



From Dashboards to Decisions

Building Alignment, Accountability, and Data-
Driven Excellence in Healthcare



In healthcare today, the challenge isn't getting data — it's **turning data into direction and delivering outcomes** with discipline.



Turning Data into Results

Every hospital has dashboards — but **few have results tied directly to them.**

The difference isn't tools or technology — it's **how teams align, manage, and execute.**

Today we'll focus on four interconnected pillars of performance:

1. **Build alignment** across Revenue Cycle Teams.
2. **Transform dashboards** into actionable improvement projects.
3. **Foster a culture where data drives** measurable excellence.
4. **Leverage strong project management** to sustain those results.



The Alignment Framework

Shared Visibility

Defined Handoffs

Joint KPIs

Collaborative Rounding

Use Industry Standard Terminology

Share KPI numbers consistently with ALL departments

Hold interdepartmental meeting to review Dashboards

Shared Accountability - bring cross functional huddles together weekly; review one shared scorecard.

Shared Empathy - let teams see the impact of their department defects on other teams. Ex: Registration to Billing

Alignment - connects people, process, and data across the Organization.



Turning Dashboards into Action Plans

Dashboards designed for decisions, not decoration.

- Tailored to roles (executive, manager, analyst)
- Combine financial KPI with operational metrics
- Assign ownership and review cadence of each metric
- Dashboards are only powerful when they connect data to workflow. When every metric has an owner and an action plan, improvement becomes continuous.

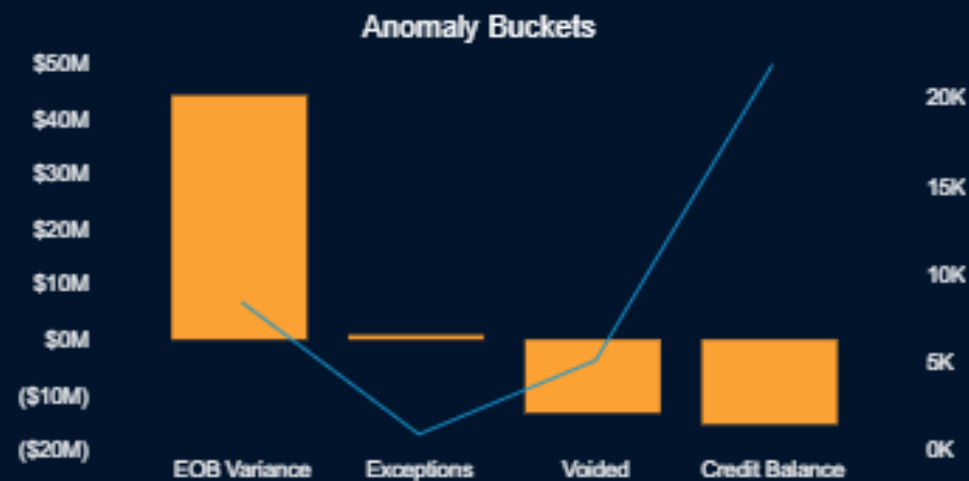
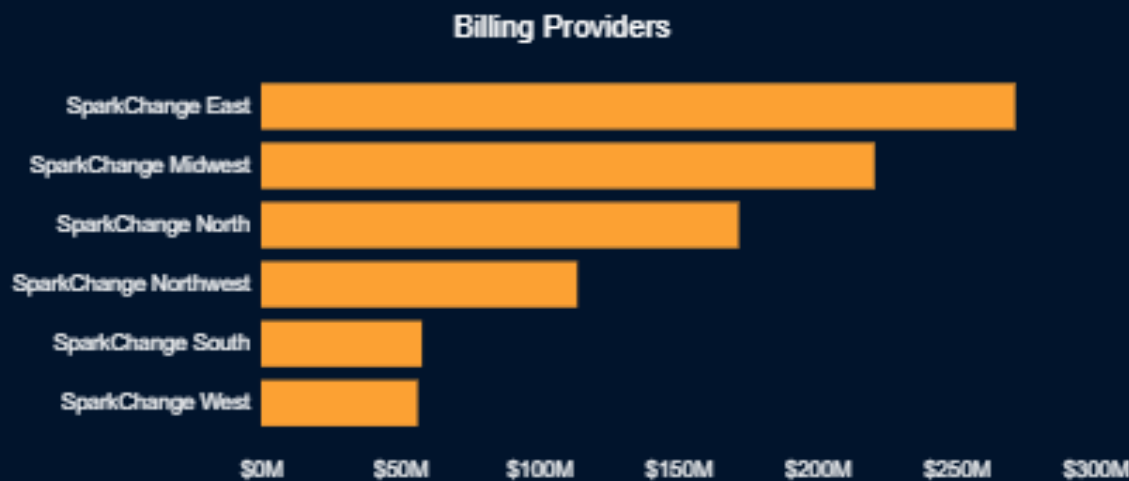
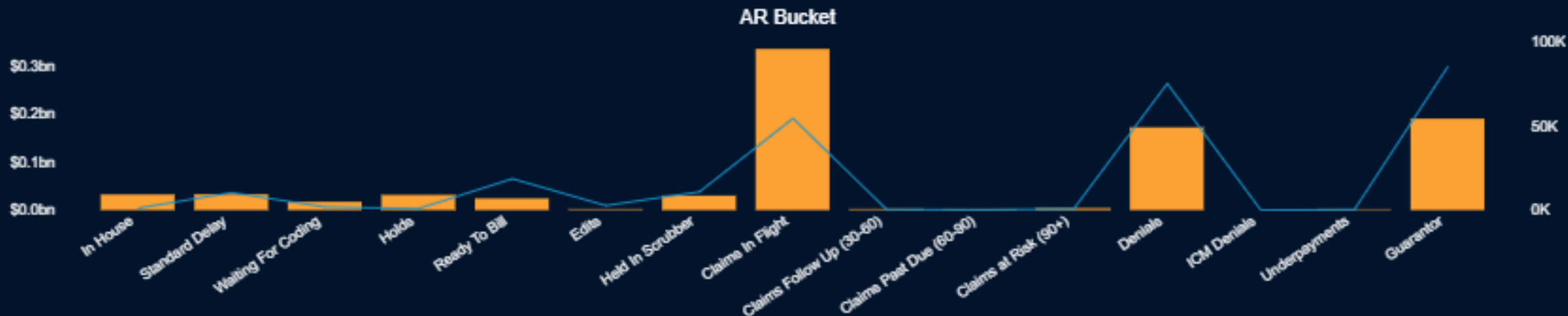




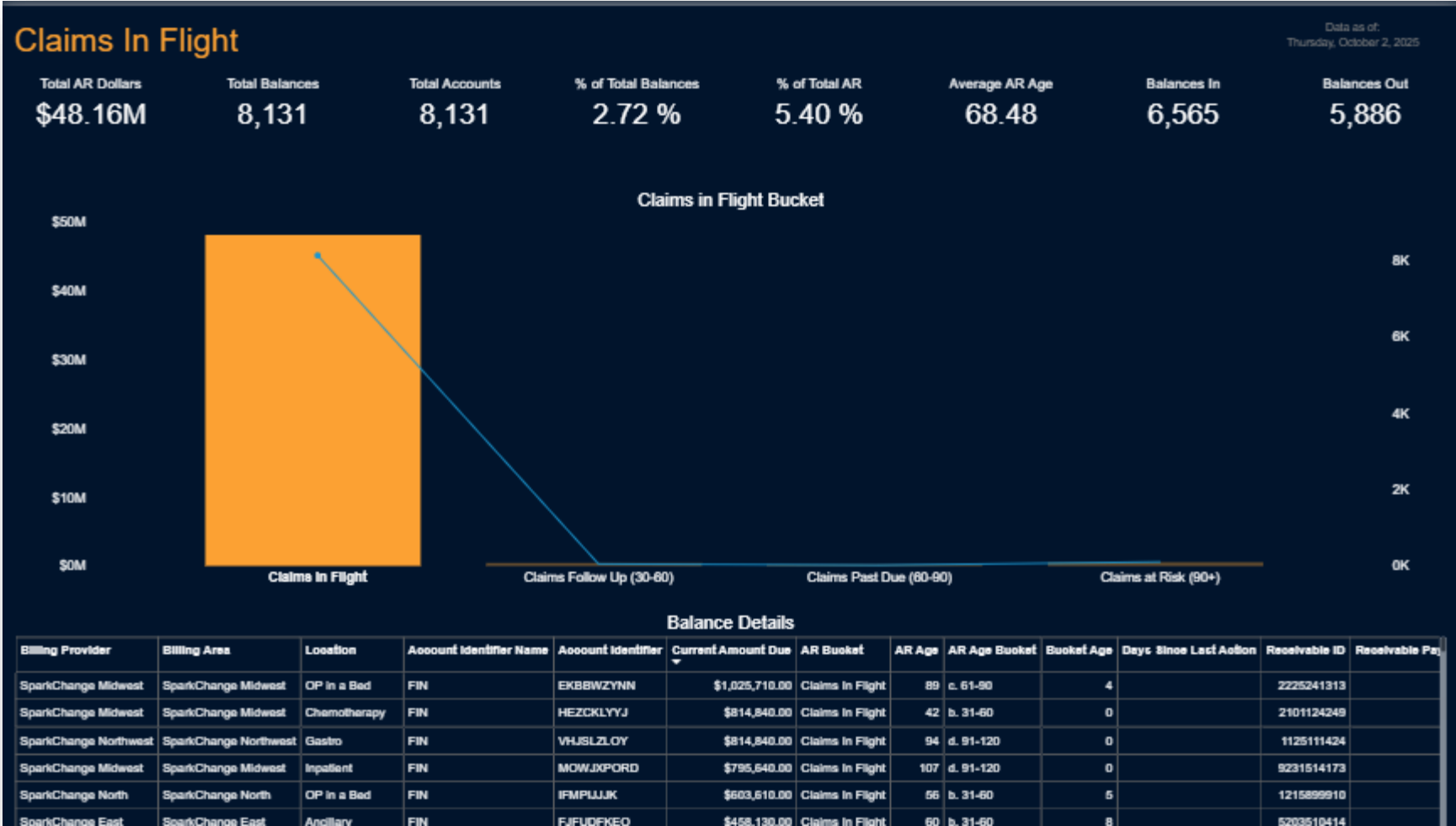
AR Overview

Data as of:
Thursday, October 2, 2025

Total AR Dollars	Total Balances	Total Accounts	Total Disrupted AR Dollars	Total Disrupted Balances	Total AR Dollars over 90	Total Balances over 90	AR Days
\$891.10M	299,012	299,012	\$287.36M	99,574	\$89.75M	29,535	0



Claims in Flight

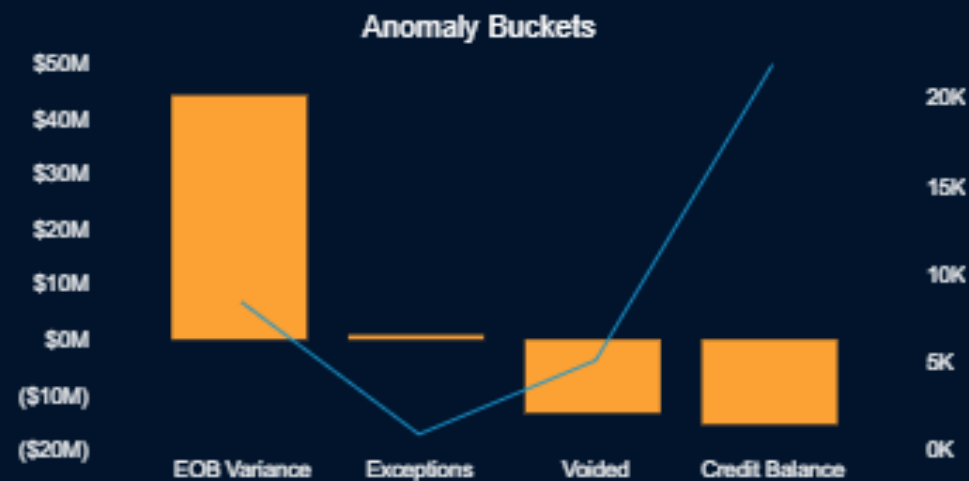
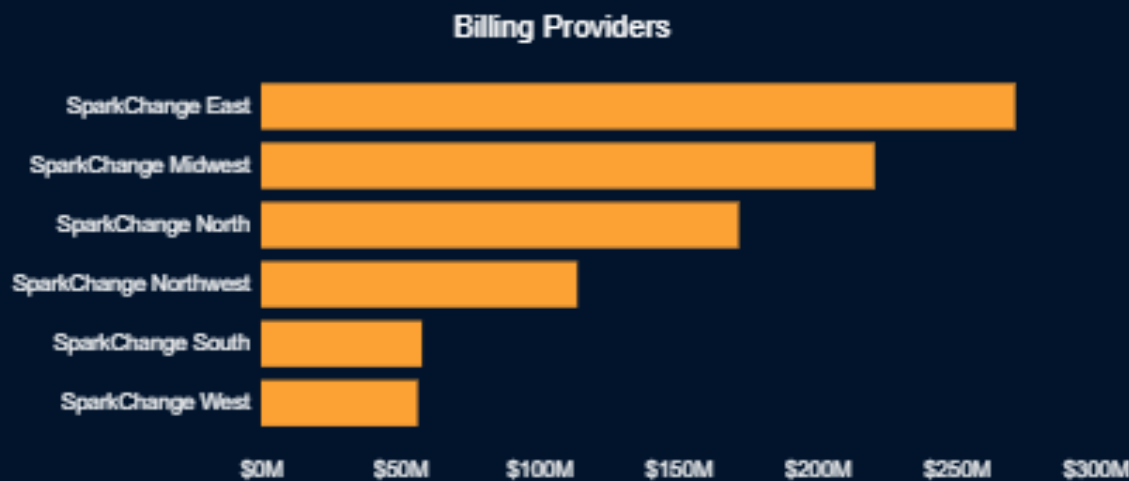
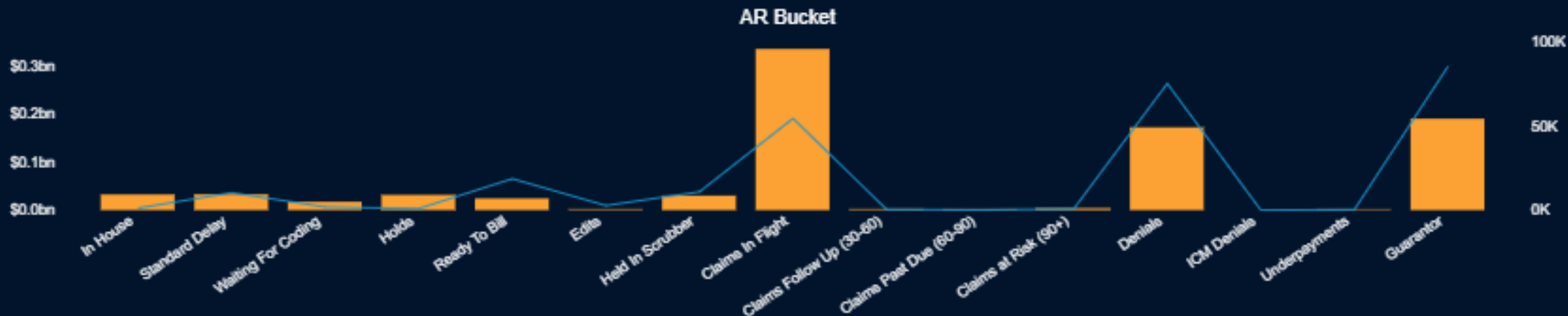




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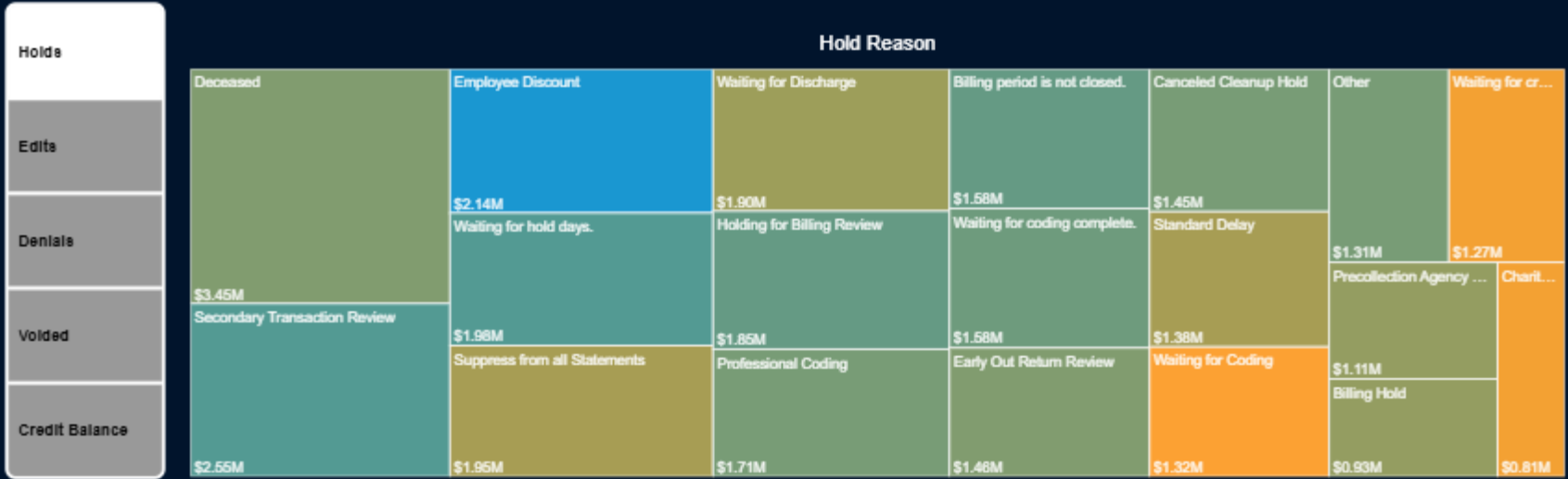


Holds

Disrupted Buckets: Holds

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Total AR Dollars	Total Balances	Total Accounts	% of Total Balances	% of Total AR	Average AR Age	Balances In	Balances Out
\$31.74M	951	951	0.32 %	3.56 %	21.79	947	892



Balance Details

Billing Provider	Billing Area	Location	Account Identifier Name	Account Identifier	Current Amount Due	AR Bucket	AR Age	AR Age Bucket	Bucket Age	Days Since Last Action	Receivable ID	Receivable Paym...
SparkChange South	SparkChange South	Ancillary	FIN	OLBPYPCHI	\$2,395,420.00	Holds	-29	I. Less than zero	67		1152415278	\$0
SparkChange Midwest	SparkChange Midwest	OP in a Bed	FIN	JVURSFUBR	\$634,240.00	Holds	57	b. 31-60	35		1718520117	\$0
SparkChange South	SparkChange South	Miscellaneous	FIN	RNCOJQKBE	\$472,930.00	Holds	-1	I. Less than zero	35		2149161014	\$0
SparkChange Midwest	SparkChange Midwest	Chemotherapy	FIN	EEBPOZYRV	\$446,790.00	Holds	-1	I. Less than zero	62		1425241721	\$0
SparkChange West	SparkChange West	Observation	FIN	IDVOQYQGB	\$403,400.00	Holds	2	a. 0-30	91		1416241661	\$0
SparkChange West	SparkChange West	Chemotherapy	FIN	DZIAYQKRD	\$396,380.00	Holds	-29	I. Less than zero	38		241610173	\$0

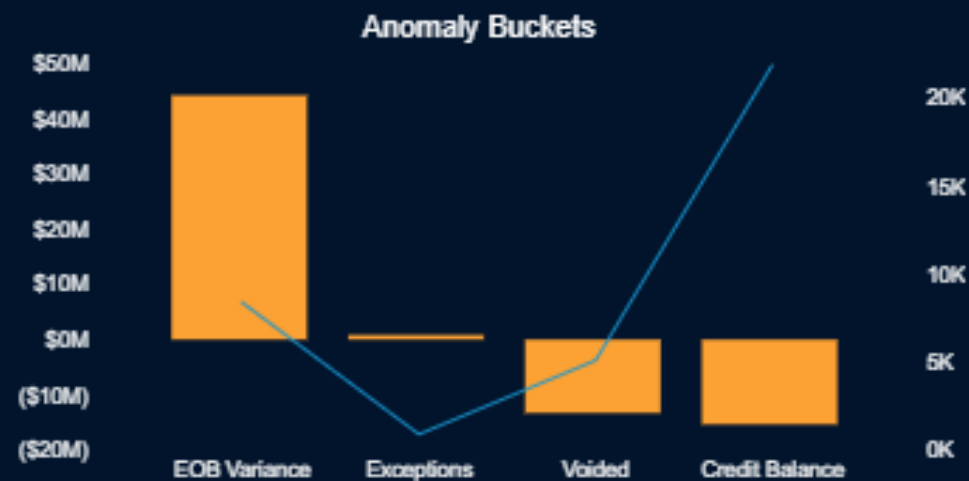
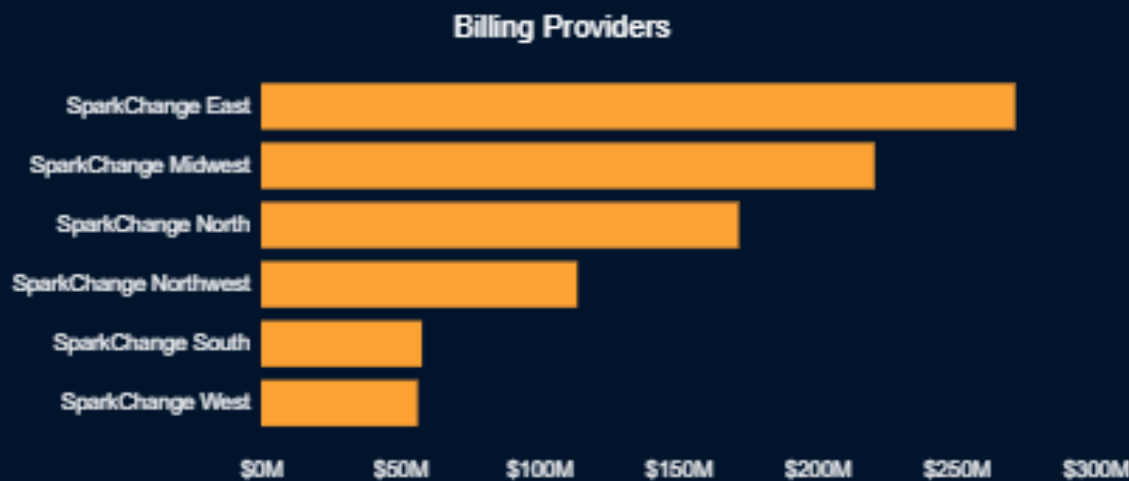
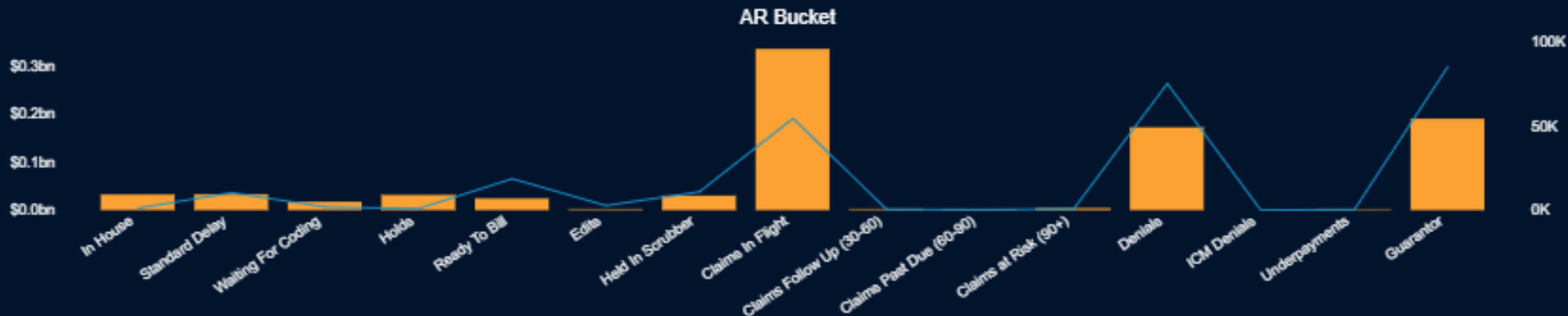




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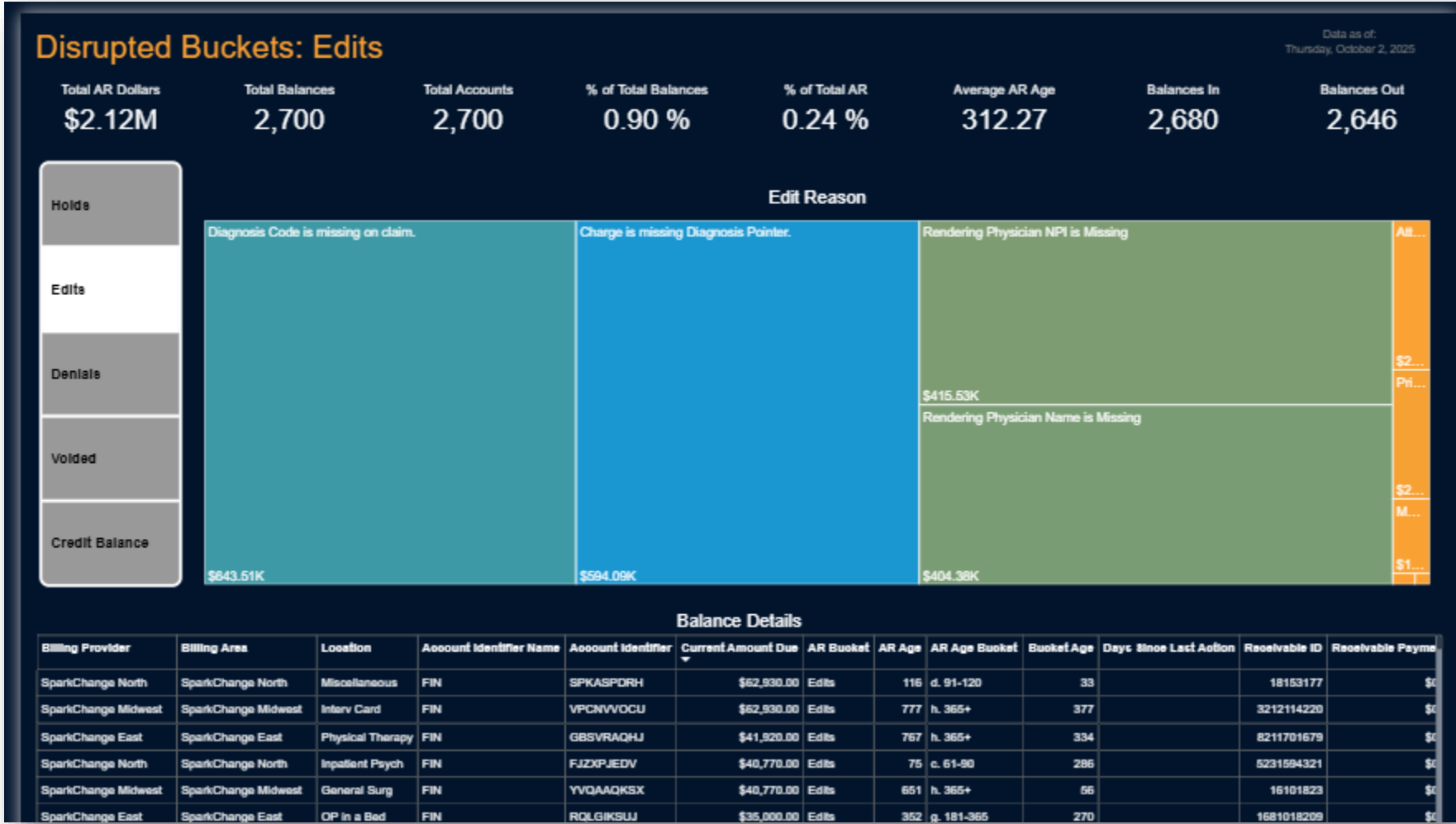
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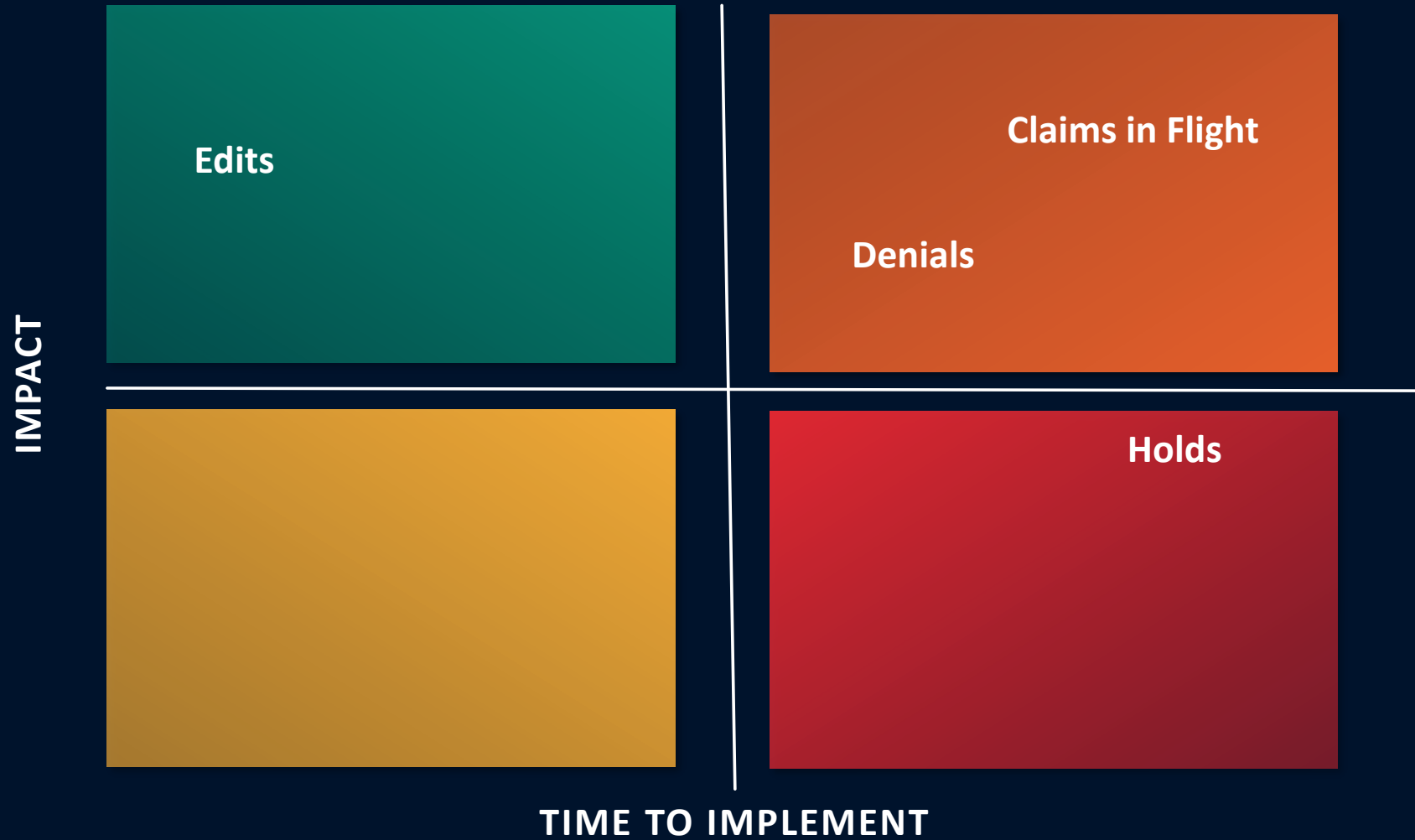


CASE STUDY

Edit Rate Improvement



How to Decide



From Insight to Impact



High-performing hospitals use dashboards to drive conversations and continuous improvement.



PROJECT MANAGEMENT

The Execution Engine

Plan → Execute → Measure → Improve

Project management steps to action:

- Project Overview
- Timeline and Milestones
- Roles and Responsibilities
- Detailed Task List
- Budget and Resource Plan
- Risk Management
- Performance Metrics/KPI/ROI
- Communication Plan
- Change Control
- Executive Summary Updates



Sample Project Plan

Task ID	Phase	Parent Task	Subtask Description	Owner	Start Date	End Date	Status	Depen	Hours	Deliverable
1.1	Planning	Define Project Scope & Objectives	Draft project charter and align goals with leadership	Project Manager	2025-10-15	2025-10-16	Complete		4	Draft project charter document
1.2	Planning	Define Project Scope & Objectives	Define measurable KPIs for Clean Claim Rate	Project Manager	2025-10-16	2025-10-17	In Progress		4	List of approved KPIs
2.1	Planning	Identify Key Stakeholders & Project Team	Identify revenue cycle leadership and billing managers	Revenue Cycle Director	2025-10-16	2025-10-17	In Progress	1.1	6	Stakeholder list
2.2	Planning	Identify Key Stakeholders & Project Team	Assign project roles and responsibilities (RACI)	Revenue Cycle Director	2025-10-18	2025-10-20	Not Started	2.1	6	RACI matrix approved
3.1	Analysis	Analyze Root Causes of Claim Edit	Extract 90 Days of Impacted Claims	Data Analyst	2025-10-20	2025-10-22	Not Started	2.2	8	Dataset exported
3.2	Analysis	Analyze Root Causes of Claim Edit	Group denials by Edit category	Data Analyst	2025-10-23	2025-10-25	Not Started	3.1	8	Root cause dashboard
3.3	Analysis	Analyze Root Causes of Claim Edit	Summarize top 5 types and volume and doallars	Data Analyst	2025-10-26	2025-10-31	Not Started	3.2	8	Executive summary report
4.1	Design	Develop Define Action Items and Task	Create List of Task to be Completed for each 5 Edits	Project Manager	2025-11-01	2025-11-02	Not Started	3.3	6	Create Action Tickets
4.2	Design	Develop Clean Claim Dashboard Enhancements	Create mock-up of new dashboard with added metrics	RCM IT Lead	2025-11-03	2025-11-07	Not Started	4.1	12	Dashboard wireframe
5.1	Implementation	Implement Billing Edit Correction	Complete Task Required - ex update Diag Pointer in 837	IT Engineer	2025-11-10	2025-11-15	Not Started	4.2	16	Complete Task
6.1	Testing	Validate Changes & Monitor Claim Submission Accuracy	Perform regression testing of claim submission	QA Analyst	2025-11-25	2025-11-28	Not Started	5.2	8	Testing results summary
7.1	Training & Go-Live	Train Billing Staff & Monitor Initial Results	Develop quick reference guide for billers	Training Coordinator	2025-12-01	2025-12-03	Not Started	6.2	8	Training guide
8.1	Post-Go-Live Review	Review KPIs & Document Lessons Learned	Review updated KPI results post-implementation	Project Manager	2025-12-15	2025-12-17	Not Started	7.3	6	KPI improvement summary
8.2	Post-Go-Live Review	Review KPIs & Document Lessons Learned	Conduct lessons learned session with team	Project Manager	2025-12-18	2025-12-20	Not Started	8.1	6	Lessons learned report



Bringing It All Together

Team Alignment
Actionable Dashboards
Project Management
Data-Driven Culture

If alignment builds trust, and dashboards build insight, then project management delivers the result — and unified culture sustains it.

Let's Talk About It:

- **Where can your organization strengthen cross-department collaboration?**
- **Which dashboard metric could become a managed project?**
- **How can you model a data-driven mindset this week?**

When front-end, mid-cycle, and back-end teams align under disciplined project management, dashboards stop being reports — and start becoming results.



Alignment builds trust. Data builds insight. Project management delivers results.

CALL TO ACTION

1. Identify one cross-department alignment opportunity.
2. Turn one metric into a managed project.
3. Model curiosity in your next meeting.

Department	KPI Name	Why It's Important
Patient Access / Registration	Insurance Verification Rate	Ensures eligibility and reduces denials for coverage issues
Patient Access / Registration	Pre-Registration Completion Rate	Improves throughput and reduces registration errors
Patient Access / Registration	Point-of-Service Collections	Improves cash flow and reduces bad debt risk
Patient Access / Registration	Authorization Denial Rate	Highlights gaps in prior auth workflows
Patient Access / Registration	Registration Error Rate	Directly impacts billing accuracy and claim rejections
HIM / Coding	Coding Accuracy Rate	Ensures compliance and proper reimbursement
HIM / Coding	Days in DNFB	Measures coding/billing timeliness
HIM / Coding	Case Mix Index (CMI)	Reflects documentation quality and case complexity
HIM / Coding	Query Response Time	Improves billing turnaround and DNFB timeliness
Billing / Claims Management	Clean Claim Rate (CCR)	Core indicator of end-to-end revenue cycle quality
Billing / Claims Management	Claim Rejection Rate	Tracks front-end claim quality
Billing / Claims Management	Days in Bill Hold / FBNS	Identifies delays after coding completion
Billing / Claims Management	Late Charge Rate	Improves charge capture accuracy and compliance
Payer / Denials Management	Denial Rate	Primary indicator of revenue leakage
Payer / Denials Management	First Pass Resolution Rate (FPRR)	Measures payer and internal efficiency
Payer / Denials Management	Appeal Success Rate	Measures effectiveness of denial resolution
Payer / Denials Management	Top 10 Denial Reasons	Identifies systemic issues for root-cause correction
Cash Posting / Patient Accounting	Days in Accounts Receivable (A/R)	Measures speed of cash conversion
Cash Posting / Patient Accounting	A/R > 90 Days %	Indicates collection timeliness
Cash Posting / Patient Accounting	Cash Collections as % of Net Revenue	Monitors overall collection performance
Cash Posting / Patient Accounting	Credit Balance %	Highlights overpayments and posting accuracy
Financial Clearance / Self-Pay	Bad Debt as % of Gross Revenue	Monitors effectiveness of collections and counseling
Financial Clearance / Self-Pay	Charity Care %	Measures community benefit and access to care
Financial Clearance / Self-Pay	Self-Pay Collection Rate	Measures ability to recover patient-responsible balances



Thank You

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Reinvent your revenue cycle by
transforming data into direction.

www.sparkchange.health

