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TALENT ACQUISITION AND RETENTION IN THE EVOLVING LANDSCAPE

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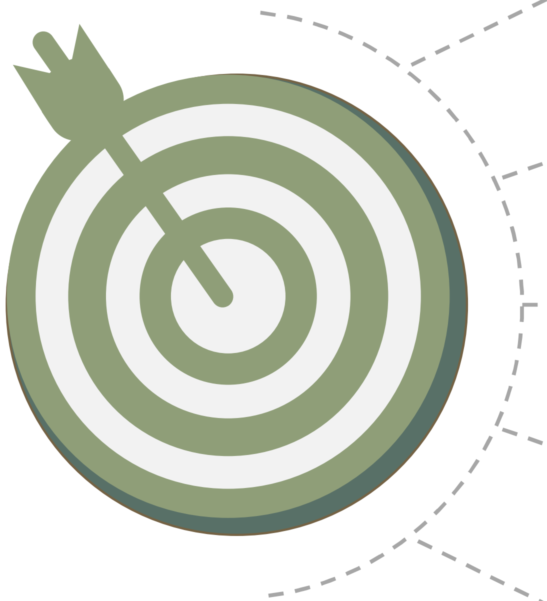
Learning Objectives



- Evolution of Revenue Cycle Management
- Revenue Cycle Job Market
- Navigating Workforce Challenges
- Retention & Recruitment Strategies
- Innovative Alternatives

My Journey

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File Clerk

Patient Accounts Rep

Call Center Supervisor

Managed Care Analyst

Director of Finance & Revenue Cycle

WILMINGTON UNIVERSITY

Consultant

Corporate Director of Revenue Cycle

SVP of Revenue Cycle

Chief of Revenue Cycle Management

VP of Revenue Cycle Management

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HEALTHCARE REVENUE CYCLE EXECUTIVE, OVER 20 YEARS EXPERIENCE

Author of the term Revenue Cycle term Account Stagnation - Accounts are in the state of not flowing or moving, which identifies a lack of activity and/or adjudication.

Not for Profit	Academic Medical Centers	For Profit	Investor Owned	Multi-specialty	International	Big 4 Consulting

Healthcare Revenue Cycle Executive | KRIG LLC | Middletown, DE | **PHONE:** (516) 633-3106 | **EMAIL:** sheldon.pink@krigllc.net

- Lead Project Consultant for Alvarez and Marsal, PwC, Cohn Reznick and Tatum Healthcare Partners
- President & CEO of Krystal Rock Innovation Group (KRIG)
- Led international revenue cycle transformation for the Abu Dhabi government hospital system
- Contributions have been critical to various revenue cycle initiatives that improved over $400 million in reimbursements in several organizations.
- Winner of the 2023 3M Client Success Award for Clinical Documentation
- Author for Becker's Healthcare, Healthcare Financial Management Association, HealthTech Magazine and RCM Excellence

MEDITECH Epic Cerner nextgen Allscripts

Becker's Hospital Review · hfma · HIMSS · AHIMA · National Association of Health Services Executives · AAHAM · MGMA · American College of Healthcare Executives · NAHRI · NAHQ · acdis

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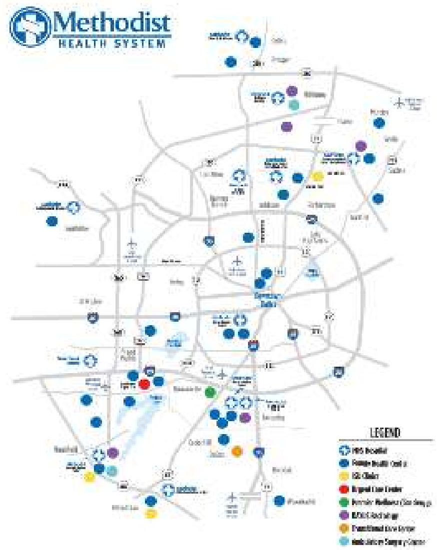
Healthcare Gratitude

Method Health System at a Glance

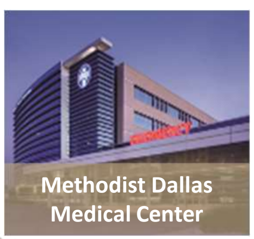


4th largest health system in DFW Metroplex

Key Statistics

- Over **1 million** patient visits annually
- **$182 million** in Charity Care (FY23)
- **Aa3 Moody's** credit Rating
- **10,000+** employees
- **$2 billion** total operating revenue
- **1,800+** licensed beds
- **2,000+** physicians

Nonprofit affiliated by covenant with the North Texas Conference of the United Methodist Church


Methodist Dallas Medical Center


Methodist Richardson Medical Center


Methodist Charlton Medical Center


Methodist Mansfield Medical Center


Methodist Midlothian Medical Center


Methodist Southlake Medical Center


Methodist Celina Medical Center

The History of the Revenue Cycle

EARLY DAYS OF REVENUE CYCLE MANAGEMENT

- Paper-based manual process centered around collecting patient information, filing claims with insurance companies, and tracking payments. The system was labor-intensive and prone to errors, which led to delayed payments and inaccurate financial records.
- In the 1970s, with the rise of computer technology, healthcare facilities began to adopt solutions to help manage their financial operations. This shift allowed for the shift to processing claims faster and more accurately, which improved the overall efficiency of the revenue cycle management process.
- The introduction of these systems also allowed for the creation of standardized billing codes, which made it easier to submit claims to insurance companies, also resulting in better reimbursement.

EVOLUTION OF REVENUE CYCLE MANAGEMENT

- In the early 2000s, with the adoption of electronic medical records, revenue cycle management began to evolve rapidly. EMRs allowed healthcare providers to capture patient information more accurately, which improved the accuracy of billing and coding.
- With the rise of value-based care, revenue cycle management has become even more critical for healthcare providers. Value-based care is a payment model that rewards healthcare providers for delivering high-quality care and penalizes them for poor outcomes.
- The rise of consumerism in healthcare has also impacted revenue cycle management. Patients are now more involved in the financial aspects of their care, and they expect to have access to transparent pricing information

How Deloitte Envisions The Future

The future of revenue cycle

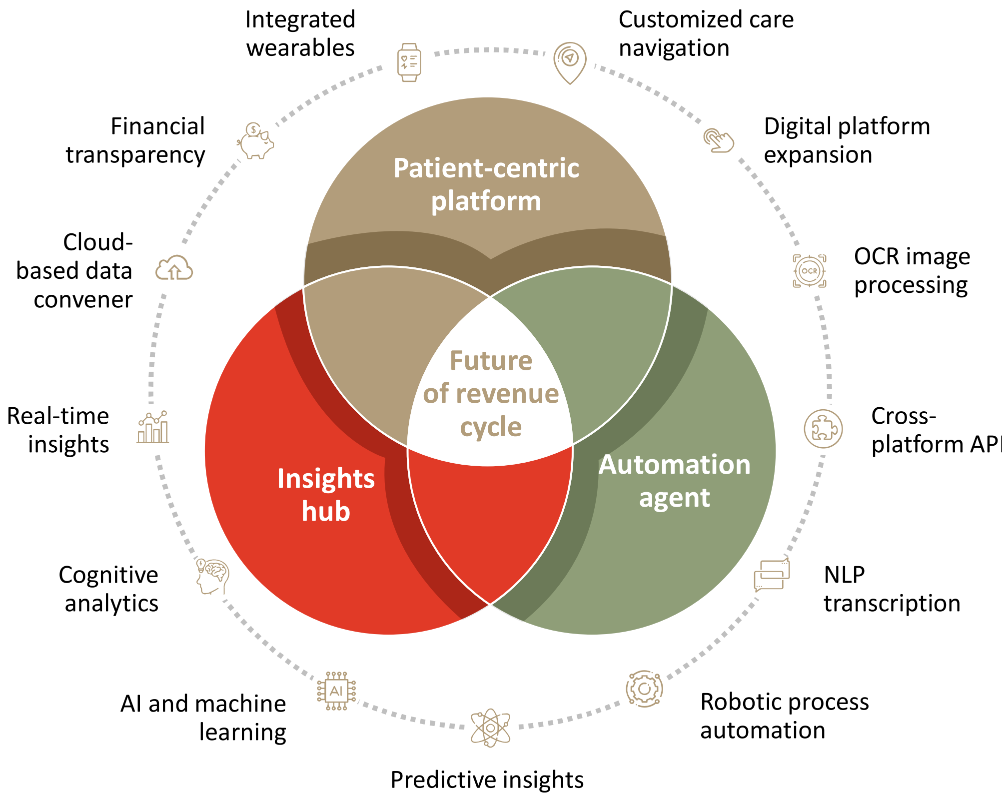
A leading revenue cycle will play three roles in the future of health as an insights hub, automation agent and patient-centric platform

Driving trends

Interoperable data
Open, secure platforms

Scientific breakthroughs "N of 1" insurers

Empowered consumers
Digital health evolution



Value levers

- Rapid claim adjudication
- Limited manual intervention
- Low cost of case end collection
- Sustainable margin improvement
- Self-service patient experience
- Transparency and customization

This is why I am here!

CAGR stands for Compound Annual Growth Rate. It is the average rate at which some value (investment) grows over a certain period of time assuming the value has been compounding over that time period.

$$CAGR = \left(\left(\frac{EV}{BV}\right)^{\frac{1}{n}} - 1\right) \times 100$$

where:

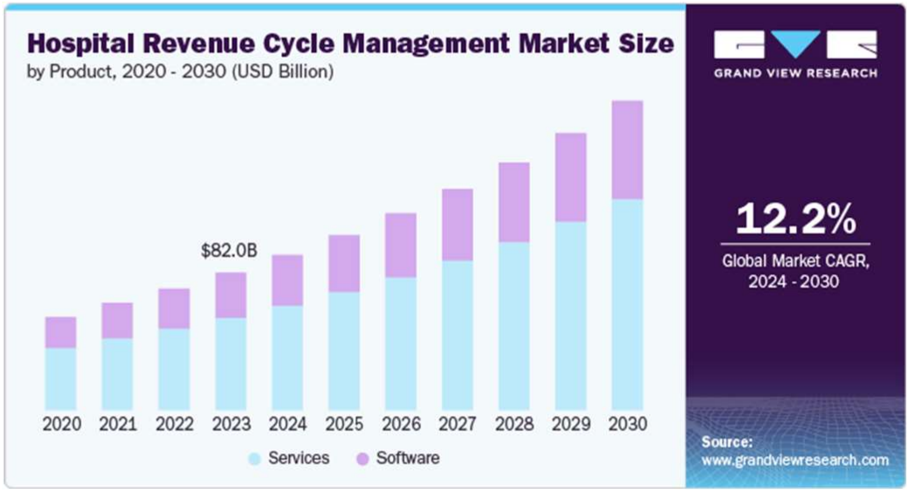
$EV = Ending\ value$

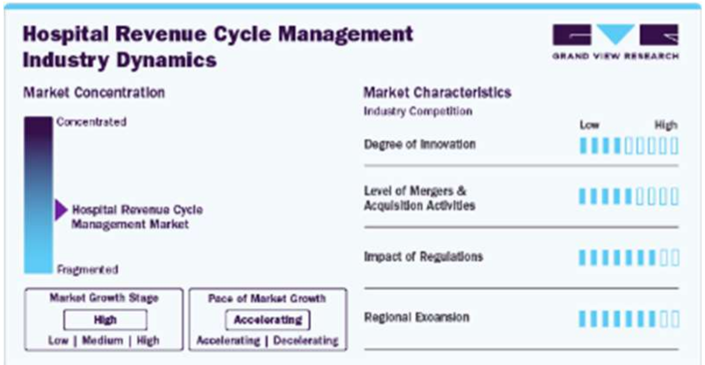
$BV = Beginning\ value$

$n = number\ of\ years$

Industry Challenges

- Healthcare Volatility
- Technology
- Regulation
- Inflation





- Emerging Industries
- Employee Expectations
- Consumer Experience
- Mergers & Acquisitions

Economic Factors

Key Economic Statistics for Revenue Cycle

The U.S. revenue cycle management market size was estimated at $155.59 billion in 2023 and is projected to grow at CAGR of 10.18% from 2024 to 2030

35% of healthcare organizations that implemented AI in their RCM reported cost savings of 10% or more.

KLAS Research in 2019 indicated that using AI-powered analytics to identify patterns in denied claims can reduce claim denials by up to 50%

Factors Contributing to the Rapid Growth in Healthcare

- Value-Based Care Models
- Regulatory Requirements
- Technology Advancements

Future Trend sin Revenue Cycle AI

- Natural Language Processing
- Advanced Analytics for Denial Management
- Personalized RCM Solutions
- Automation of Prior Authorization
- Predictive Analytics for Financial Performance

RCM IT Impact

Hospital Revenue Cycle Management Market Report Scope

Report Attribute	Details
Market size value in 2024	USD 92.57 billion
Revenue forecast in 2030	USD 184.35 billion
Growth Rate	CAGR of 12.17% from 2024 to 2030
Actual data	2018 - 2023
Forecast period	2024 - 2030
Quantitative units	Revenue in USD million/billion and CAGR from 2024 to 2030
Report coverage	Revenue forecast, company ranking, competitive landscape, growth factors, and trends

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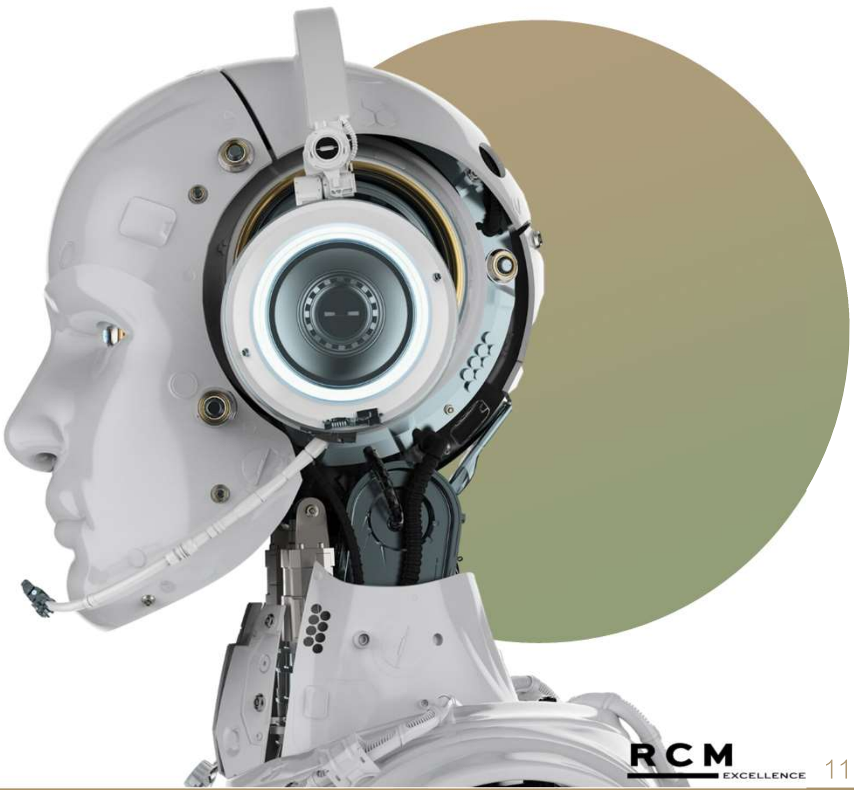
Revenue Cycle drives toward Automation

Automation - the use of technology to perform tasks with reduced human assistance

Robotic Process Automation (RPA)
A software technology that makes it easy to build, deploy, and manage software robots that emulate humans actions interacting with digital systems and software

Machine Learning (ML)
The use and development of computer systems that are able to learn and adapt without following explicit instructions by using algorithms and statistical models to analyze and draw inferences from patterns in data.

Artificial Intelligence (AI)
The theory and development of computer systems able to perform tasks that normally require human intelligence



What about Hawaii?

Compound Annual Growth Rate (CAGR) of Hawai‘i's Healthcare Sector:

While specific CAGR data for Hawai‘i's healthcare sector is limited, the state's unique economic geography—characterized by its small size and isolation—affects productivity and costs in the healthcare industry. These factors may influence the growth rate of the sector. uhero.hawaii.edu

Challenges with Hospital Profitability:

Hawai‘i's small scale and isolation lead to higher operational costs for hospitals, impacting profitability. The inability to achieve economies of scale comparable to larger mainland facilities results in increased per-unit costs for healthcare services. Additionally, the high cost of living necessitates higher wages for healthcare workers, further straining hospital budgets. uhero.hawaii.edu+1hawaiipublicradio.org+1

Workforce Challenges in Hawai‘i's Healthcare Sector:

Hawai‘i faces a significant shortage of healthcare professionals. A 2022 survey indicated that 17% of healthcare positions remained unfilled, highlighting the pressing need for workforce development. Contributing factors include the state's high cost of living, which exacerbates recruitment difficulties, and the necessity to often recruit from out-of-state due to the specialized skilled workforce required.uhero.hawaii.edu

Technology's Role in Hawai‘i's Evolving Healthcare Workforce:

The adoption of technology in Hawai‘i's healthcare sector is crucial for addressing workforce shortages and improving efficiency. However, challenges such as resistance to change among tenured employees and fears of job loss due to automation hinder seamless integration. Investments in training programs are essential to build confidence and proficiency with new technologies among healthcare workers.

Revenue Scale & Market Share of Hawaii's Hospitals (2024)

Evolution of Revenue Cycle Management

Hospital Name	NPR (2024) ($)	Market Share (%)
The Queen's Medical Center	1,424,914,554	34.90
Straub Medical Center	537,524,655	13.20
Kapiolani Medical Center	437,419,960	10.70
Kaiser Permanente Moanalua	377,272,754	9.20
Maui Memorial Medical Center	335,474,194	8.20
Pali Momi Medical Center	303,590,972	7.40
Hilo Medical Center	263,616,386	6.50
Adventist Health Castle	187,933,835	4.60
Wilcox Medical Center	151,962,554	3.70
Kuakini Medical Center	144,679,855	3.50
Total	**4,164,389,719**	**100**

The Hawaii Health Systems Corporation (HHSC), a state-overseen system prioritizing care for all Hawaiʻi residents, has a net patient revenue of $540 million.

Source: Definitive Healthcare, as of April 2024

Fast Food Salary increases by 28.6% in 5 years

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A TikTok user recently highlighted the impact of inflation on fast-food prices by sharing a Taco Bell receipt from 2012. The receipt showed that two Beefy 5-Layer Burritos were purchased for a total of **$2.59**. In 2024, the same order costs **$7.38**, reflecting a **185%** increase over 12 years.

Average Hourly Wages for Food Service Workers in Hawaii:

2020

The average hourly wage for food service workers was **$15.76.**

fred.stlouisfed.org

2025

2025: By March 2025, the average hourly wage had risen to approximately **$20.27.**

ziprecruiter.com

丸亀製麺 MARUGAME UDON

TEDDY'S Bigger Burgers

ZIPPY'S

Mahaloha Burger

Rainbow DRIVE-IN

PANDA EXPRESS GOURMET CHINESE FOOD

STARBUCKS COFFEE

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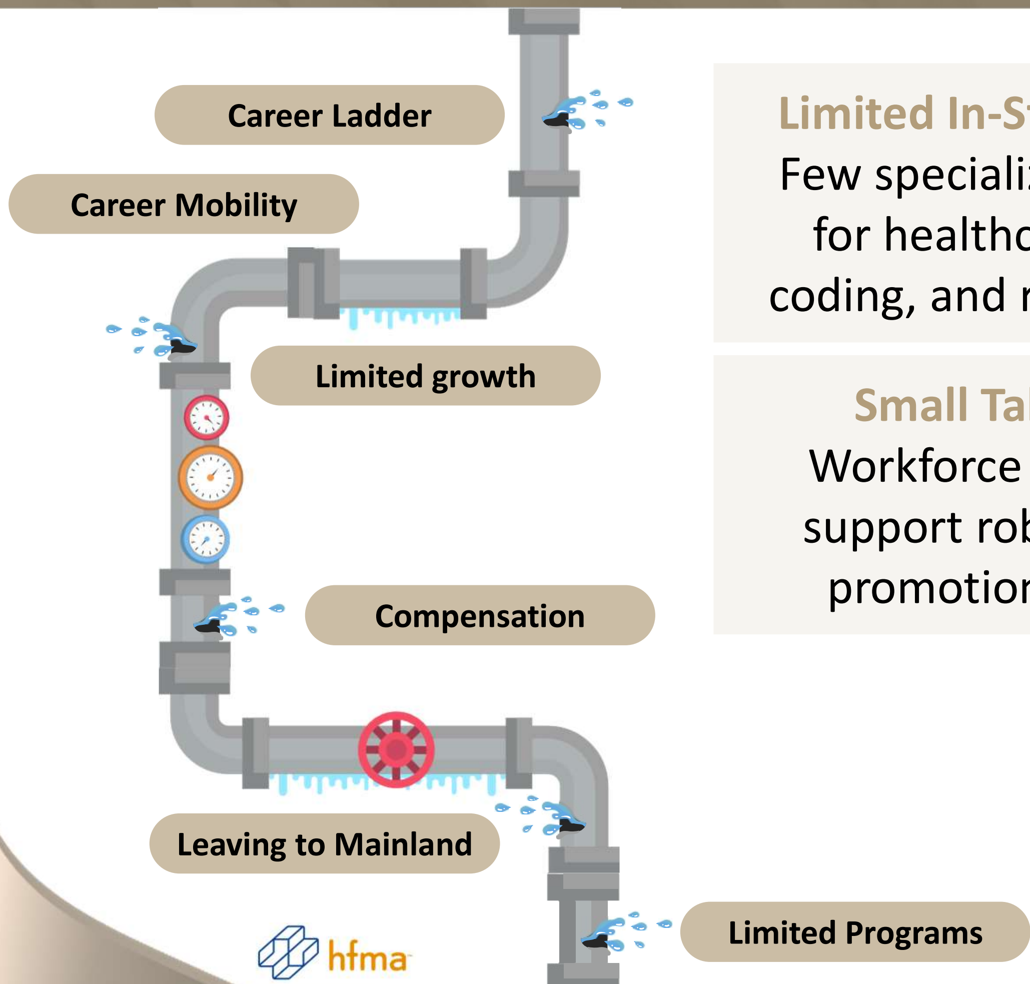
Education-to-Employment Gaps in Hawaii’s Revenue Cycle Pipeline



Limited In-State Training:
Few specialized programs for healthcare IT, HIM, coding, and revenue cycle.

Outmigration of Talent:
Skilled workers often leave the state due to lack of opportunity.

Small Talent Pool:
Workforce size doesn't support robust internal promotion pipelines.

Lack of Awareness:
Many locals are unaware of revenue cycle career paths.

"Ma ka hana ka ‘ike" — In working, one learns.

Payors are reporting double-digit profit margins on the back of health systems

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Big payers ranked by 2023 profit
Jakob Emerson - Wednesday, February 7th, 2024

The nation's largest payers have filed their fourth-quarter earnings reports, revealing which recorded the largest profits in 2023.

$22.4 billion	1st	**UnitedHealth Group :** Total net earnings in 2023 were $22.4 billion, up 11.2% year over year. UnitedHealthcare's total earnings from operations in 2023 were $16.4 billion, up 14.2% year over year.
$8.3 billion	2nd	**CVS Health:** Total net income in 2023 was $8.3 billion, up from $4.3 billion in 2022. Aetna reported nearly $5.6 billion in adjusted operating income for 2023.
$6 billion	3rd	**Elevance Health:** Total net income in 2023 was nearly $6 billion, up 1.6%. The insurance division reported a total operating gain of $6.9 billion in 2023, up 14.4%.
$5.2 billion	4th	**Cigna Group:** Total net income in 2023 was nearly $5.2 billion, down 23% year over year. The insurance side of the business, Cigna Healthcare, reported an operating income of $4.2 billion in 2023.
$2.7 billion	5th	**Centene:** Total net income in 2023 was $2.7 billion, up 124% year over year. In the fourth quarter, net income was $45 million, compared to a loss of $219 million year over year.
$2.5 billion	6th	**Humana:** Total net income totaled nearly $2.5 billion in 2023, down 11.3%. The company's insurance segment reported an operating income of $2.7 billion in 2023.

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Hospital CFO Report

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No task is too big when done together by all.

“‘A‘ohe hana nui ke alu ‘ia.”

QUESTION

What is driving recruitment challenges in Revenue Cycle Management?

A.	B.	C.	D.	E.
Talent	Inflation	Technology	Compensation	All of the Above

Industry trends are driving how we must recruit the "RIGHT" candidate

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DRIVING FACTORS

Consumerism
- Digital Experience
- Paperless
- Self – EVERYTHING

Payor Behavior
- Denials
- Policy Changes
- Regulation

Project Management
- General Implementations
- Reporting
- Optimization Efforts

Patient Experience
- Financial
- Clinical
- Hospital Margins

Interoperability
- Mergers & Acquisitions
- EHR Implementations
- Automation

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Recruitment: Nobody is a perfect fit!

Recruitment Goal:

To create a pool of high-quality candidate who fit the organization's cultural, leadership and ??

Recruitment Strategies

1. Job Listings
2. Employee Referrals
3. Branding
4. Social Media
5. Interview Process
6. Hybrid/Remote schedules

Benefits – Patient are not the only ones shopping

My Next Employer Must Have!

- High Pay
- Remote Work
- Cheap Benefits
- 30 Vacation Days
- Large Bonus

Challenges

1. Increasing Pay Scales - Inflation
2. Employer Reputation (High Turnover)
3. Changing requirements for traditional roles
4. No Growth Opportunities
5. Lengthy Interview Process
6. Education vs. Certification vs. Experience
7. Onsite vs. Hybrid vs. Remote
8. Job Descriptions

'The world hates change, yet it is the only thing that has brought progress.' — Charles Kettering

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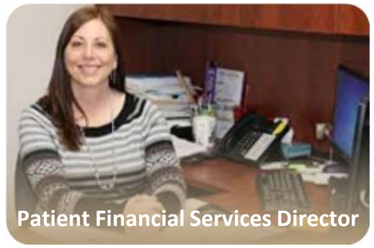
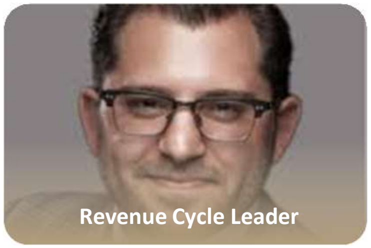
CAN MY EMPLOYER CHANGE MY JOB DESCRIPTION

BEFORE | **AFTER**

- Education
- Clinical Documentation
- Denials Prevention
- Quality



- Revenue Cycle Title
- Project Management
- Implementation
- Process Improvement



- Strategy
- Merger & Acquisition
- Capital Funding
- Property Management

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QUESTION

What are the most challenging positions to fulfill in the Revenue Cycle?

- **A** Patient Access
- **B** Health Information Management
- **C** Revenue Integrity
- **D** Patient Financial Services
- **E** All of the Above

Major Problem Areas 2022 -2023

CHALLENGES





Considerations	Patient Access Representative	Medical Coder	Revenue Integrity Specialist	Clinical Documen-tation Specialist	Patient Accounting Specialist	Reporting Analyst
Education	No Degree	Certification	Degree/ Experience/Cert	Degree & Cert	Degree/ Experience/Cert	Degree Experience/Cert
PayScale to Market	Below Average	Competitive	Competitive	Competitive	Fair	Below Average
Competitors	• Fast Food • Transportation • Transportation • Freelancing	• Insurance Companies • Vendors • Offshore companies • Contracts	• EHR companies • Vendors	• Insurance Companies • Vendors • Offshore companies	• Insurance Companies • Vendors • Transportation	• Insurance Companies • Vendors • Offshore companies • IT Companies

We must take initial steps to resolution

How do we fairly assess the talent within our organization?

How do we develop a career path for ambition professionals?

How do we get non engaged employees engaged?

The Opportunity Cliff: Talent Leaves When Growth Stops

No Promotions Available

Many roles in Hawaii's hospitals are flat, with little upward mobility.

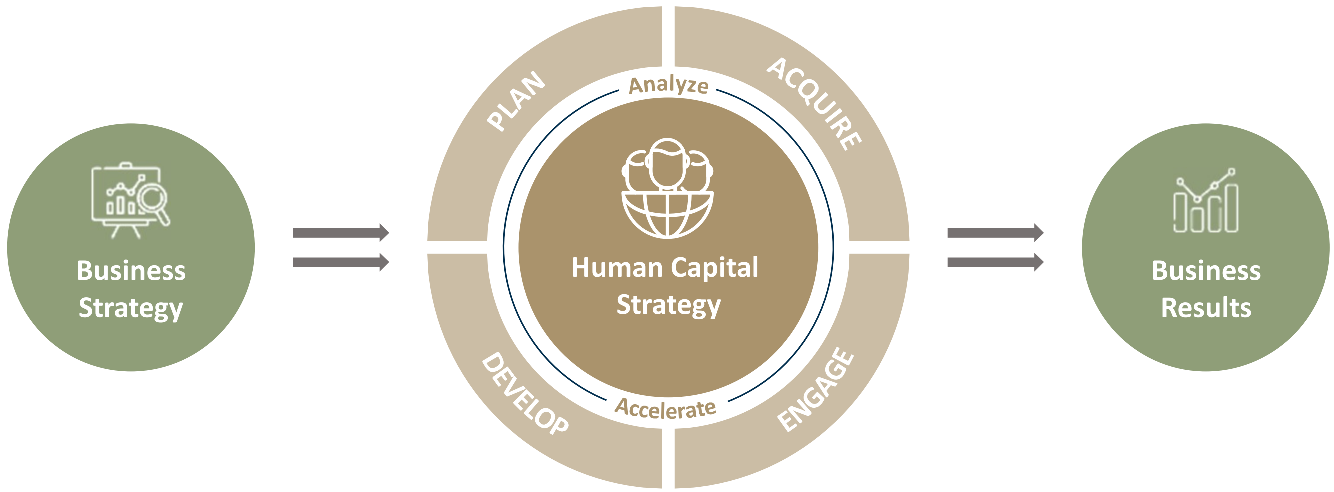
Lack of mid-level management roles discourages entry-level retention.

Employees seek growth and may leave the island for advancement.

Investment in job design and leadership development is key.

Value Your Human Capital

Human Capital - The skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organization



Professional development - is learning to earn or maintain professional credentials such as academic degrees to formal coursework, conferences and informal learning opportunities situated in practice. It has been described as intensive and collaborative, ideally incorporating an evaluative stage

The Future of Work

amazon

Uber

airbnb

ebay

WAYMO

ChatGPT

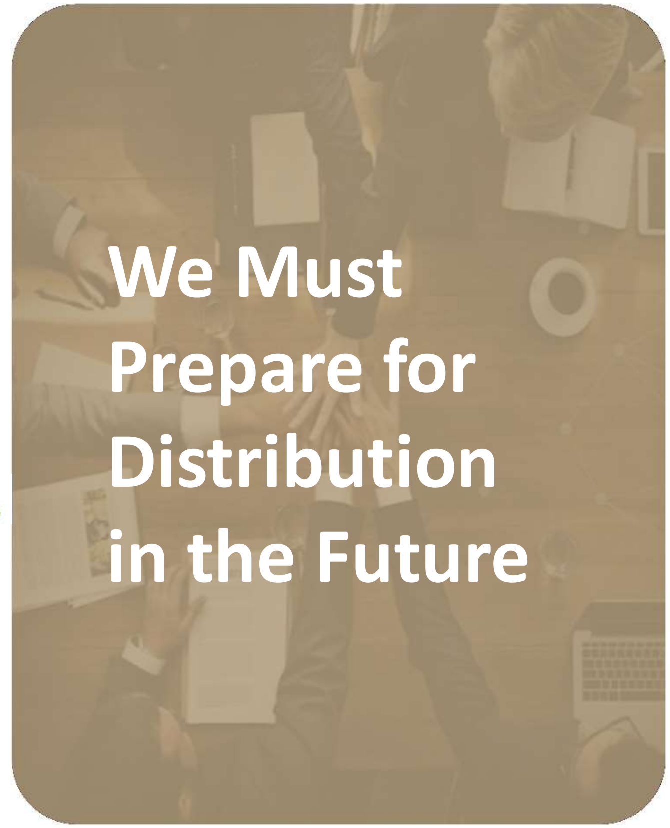
New Positions

Director/Vice President

- Organizational Learning & Development
- Employee Experience
- Global Impact & Employee Life
- Diversity, Equity, & Inclusion (DEI)

Four Top Trends For Retention Deloitte.

- Learning in the Flow of Life
- Talent Mobility
- The Alternate Workforce
- Jobs to Super Jobs



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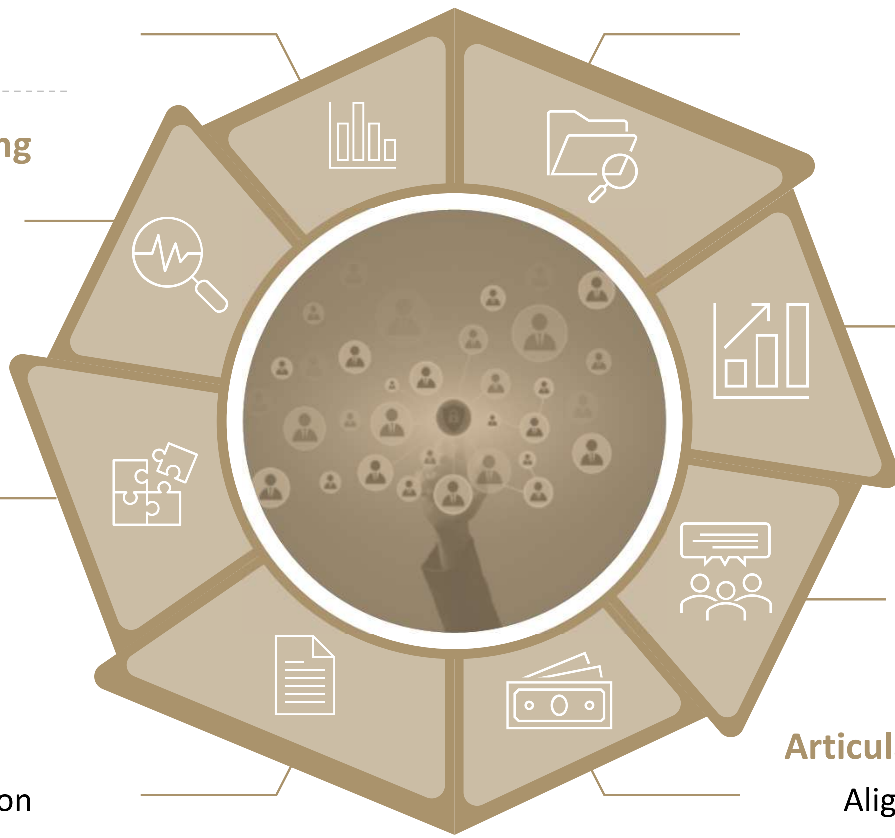
8 Strategies to address our challenges

Compensate to Market
Key to recruitment

Understand what went wrong with the position
Allows organization
to course correct

Understand the challenges in the role
Helps identify the right
candidate

Update Job Description
Aligns Expectations of the position



Understand your Culture
Select behavioral questions in advance

Ensure Growth Opportunity
Understand career ladder

Recruitment Strategy
Identify key criteria for position

Articulate Performance Based Incentives
Align with organizational goals and History

Understand your organizations "Ideal Candidate"

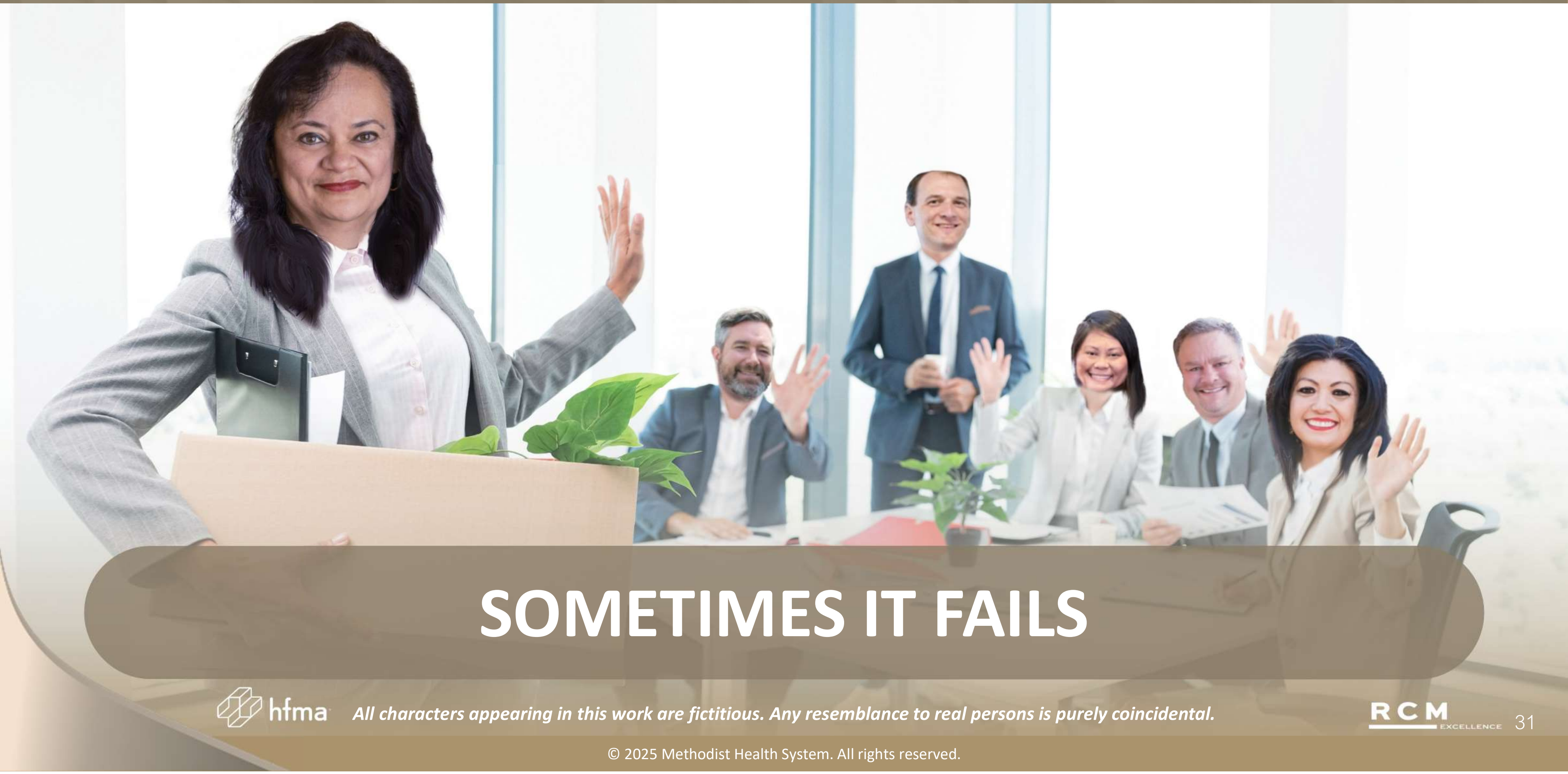
- Project Management
- Humility
- Reimbursement Knowledge
- Innovative
- Financial Acumen
- EHR Experience
- High IT Accuity
- Emotional Intelligence
- Leadership
- Collegiality

Successful Strategies to Retain Employees

RETENTION STRATEGIES

- Understand why the employee wants to leave
- Understand where your negotiation power stops
- Work the grapevine
- Talk to employees
- Work your Magic
- Rewards & Recognition

Retention Efforts don't always work!



SOMETIMES IT FAILS

All characters appearing in this work are fictitious. Any resemblance to real persons is purely coincidental.

Learning how to navigate your organization will identify how to select candidates for growth

- Understand your organizational politics
- Identify gaps in the current organizational structure
- Assess your internal team and identify weaknesses
- Get feedback from your existing team on talents they feel are required to meet strategic goals
- Develop your perfect candidate

The 4 Metaphors of Organizational Politics

To have influence, you need to understand the terrain

Where political activity takes place	Informal	Formal
Organizational level	**THE WOODS**	**THE HIGH GROUND**
Individual level	**THE WEEDS**	**THE ROCKS**

Source of power

Source: MICHAEL JARRETT

CliftonStrengths analysis: Understanding your team

CliftonStrengths helps you aim your purpose at greater performance. Because CliftonStrengths focuses on your greatest opportunities for development and success (rather than on your weaknesses), you can use your reports to tackle things like your career, working on teams and your personal relationships.

My Team Composition

Realtor – enjoy close relationship with others	**Strategic** – Create alternative ways to succeed quickly	**Belief** – Possess core values that do not change	**Futuristic** – think what the future could be
Learner – the desire to learn and continuously improve	**Intellection** – Introspective and pursue intellectual discussions	**Adaptability** – discover the future one day at a time	**Arranger** – arranges resources for maximum productivity
Ideation – find connections in disparate phenomena	**Relator** – Satisfaction in working with others to achieve goals	**Achiever** – Satisfaction in being productive	**Responsibility** – Committed to honesty and loyalty
Restorative – Figure out whats wrong and resolve it	**Positivity** – contagious enthusiasm	**Competition** – measure your performance against others	**Includer** – show awareness for those who are left out
Individualization – figuring out how different people can work together	**Analytical** – Search for reasons and causes	**Focus** – Take direction, follow through and make corrections	**Significance** – Prioritize projects based on organizational impact

Recruitment

Internal Posting

- Cost Effective ✓
- Employee Reputation ✓
- Demonstrates Growth ✓

Healthcare Network

- Cost Effective ✓
- Organizations/ Conferences ✓
- Previous Colleagues ✓

Human Resources

- Cost Effective ✓
- Culture ✓
- Timely ✓

Recruitment Firm

- Expensive ✓
- Larger Talent pool ✓
- Third-Party Perspective ✓

We had to develop a model to support our current revenue cycle environment

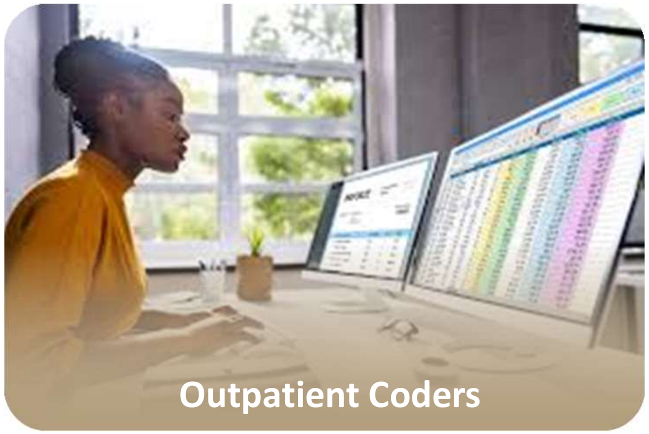
Build-operate-transfer (BOT) is a contractual arrangement where a company hires a third party to design, develop, and operate a service or project, with the intention of transferring ownership to the company at the end of the project.

	BUILD	OPERATE	TRANSFER
Traditional	• External Company Design • No input in hire • Lack Autonomy	• Company leads operations	• Fee • 1-2 yr timeline
New Model	• We select the positions • Dual interview process • Internal control aligned with recruitment • Final Decision	• Employees are trained, directed and performance managed by our team • External partners manage day-to-day to meet SLA	• Fee – Flexible, cost effective and scalable model for island systems • No timeline • Trained workforce absorbed into organization

Organizational Challenges

- Lost 33 employees in 6 months
- Organizational Priorities
- (Budget)
- Recruitment
- Retention
- Hybrid vs Remote

Coding overflow program


Outpatient Coders

Immediate challenges

- Coding was 100% outsourced
- The company continued to fail SLA standards
- New company onboarded had the same challenge

Results

- Created overflow program, which allowed us to fluctuate with volume
- Able to audit coders concurrently to identify educational opportunities
- Maintained 4-day SLA

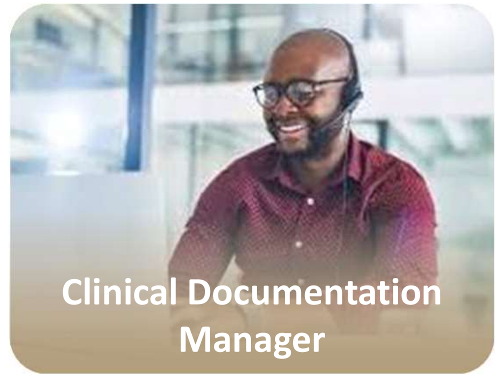

Inpatient Coders

Clinical Documentation Augmentation

Challenges

- Process of building CDI program during period of change
- Organizational Expectations
- State Regulatory measures


Clinical Documentation Specialist


Clinical Documentation Manager

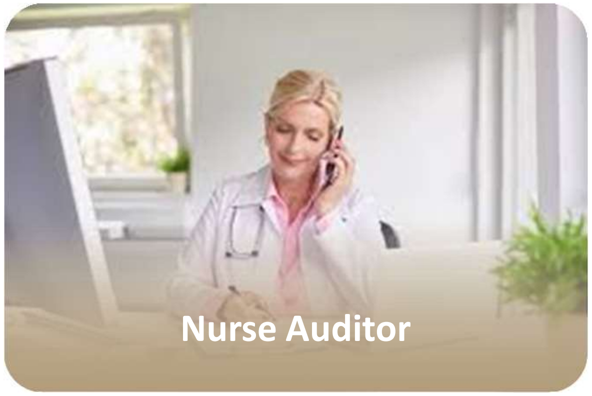

Physician Advisor

Hired 10 of 12

Results

- Appropriately staffed CDI department
- Developed internal & external training program
- Increased CMI
- National Recognition

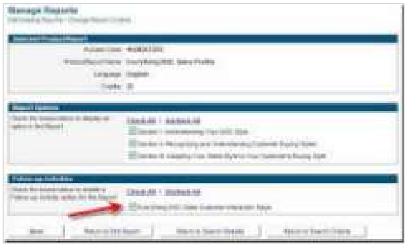
Patient Financial Services



Challenges	Results
• Employee Retirements	• Adequately staffed within 3 months
• Reduced staffing due to budget	• Corrected job descriptions
• Job Design i.e., creation on SuperJob	• Market Adjustments
• Compensation	• Identified the new roles required for our model

Hired 12 of 16

Revenue Optimization



Challenges

- Move to Automation
- Vendor Management
- Implementation
- Human Capital

Results

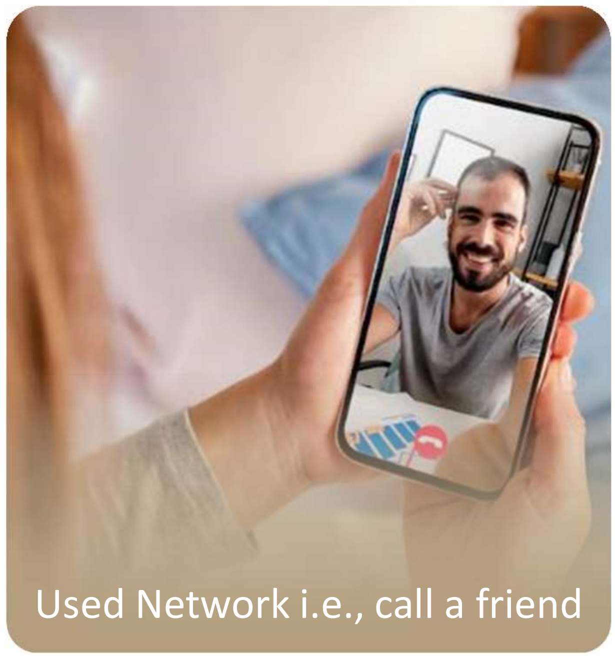
- Advanced Reporting
- Account Reconciliation
- Training Opportunities
- Integration

Hired 3 of 3

What happened with Patient Access?

Challenges

- No Hybrid or Remote
- Training
- Schedule
- Payscale to market



Used Network i.e., call a friend

Results

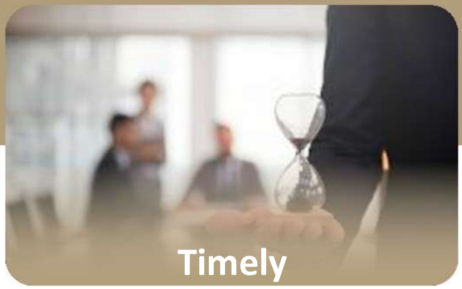
- Agency
- Expensive
- Market review

Long Term Advantages

Key results

- Alleviated gaps in organizational structure
- Allowed time for the organization to develop the appropriate job design
- New method for recruitment
- Cost savings – reduce vendor expense
- Partnership/ new resource

Try Before you Buy!



Case Study – The Career Ladder

Johnathan Wiik

"I' m submitting a request in workday today to flip one of my team lead positions to a manager position. Today is the deadline.

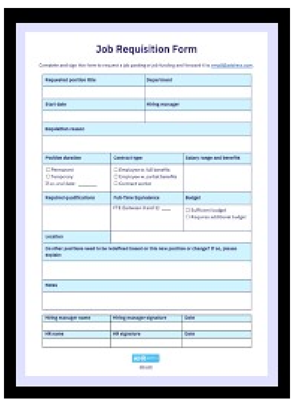
Over the past two years I have trained her on timecards, HR policies, monthly scorecards, pulling data for the reporting, call escalation handling, correspondence, financial assistance, and other areas of Customer Service.

This year she also completed the Methodist Emerging Leaders Program. She is doing the job of a manager, without the title. She's indirectly supervising the employees, doing their timecards, pulling their monthly scorecards together.

I cannot feasibly continue to supervise 20 FTE, work on the director-level tasks of customer service, and work on new projects being assigned in FY25, I do not have enough time.

History

- 8/1 – Employee Request Denied
- 9/26 – Employee Request Denied
- Never Promised Manager Position


Job Requisition Form

Challenges

- Insubordination
- Non-Management Performing Man. Duties
- What are you doing?

Solution

- Employee Counseling

All characters appearing in this work are fictitious. Any resemblance to real persons is purely coincidental.

Use external data to support you

Workforce detailed findings

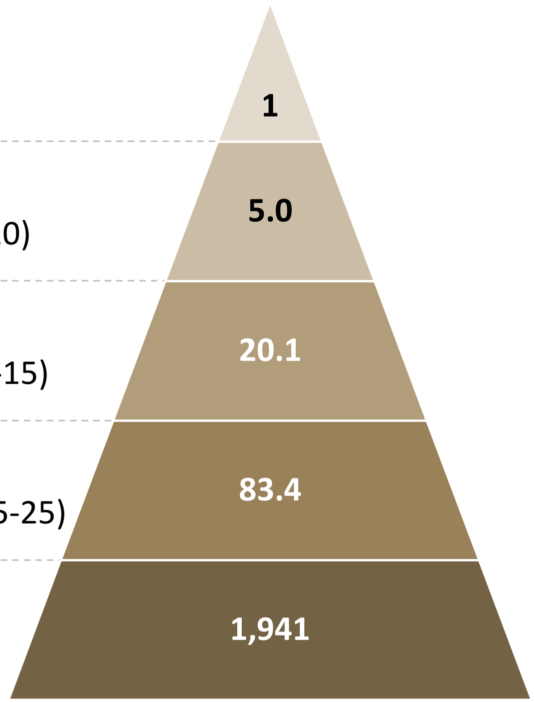
President
Actual 1:5.0

VPs
Average 1:4.0 vs. (Goal 1:8-10)

Directors
Average 1:4.2 vs. (Goal 1:10-15)

Managers/Supervisors[1]
Average 1:23.3 vs. (Goal 1:15-25)

Non-Management



FTE opportunity at leading practice benchmarks

SOC ratio	Mgmt. FTEs	FTE opportunity	$ opportunity (excl. benefits)	% of total mgmt.
17.1	109.5	Current state		0%
18.0	107.8	1.7	175,847	2%
18.5	104.9	4.6	479,967	4%
19.0	102.2	7.4	768,082	7%
20.0	97.1	12.5	$ 1,301,093	11%

Overall span of control is 1:17.7

- Good practice performers are within 1:15-1:18 range
- Leading practice performers are >1:20

1 Supervisors counted as .5 for purpose of SOC

Source: Payroll data; Dates: June 1 2017- May 31, 2018

Here is what I want to leave you with today

Methodist HEALTH SYSTEM

Economic Factors

- Increased AR
- Payor Behavior
- Market Analysis

Human Capital

- Employee Feedback
- Workgroups
- Process Improvement Plan

Organizational Design

- Integration of Teams
- Training
- Ongoing Communication

Performance Measures

- Increase Productivity
- Improve Quality
- Work Prioritization

Budgetary Parameters

- Expense Reduction
- Revenue Maximization

System Goals

- Integration
- Retention

Reward & Recognition

- Promotions
- Pay

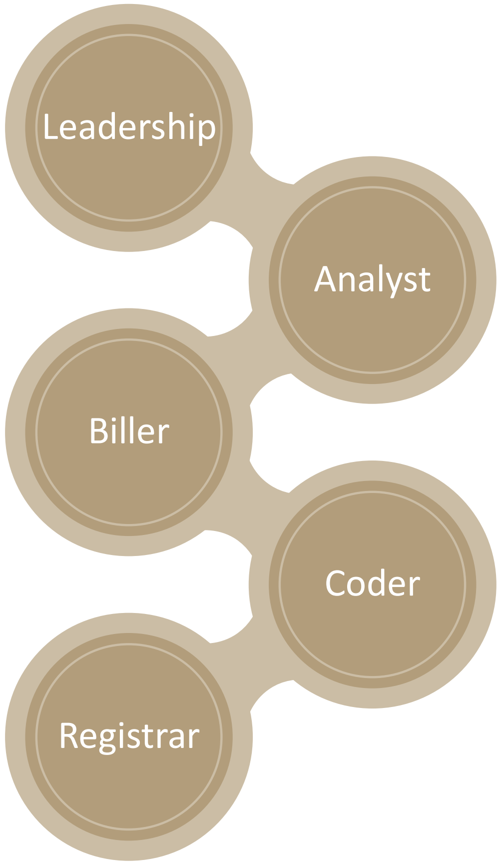
hfma

RCM EXCELLENCE

Empowering Hawaii's Revenue Cycle Future

Local Education Pathways for Revenue Cycle Roles

Hawaii Medical College: Billing & Coding, Healthcare Administration.	**UH Mānoa:** Healthcare Finance, Policy & Management.	**UH West O'ahu:** Finance Concentrations applicable to Rev Cycle.
High School Certificate Programs: Entry-level training in patient access, phlebotomy, CNA.	**CNA-to-LPN Glidepath:** Bridge programs that keep local talent in-state.	



Partner with Local Schools:
Co-create curriculum and internships.

Create Career Ladders:
Internal growth opportunities prevent talent drain.

Invest in Culture:
Use 'ohana as a leadership principle.

Advance Tech Literacy:
Train existing staff to thrive in digital workflows.

TOGETHER WE Can Do MORE™

"If we don't build the future here, we'll be sending our future elsewhere."

hfma

Philosophy is about thinking beyond today, exploring possibilities, being optimistic, and creating mileposts and symbols to rally support for the organizational vision.

Articles and Interviews

1) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_it-is-humbling-to-start-a-new-chapter-in-activity-6810224950255915008-w30v?utm_source=share&utm_medium=member_desktop

2) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_a-dive-into-regulatory-changes-and-employee-activity-6955610879933456385-oj7b?utm_source=share&utm_medium=member_desktop

3) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_i-wanted-to-take-the-opportunity-to-send-activity-6968295832299134976-KMkR?utm_source=share&utm_medium=member_desktop

4) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_rcmexcellence-rcmexcellence-rcmexcellence-activity-6975568003950075904-HPsY?utm_source=share&utm_medium=member_desktop

5) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_totalcostofcare-revenuecyclemanagement-luminishealth-activity-6980731938537906177-5msg?utm_source=share&utm_medium=member_desktop

6) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_revenuecyclemanagement-revenuecycle-rcmexcellence-activity-6985681242209804288-7fUc?utm_source=share&utm_medium=member_desktop

7) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_rcmexcellence-revenuecyclemanagement-rcmexcellence-activity-6985730206539948032-qSLN?utm_source=share&utm_medium=member_desktop

1) https://www.linkedin.com/feed/update/urn:li:activity:6988253735135150080?utm_source=share&utm_medium=member_desktop

2) https://www.linkedin.com/feed/update/urn:li:activity:7026930987158691841?utm_source=share&utm_medium=member_desktop

3) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_roundtable-discussions-2023-hfma-annual-activity-7031472030419968001-RLIO?utm_source=share&utm_medium=member_desktop

4) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_innovation-revenuecyclemanagement-leadership-activity-7036923025518157824-v-no?utm_source=share&utm_medium=member_desktop

5) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_the-greater-the-obstacle-the-more-glory-activity-7068967200321126400-Uc5F?utm_source=share&utm_medium=member_desktop

6) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_rcmexcellence-healthcare-healthcareleaders-activity-7068974528386760704-QUCX?utm_source=share&utm_medium=member_desktop

7) https://www.linkedin.com/posts/sheldon-a-pink-mba-fhfma-lssbb-92446b21_a-couple-of-months-ago-i-was-voluntold-to-activity-7068984748722847744-NsAY?utm_source=share&utm_medium=member_desktop

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Questions