



**CAPE COD HEALTHCARE**

**Cape Cod Healthcare**

**Vice President of Patient Financial Services & Revenue  
Cycle**

Hyannis, MA

**Position Specification**

**June 2017**

## Summary

Cape Cod Healthcare, located in Hyannis, Massachusetts, is recruiting a Vice President, Patient Financial Services and Revenue Cycle to lead the financial team from registration to reconciliation. This person will be a member of the Senior Leadership Team reporting to the Chief Financial Officer of the system.

## The Opportunity

This is an opportunity for an experienced revenue cycle leader to build a management team in a progressive organization that is strong on innovation and creative thinking. This new Vice President will have the ability to create a national model for a high performing department with a team that is eager for leadership and development. In addition, this person will be working closely with a senior team that is collegial, collaborative and visionary.

## The Organization

Cape Cod Healthcare (CCHC) is the leading provider of health care services for residents and visitors of Cape Cod. It is a dynamic, fast paced, and growing organization. With more than 450 physicians, 5,300 employees and 800 volunteers, CCHC is the Cape's main provider of acute care (two hospitals), primary care, specialty care, homecare and hospice services, skilled nursing, assisted living and rehabilitation services, Cape-based laboratory services, blood donation programs, and numerous community health programs. For more information, please visit [www.capecodhealth.org](http://www.capecodhealth.org).

### **Mission Statement**

*"To coordinate and deliver the highest quality, accessible health services, which enhance the health of all Cape Cod residents and visitors."*

### **Vision Statement**

*We will be the health service provider of choice for Cape Cod residents by achieving and maintaining the highest standards in healthcare delivery and service quality. To do so, we will partner with other health and human service providers as well as invest in needed medical technologies, human resources and clinical services. Above all, we will help identify and respond to the needs of our community.*

### **Values Statement**

*To be compassionate, respectful and professional in the way we deliver care. To be relentless in pursuing the highest standard of quality through continuous improvement, emphasizing the power of teamwork. To be honest, ethical and open in all our relationships. To be responsible stewards of the community's resources by working efficiently and cost effectively. To serve all without regard to sex, race, creed, residence, national origin, sexual orientation or ability to pay."*

## The Department

The main operations of the revenue cycle include:

- Registration and admitting
- Point of service collections
- Insurance billing and collections

- Underpayment and denial management
- Patient balance collections
- Financial and Insurance counseling
- Collection agency oversight
- Professional coding
- Charge Master
- Inpatient Coding
- Health Information Management
- Financial Clearance

Physician billing over the past 10 years has increased from \$10 million to \$100 million and total system revenues have increased from \$600 million to almost \$1 billion. Soarian is the financial operations system and eClinicalWorks will be installed as the platform for the physician practices. The department employs over 200 conscientious and hardworking group of individuals, some of whom are union employees.

## **The Position**

Reporting to the SVP/Chief Financial Officer (CFO), the Vice President of Patient Financial Services & Revenue Cycle (VP) plans, implements and directs patient access, billing, and collection functions of the Cape Cod Healthcare system and has seven direct reports. They include managers of: Physician Revenue Cycle, Operations, Medical Records, Professional and Outpatient Coding, Inpatient Coding, Charge Master Systems and Patient Access.

This position is responsible for leading, developing, and implementing an integrated, system-wide division, employing standardized policies and procedures to achieve established goals. The VP provides leadership, strategic direction, and coordination of staff and systems and will drive continuous improvement and transformation to achieve a high level of operational performance. The VP will reassess and define the organizational structure for integrated operations.

In addition, the VP will be expected to:

- Develop and implement policies and procedures related to all aspects of the patient financial services and revenue cycle processes;
- Manage quality through effective use of performance metrics, dashboards and integrated process review;
- Create professional development programs and opportunities for the managerial professionals;
- Develop and maintain a strong patient financial services and revenue cycle team through effective recruitment, talent management, and creation of a collaborative results-oriented culture with a focus on continual improvement;
- Foster a climate in which people feel valued and are motivated to achieve best in class benchmarks;
- Ensure compliance with external billing requirements; monitor and research regulatory changes and ensures that changes impacting medical billing are communicated to providers and staff accordingly;
- Manage staff compliance with requirements for CMS, Joint Commission, and other regulatory bodies;

- In conjunction with other department leaders, implement strategic and operational initiatives in Accounts Receivable management;
- Maximize revenue and cash flows;
- Oversee registration, eligibility, and third-party verification, billing and collections;
- Prepare financial reports and analyses to show progress or adverse trends and makes appropriate recommendations or conclusions;
- Develop departmental strategies to meet cash projections formulas, reduce days in Accounts Receivable, and reduce denials.

## **The Candidate**

The right candidate has a Bachelor's degree and is Master's prepared in business administration or another related field. S/he will have at least 10 years of progressively responsible experience of which at least five years should be in a position with management responsibility and experience in healthcare. This is a position for a leader, who has a successful track record in Revenue Cycle operations. Certification through AAHAM, HFMA, and/or MGMA is a plus.

The VP must have the following skills, competences and attributes:

- Strong knowledge of hospital and professional revenue cycle gained in one or more settings to include complex healthcare systems;
- Proficient knowledge of all payer models including private pay, government, and contracted programs; direct knowledge of processes related to registration, admissions, coding, billing, and collections;
- Extensive knowledge of revenue cycle information systems and generally tech savvy;
- Demonstrated experience leading teams whose efforts have resulted in improved/industry standards such as clean claim rates, accelerated cash collections, and reductions in cost-to-collection ratios;
- Broad knowledge of financial policies and regulations governing healthcare;
- Significant experience and understanding of government program guidelines, HCPCS, ICD, CPT, revenue codes, DRG, payment methodologies, and managed care operations for both hospital and physicians billing;
- Strong background in strategic planning and analysis, identification of trends and opportunities;
- Intellectual curiosity and success in achieving best practices, business process re-engineering, information technology, and business planning.

In addition, the right candidate will have the following attributes:

- Exceptional leadership skills with demonstrated ability to build successful teams, make positive team-centered contributions, and drive change;
- A professional who thrives on the value of a successful revenue cycle operation and conveys that to the staff;
- Metric-driven with a priority focus on the patient experience and physician satisfaction and emphasis on continuous improvement and process refinement;
- Proven ability to make sound business decisions regarding change management, human resources, and budgets;
- Ability to manage conflict and negotiate;

- Excellent communication skills and ability to present complex information in a clear, understandable and persuasive manner;
- Excellent interpersonal and relationship-building skills;
- Thrives in a fast-paced, dynamic and progressive culture;
- Thoughtful and strategic in identifying issues and tactical in implementing solutions
- Enjoys mentoring, teaching and developing staff.

## Critical Success Factors

1. Will develop and execute a plan to achieve a status where there is no AR over six months.
2. Develop high performing teams within the revenue cycle to regain their “best practice” designation as defined through the HFMA benchmarks.
3. Research, benchmark and decide on financial clearance software.
4. Introduce system optimization and maximize technology, specifically in cash management and financial clearance. Bring the claims denial rate into the single digits, reduce the bad debt.
5. Initiate discussion around linking performance to policy.

## Location

While many people think of Cape Cod as a single place — or, even, a single town — in fact, it is a region with sub-cultures. In its 70-mile length, you can find commuter-style suburbia in Bourne or Sandwich (where some residents commute daily to Boston or its corporate-park suburbs), a classic New England-style town center in historic Barnstable Village, beach-community casualness in Dennis Port or Harwich Port, upscale sophistication in Chatham or wintertime tranquility in Wellfleet, Truro, and off-season Provincetown. Cape Cod's natural setting makes finding fun easy for any outdoor enthusiast.

There is easy access to both Boston and Providence, and all the cultural amenities those cities offer. Both are just about an hour from the bridge. Coach-style bus service is available to both cities (as is short-hop plane service, from airports in Provincetown and Hyannis).

Hyannis, the unofficial capital of the Cape, is a village on the Cape Cod peninsula in Massachusetts. It is known for beautiful sandy beaches, boating, unique stores and excellent restaurants year-round. The private Kennedy Compound is located at nearby Hyannis Port. The John F. Kennedy Hyannis Museum chronicles the assassinated U.S. president’s family vacations through videos and photographs. At the harbor, the Cape Cod Maritime Museum has boat-building exhibits. Ferries connect Hyannis to Nantucket Island and Martha’s Vineyard.

## Compensation

Compensation package will be commensurate with the selected candidate’s background and accomplishments. Most significant is the opportunity to assume a key role working in an innovative organization with a talented team of committed professionals.

## For More Information

We welcome nominations and confidential inquiries. Interested parties please send a resume and cover letter to [CCHCVPrevCycle2213@ZurickDavis.com](mailto:CCHCVPrevCycle2213@ZurickDavis.com). For additional questions, please contact **Myranne Janoff**, **Fernando Limbo** or **Jacqueline Rosenthal** at 781.938.1975. All contact with our office will remain confidential.

*Cape Cod healthcare is an Equal Employment / Affirmative Action Employer. Applicants are considered for all positions without regard to race, color, religion, sex, national origin, age, veteran status, disability, sexual orientation, gender identity or expression, or any other characteristics protected by law.*