the Revenue Integrity Industry Survey

Chargemaster maintenance and management

How is your chargemaster maintenance structured?

	2025	2024	2023
A team is responsible for chargemaster maintenance	55%	63%	52%
One person is responsible for chargemaster maintenance	25%	26%	24%
Other or N/A	7%	4%	5%
The department director/representative is responsible for the structure and codes with the line items entered by a data entry specialist	5%	3%	5%
A hybrid of internal staff and external consulting personnel	3%	3%	8%
The structure used varies by service line	3%	N/A	N/A
It is outsourced	2%	1%	0%

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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How is the process for approving the addition of new codes to the chargemaster structured?

	2025	2024	2023
Individual requests are sent to a central person	30%	24%	28%
Individual requests are routed to a team for approval (e.g., finance for pricing, HIM for coding)	27%	28%	30%
A hybrid approach that uses chargemaster software and a central contact person	22%	29%	19%
N/A	8%	3%	6%
Automated approval process via chargemaster software	8%	7%	7%
Other	5%	8%	11%

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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Who is responsible for making changes to chargemaster order sets?

	2025	2024	2023
IT department	40%	51%	31%
Revenue integrity	31%	44%	27%
We use another method OR our order sets are maintained in the clinical application rather than the chargemaster	21%	N/A	N/A
The director of the department to which the charges are applicable	15%	25%	12%
I don't know	14%	N/A	N/A
Clinical staff	9%	12%	1%
N/A	5%	6%	11%

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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Charge reconciliation

Who is responsible for charge reconciliation?

	Responses
All clinical departments are responsible for reconciling their own charges with regular support from revenue integrity	42%
All clinical departments are responsible for their own charges	23%
Some clinical departments are responsible for reconciling their own charges while others are centralized under revenue integrity	14%
All charge reconciliation is centralized under revenue integrity	6%
We do not have a charge reconciliation process in place	6%
N/A	9%

Source: 2025 State of the Revenue Integrity Industry Survey

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Does your organization have a formal charge reconciliation policy?

	Responses
Yes	44%
No	28%
I don't know	22%
N/A	6%

Source: 2025 State of the Revenue Integrity Industry Survey

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What is your time frame for reconciling and correcting charges?

	2025	2024	2023
1-3 business days	51%	53%	60%
We have a charge reconciliation process but I don't know what our time frame is for reconciling charges	20%	18%	16%
4-5 business days	19%	18%	20%
More than seven business days	6%	2%	2%
6-7 business days	4%	2%	2%

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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What types of charges are not entered by clinical staff or triggered by clinical staff documentation? (Top five)

	Responses
Emergency/trauma department	37%
Drug administration	31%
Observation hours	29%
Cardiac cath lab	24%
Room and board	24%

Source: 2025 State of the Revenue Integrity Industry Survey

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Denials management

Which departments are responsible for denials management at your organization? (Top five)

	2025	2024
PFS/billing office	61%	62%
Revenue integrity	61%	59%
Denials management	57%	58%
HIM	31%	30%
UR	24%	20%

Source: 2025 and 2024 State of the Revenue Integrity Industry Surveys

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What department(s) are responsible for tracking denials by payer and reason/type? (Top five)

	Responses
Denials management	54%
Revenue integrity	34%
HIM	12%
Case management	8%
UR	8%

Source: 2025 State of the Revenue Integrity Industry Survey

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Does your organization track its denial overturn rate?

	Responses
Yes	66%
No	12%
I don't know	20%
N/A	2%

Source: 2025 State of the Revenue Integrity Industry Survey

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Which payer issues the largest volume of denials?

	Responses
Commercial	33%
I don't know	29%
Medicare Advantage	20%
Managed Medicaid	8%
N/A	3%
Medicaid	3%
Medicare	2%
Other	2%

Source: 2025 State of the Revenue Integrity Industry Survey

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Challenges and benefits

Top five negative effects on revenue integrity

2025	2024	2023
Lack of qualified staff (60%)	Lack of qualified staff (57%)	Lack of qualified staff (67%)
Payer audits (32%)	Expansion of duties to non-revenue integrity related functions (33%)	Expansion of duties to functions unrelated to revenue integrity (24%)
Expansion of duties to non-revenue integrity related functions (29%)	Payer audits (24%)	Use of productivity measures (16%)
Use of productivity measures (12%)	Use of productivity measures (14%)	Relationship with IT/analytics (13%)
Relationship with external vendors (12%)	Managing denials (12%)	Managing denials (9%)

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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Top five positive effects on revenue integrity

2025	2024	2023
Relationship with clinical departments (88%)	Relationship with clinical departments (89%)	Relationship with clinical departments (81%)
Relationship with other middle revenue cycle departments (80%)	Relationship with other middle revenue cycle departments (86%)	Use of automation (e.g., automation charges, edit management) (73%)
Relationship with IT/analytics (74%)	Relationship with IT/analytics (79%)	Resolving claim edits (73%)
Use of KPIs and/or benchmarks (68%)	Use of automation (69%)	Relationship with other middle revenue cycle departments (70%)
Resolving claim edits (63%)	Resolving claim edits (67%)	Relationship with IT/analytics (67%)

Source: 2025, 2024, and 2023 State of the Revenue Integrity Industry Surveys

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Q&A and CHRI CEU Information

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

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