



SOLUTIONS GROUP
HEALTHCARE FINANCE SERVICES

A 4-PART WEBINAR EXPERIENCE

THE REVENUE CYCLE PLAYBOOK

FOUR QUARTERS TO BETTER REVENUE CYCLE PERFORMANCE



Q2. THE STATS THAT ACTUALLY WIN GAMES

CODING & MEDICAL DOCUMENTATION



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DEATH VALLEY

SEPT 17, 2022

#5 CLEMSON

80,542

LA TECH +32.5



VS



31

YARDS

1ST QTR



28

YARDS

2ND QTR



46

YARDS

3RD QTR



20

YARDS

4TH QTR

122

TOTAL YARDS

5

CATCHES

31

|

X

28

|

X

74

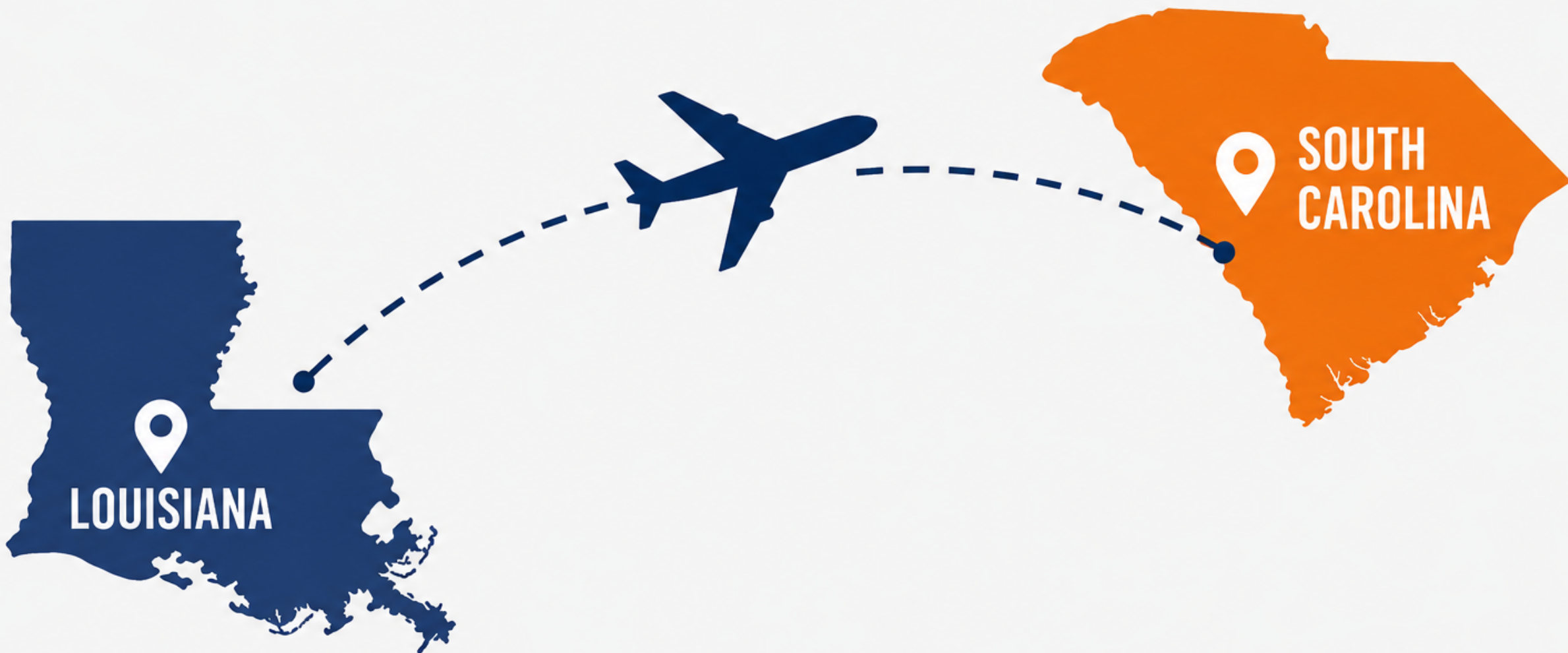
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FG

20

TO

20



3RD & 9

46

FIRST DOWN



122 # A WIN



Asbel Montes
Co-Founder & Managing Partner
Solutions Group



FOUR POSITIONS. ONE SCOREBOARD.



MEDICAL CODING



DOCUMENTATION



LEVEL OF SERVICE



METRICS

FUNDAMENTAL 1:

MEDICAL CODING



Default codes aren't final answers

Coding exposes what documentation hides

Certification:
a benchmark not a mandate

FUNDAMENTAL 2: **DOCUMENTATION**

***ONE STORY. THREE DOCUMENTS.
ZERO CONFLICTS.***



HIGHEST RISK:
interfacility transfers.



ON FILE ISN'T
the same as verified.

FUNDAMENTAL 3:

LEVEL OF SERVICE ACCURACY & COMPLIANCE



Nearest appropriate facility shifts by state



Under-billing costs as much as **over-billing**



Patient choice: a reason, not a default

FUNDAMENTAL 4: **METRICS THAT MEASURE EFFECTIVENESS & ACCOUNTABILITY**



THREE TIERS.
ONE DATA SET.

Benchmark:
5–7 days to bill | 45–60
days DSO

WRITE-OFFS:
caused, chosen, or contracted



Sonia Coleman
Director of Revenue
Cycle Management
EMSA

PRESENTER

ABOUT

EMSA

Emergency Medical Services Authority (EMSA) is Oklahoma's largest provider of pre-hospital medical care. Established in 1977 as a public trust, EMSA serves over 1.1M people in the Cities of Tulsa, Oklahoma City, and six smaller non-beneficiary communities.

« EMSA 2025 SNAPSHOT



246,029

RESPONSES



186,194

TRANSPORTS



4.6M

MILES DRIVEN



\$94M

NET PATIENT REVENUE



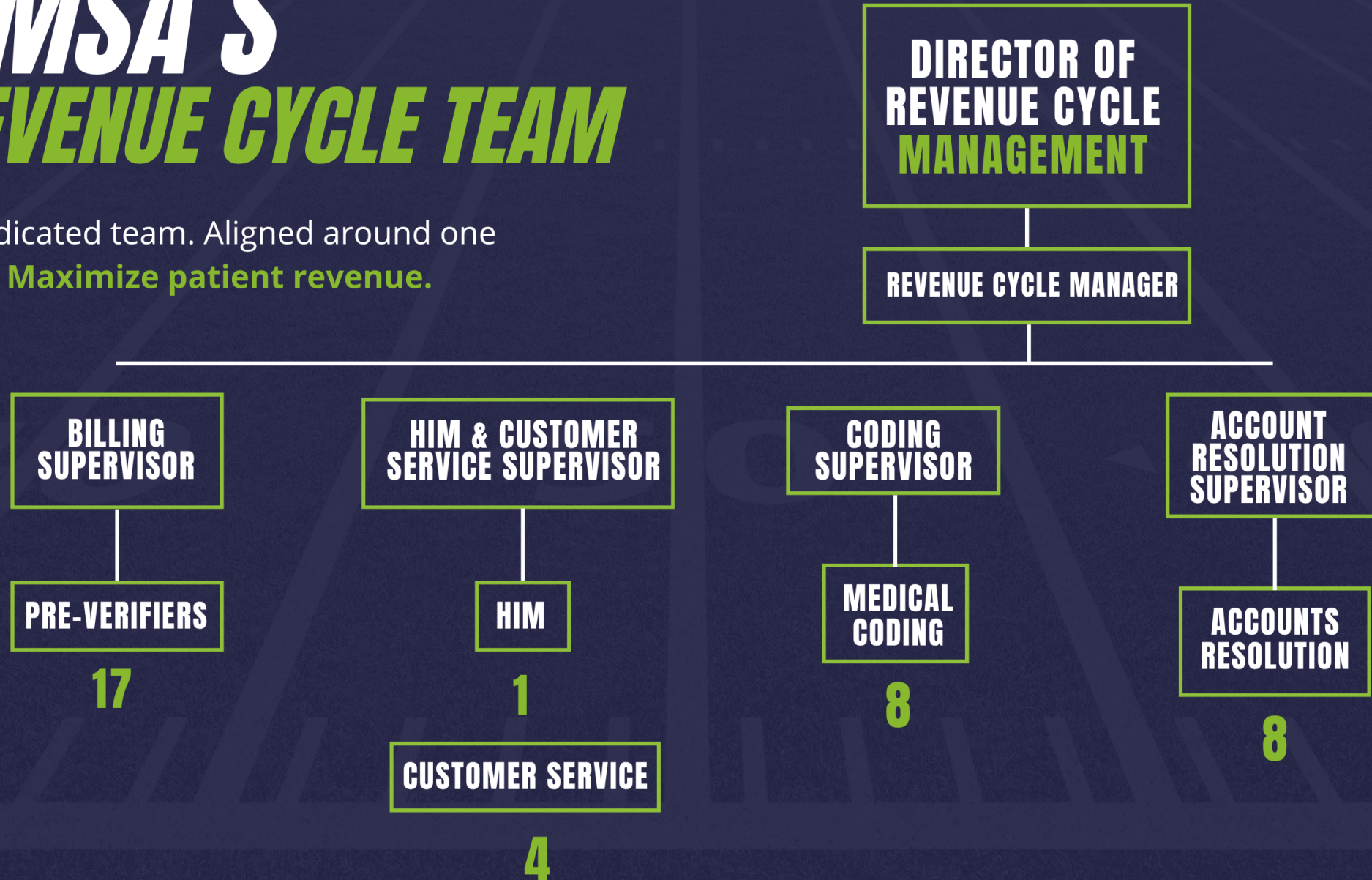
Lowest cost per transport in Oklahoma according to the Oklahoma Healthcare Authority Medicaid Data.



SCAN THE QR CODE
to view EMEA's 2025
Annual Report

EMSA'S REVENUE CYCLE TEAM

A dedicated team. Aligned around one goal: **Maximize patient revenue.**



KICKOFF

By January 2024, with pre-billing operations stabilized and our aging backlog under control, we turned our focus to the **mid-revenue cycle (coding)**. We analyzed our coding performance using denials and workflow data.

Denial Reason	1/2024	2/2024	3/2024	4/2024	5/2024	6/2024
C016 Claim/service lacks information which is needed for adjudication. Additional information is supplied using remittance advice remarks codes whenever appropriate. This change to be effective 4/1/2007: At least one Remark Code must be provided.	748	1,027	1,332	1,150	1,846	1,184
C0252 An attachment/other documentation is required to adjudicate this claim/service. At least one Remark Code must be provided (may be comprised of either the NCPDP Reject Reason Code, or Remittance Advice Remark Code that is not an ALERT).	497	757	747	631	703	383

CHARGE CAPTURE ENHANCEMENTS

Purposeful improvements across teams
to capture complete documentation and
protect revenue.

1

PURPOSEFUL **COLLABORATION**
BETWEEN OPERATIONS,
CLINICAL TRAINING AND
REVENUE CYCLE TEAMS
ON COMPLETE CLINICAL
DOCUMENTATION

2

DEVELOPED AN
ACCOUNTABILITY
MECHANISM
FOR INCOMPLETE RECORDS
WITH OPERATIONS
LEADERSHIP

3

OVERHAULED OUR
DOCUMENTATION
TRAINING IS NOW
A PART OF THE
FTEP PROCESS

4

REINFORCED THE
PATIENT PERSPECTIVE
TO FIELD CREWS WITH
FICTIONAL PERSONAS

5

CHARGE RECONCILIATION
REPORT
(CAD TO EPCR TO BILLING)
NO LOST REVENUE

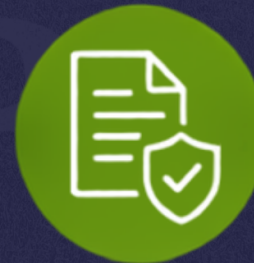
MEDICAL NECESSITY IMPROVEMENTS

Use **ePCR, Pcs** and the **Health Information Exchange (HIE)** data to tell the whole story.



IMPROVED SPECIFICITY IN DIAGNOSIS CODES

- Began requiring external cause of injury codes when applicable (e.g. falls, MVAs).



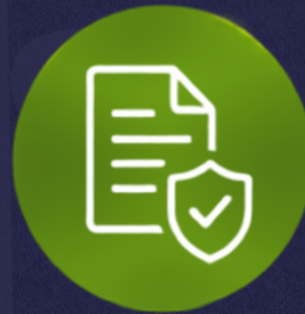
ENFORCED AN EXISTING CLAUSE IN FACILITY CONTRACTS

- That made the facility responsible when medical necessity was not met.

CODING OPTIMIZATION



- Hired certified coders
- Enhanced coder engagement and education related to payer-specific requirements



- Coding rejections and denials reviewed by coding team
- Implemented monthly coding audits with feedback loops.

KEY RESULTS *AS OF 6/30/2026*



REDUCTION IN DENIALS RECEIVED FROM 2024 TO 2026

- CO-16 denials reduced **50%**
- CO-252 denials reduced by **7%***



SCAN ME!

Scan the QR code to view **EMSA's June 2026** Revenue Cycle Performance KPI Dashboard.

DENIAL REASON	1/2024	2/2024	3/2024	4/2024	5/2024	6/2024	1/2026	2/2026	3/2026	4/2026	5/2026	6/2026
CO16 Claim/service lacks information which is needed for adjudication.	748	1,027	1,332	1,150	1,846	1,314	309	438	418	550	520	423
CO252 An attachment/other documentation is required to adjudicate this claim/service.	497	757	747	631	703	363	459	393	555	564	467	329

*Compared to the same period in 2024.



KEY RESULTS **AS OF 7/1/2026**



Coding quality **(97%)**



Enhanced support for clean claim submission **(99%)**



Improved Aging

- Over 90 days: **31%** to **13%**

↑ **58% Improvement***

- Over 180 days: **14%** to **1%**

↑ **92.9% Improvement***



Strengthened EMSA's audit readiness and regulatory compliance

**Improvement percentage may vary when rounded.*



Fredricka Harris
nCite Program Manager
Solutions Group Services

PRESENTER

Q & A



Fredricka Harris
nCite Program Manager
Solutions Group Services



Sonia Coleman
Director of Revenue
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ASK THE EXPERTS



NEXT WEEK

Q3. RED ZONE EFFICIENCY: CLAIMS & BILLING



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**Jan-Care Ambulance &
General EMS**

FIND IT BEFORE THEY DO.

A clinically informed review of your coding, documentation, and compliance—pinpointing where earned revenue is slipping away **before** a payer or auditor finds it first.

REVENUE LEAK
FOUND

CALL IN REINFORCEMENTS.

Project-based support across coding, data entry, and A/R follow up, clearing backlogs and stabilizing production **without** adding permanent headcount or a long term commitment.

	CODING	✓
	DATA ENTRY	✓
	A/R FOLLOW-UP	✓

BACKLOG
CLEARED →

BUILD A BETTER PLAYBOOK.

Pairs your leadership with our revenue cycle experts to turn findings into **lasting** improvements in process, documentation, and reimbursement.





Explore the Leadership Platform!

A space for leaders to move beyond survival mode and lead with clarity, intention, and sustainability in every area of life.

ASBELMONTES.COM



THE
LEADERSHIP
LAB WITH *Asbel Montes*



SCAN TO SUBSCRIBE





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