27th Annual Revenue Cycle and Finance Conference
Building Beyond: Leading the Future of Revenue & Finance

GAPS TO GAINS:
LAUNCHING AN ENTERPRISE CHARGE RECONCILIATION PROGRAM

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Jess Gosselin

January 15, 2026

Agenda

Key Topics	Time
Introductions	*5 minutes*
OneBILH EPIC Transformation	*15 minutes*
Role of Revenue Integrity	*15 minutes*
Foundational Strategies for an Enterprise Charge Reconciliation Program	*15 minutes*
Establishing Operational Governance	*10 minutes*
Lessons Learned and Future State	*10 minutes*

Objectives for Today

1. Provide an overview of Revenue Integrity functions and organizational benefits

2. Examine leading practice charge reconciliation activities

3. Define roles and responsibilities for charge capture and charge reconciliation processes

4. Examine Governance Structures

5. Review available tools in Epic to support charge reconciliation activities

6. Discuss lessons learned and plans for BILH's future state

Introductions

Mary Beth Remorenko
SVP & Chief Revenue Cycle Officer
Beth Israel Lahey Health

- Mary Beth has over 25 years of experience in senior finance and revenue cycle management, with a focus on performance improvement, organizational and process redesign, and system optimization. She began her career as an appointment scheduler. Prior to BILH, she served as Interim Chief Revenue Cycle Officer at Geisinger Health and Enterprise Vice President of Revenue Cycle Operations at Mass General Brigham (MGB), where she worked for 17 years (Mass Eye and Ear, MGH, Partners).
- Mary Beth is deeply committed to healthcare transformation, automation, and enhancing both the patient and provider experience. She holds a Master's degree in Health Administration from Simmons University and currently serves as Treasurer for HFMA MA/RI chapter.

Introductions

Jess Gosselin
Executive Director, Revenue Integrity
Beth Israel Lahey Health

- Jess has nearly 20 years of Revenue Cycle experience, where she has led strategic oversight of revenue cycle operations to ensure accurate, compliant, and optimized billing processes.
- Jess has helped to design and implement workflows, charge capture protocols, and internal protocols, which mitigated risk while enhancing reimbursement accuracy during the BILH Epic Transformation
- Jess brings a demonstrated ability to translate regulatory changes into enterprise-wide training, system enhancements, and audit-ready reporting dashboards. Her leadership philosophy centers on collaboration, transparency, and continual process refinement—enabling BILH to maximize net revenue, reduce denials, and deliver exceptional financial integrity.

BILH at a Glance

14
Hospitals Working Together

100+
Locations in Massachusetts and New Hampshire

39,000
Team Members Caring for Our Communities

- 2 Major Academic/Teaching Hospitals
- 8 Community Hospitals
- 2 Specialty Hospital

- 8 Emergency Departments
- Over 100 Rehab Locations
- Dana Farber Cancer Institute

BEST HOSPITALS
U.S.News
RANKINGS

BEST REGIONAL HOSPITALS
U.S.News
RANKINGS

HIGH PERFORMING HOSPITALS
U.S.News

OneBILH EPIC Roadmap

Wave 1 Go-Live	Wave 2 Go-Live	Wave 3 Go-Live
June 2024	October 2024	October 2025

Wave 1 Go-Live — June 2024
- Beth Israel Medical Center
- Lahey Hospital & Medical Center
  - Peabody & Burlington
- Beverley Hospital
  - Addison Gilbert
  - BayRidge Hospital
- Winchester Hospital
- New England Baptist Hospital
- Joslin Diabetes Center

Wave 2 Go-Live — October 2024
- Anna Jaques Hospital
- BID- Milton Hospital
- BID- Needham Hospital
- BID- Plymouth Hospital

Wave 3 Go-Live — October 2025
- Mouth Auburn Hospital
- Exeter Hospital
- BILH Behavioral Services
- HMFP

2027
- Dana Farber Cancer Institute

OneBILH Enterprise Revenue Integrity Shift

Shift in the organizational structure from decentralized local teams to a centralized system, enterprise team

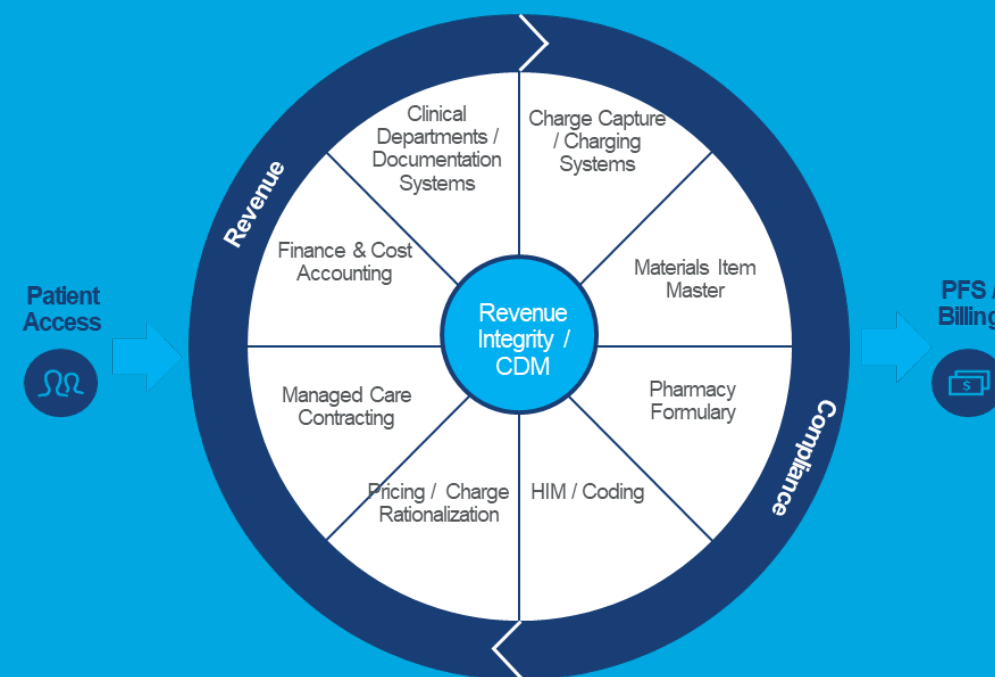|	
CDM Consolidation and Review	Reporting and Department Structure
Strategic Pricing Review	Workqueue Alignment

Policies and Procedures

Role of Revenue Integrity

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What is Revenue Integrity?
Revenue Integrity is an *interdisciplinary effort and governance structure* for key stakeholders to *effectively identify, improve, and sustain charge capture.*

What is the Governance Structure?
The overall governance structure does not depend solely on one function as it takes *several areas to improve and sustain robust charge capture.*

Patient Access

PFS / Billing

Revenue

Clinical Departments / Documentation Systems

Charge Capture / Charging Systems

Finance & Cost Accounting

Materials Item Master

Revenue Integrity / CDM

Managed Care Contracting

Pharmacy Formulary

Pricing / Charge Rationalization

HIM / Coding

Compliance

The Revenue Integrity Department is an integral component of the overall governance structure that oversees and maintains revenue cycle charging processes.

They oversee the CDM/EAP chargeable, CDM/EAP charge linkages to the Chargeables/Orderables/Performables, monitor charge audits, provide charging performance, report and communicate with clinical leadership, and *act as the "go to" charging team to support BILH clinical departments.*

Revenue Integrity Guiding Principles
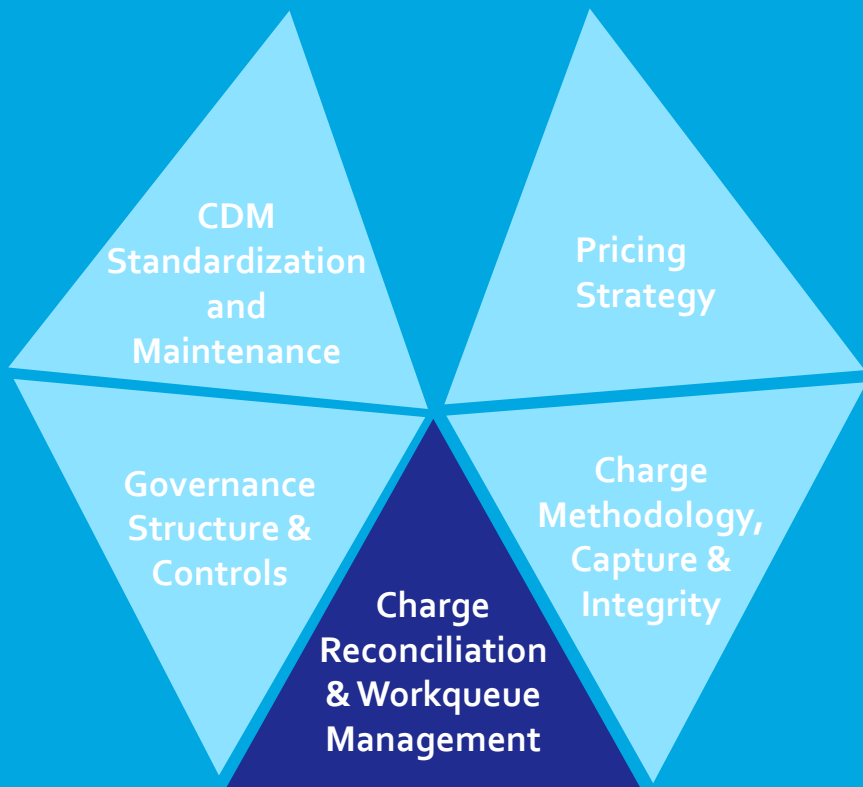
GOVERNANCE STRUCTURE & CONTROLS
- A system-wide Revenue Integrity Department that governs the corporate CDM and charging functions
- An established performance process
- The standard responsibility and accountability matrix is defined

CDM STANDARDIZATION & MAINTENANCE
- CDM build is standardized across the system
- Formalized policy for maintaining the CDM, including routine reviews
- Established ancillary to CDM crosswalks that is routinely reviewed for required updates

PRICING STRATEGY
- Defensible pricing based on cost and other factors
- Pricing transparency to consumers
- Thresholds in place to limit pricing variability for like services

CHARGE METHODOLOGY, CAPTURE & INTEGRITY
- Standardized charge capture policies and procedures are implemented across the system
- Minimal variations in charge capture methodology for like departments

CHARGE RECONCILIATION & WORKQUEUE MANAGEMENT
- Charges are reconciled through standardized, technology-driven charge review workqueues
- Centralized workqueue monitoring and follow-up occurs with clinical departments, assisting with issue management and resolution (e.g., root-cause analysis, training & education)
- Workqueue logic and thresholds are routinely evaluated and updated

CDM Standardization and Maintenance

Pricing Strategy

Governance Structure & Controls

Charge Methodology, Capture & Integrity

Charge Reconciliation & Workqueue Management

What Charge Reconciliation

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Charge Reconciliation is…

The end-of-day process of confirming that each encounter has all the appropriate charges and documentation on their account to ensure for accurate billing

The process ensures that for each visit…

- ✓ No charges are missing
- ✓ Charges are appropriate based on the documentation
- ✓ Charging issues are reconciled with IT or clinical staff

We support Charge Reconciliation using…

- ✓ Standard Epic reporting
- ✓ Education and support from Revenue Integrity team members

With the appropriate support, we expect all clinical departments to be responsible for overseeing their revenue at go-live

Why Charge Reconciliation Is Important

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Patient Satisfaction

Ensures patients are billed timely and for the correct services.

Revenue Drives Mission

The more accurately, timely and comprehensively we bill, the more we can re-invest in patient care and staff.

Compliance

Incorrect charging or documentation is a compliance risk.

Issue Identification

Helps identify issues sooner to provide workflow training and fixes – fostering collaboration between revenue cycle and clinical teams.

Foundational Strategies for an Enterprise Charge Reconciliation Program

An effective charge reconciliation process improves charging accuracy, identifies consistently missed or incorrect charges, and can help pinpoint performance improvement opportunities. In Epic, the reconciliation process is performed via the use of workqueues and reports on a daily basis.

Clinical Department Revenue Manager

Epic Reports

- Revenue Guardian Encounter Report (including Op Notes and Rounding Notes missing charges)
- Revenue and Usage Report (HB)
- Charge Router Reconciliation Report
- PB Open Encounters Report
- Application Specific Reports (see your department tip sheets)

1 **Review & Resolve Workqueue Errors**
Review your workqueues and address issues holding up accounts (*Note: charge review WQs hold charges from posting; Departments may have additional WQs with downstream impacts to charge generation and should also be worked*)

2 **Run Epic Revenue and Charge Reconciliation Reports**
Run reports to review charges and volume trends for completeness and accuracy

3 **Analyze**
Compare total charge amounts and quantities to schedule, logs or census reports to confirm each patient has a charge

4 **Take Action**
If there are any charges in questions, such as missing charge or incorrect charging; reach out to Revenue Integrity staff or submit an IT ticket for help

- Know your responsible departments and cost centers
- Know your responsible workqueues and confirm you have access
- Know the charges for your department (CDM)
- Support your clinical staff to enter charges timely
- Assign back-up staff to support your revenue manager activities
- Reference departmental charge reconciliation tip sheets for report setup and navigation; submit an IT ticket for support

System-Wide Role and Responsibilities

Clinical | Revenue Cycle | Information Technology

Role	Key Responsibilities
Revenue Integrity	• Overall project ownership and oversight of execution for all charging related activities • Key contact point for both clinical and IT teams • Responsible for overall charging goals at go-live and beyond • Provides service line level support at each facility • Supports Charge Review and Revenue Guardian Edits (with some exceptions – i.e. lab and pharmacy)
Facility Charge Champions	• Messages and supports charge reconciliation goals • Top level escalation point for clinical charging related issues or risks • Validates that overall content and messaging is appropriate for clinical teams • Supports revenue integrity in identifying potential risk areas at go-live • Responsible for monitoring baselines and variances for their departments
Epic Team	• Supports charging and reporting related build during implementation and go-live specific to their application • Understands and maintains necessary Epic related documentation for charge training and support • Resolves IT related issues as reported by department and service line owners
Department Directors	• Responsible for monitoring baselines and variances for their departments • Champions issues escalated by cost center or department owners related to charging • Attends or assigns designee to represent their departments on daily revenue tracking calls at go-live
Cost Center / Department Managers	• Performs daily charge reconciliation using Epic reporting tools • Provides feedback to clinicians and staff for any corrections or missing charges • Submits tickets to IT team for Epic charging issues • Escalates revenue issues to Directors / VPs or represents issue on daily tracking calls

Charge Reconciliation Supportive Actions

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Weekly Email Communication

Recurring Service Line Call

Revenue Integrity Steering Committee

Executive Dashboard Components

Charge Reconciliation Education

ServiceNow Tickets

Governance & Functions

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The roles and responsibilities underlying a governance model serve as a foundation and framework for guiding work forward, specifying decision rights and allowing collaboration among stakeholders to achieve leading practice revenue integrity functions.

STEERING COMMITTEE

DECIDE: Drive decisions on strategy, issues, changes, and adjustments in order to drive rapid adoption and adherence

DIRECT: Direct and monitor program progress, understand risks/issues, assess potential impact, and communicate information about committee decisions to their respective business functions

ADVISE: Provide strategic insight and expertise around aspects of the defined outcomes

REVENUE INTEGRITY DEPARTMENT

MANAGE: Direct and monitor resources to achieve the defined outcomes for Revenue Integrity

INTEGRATE: Collaboration and adoption of system policies and procedure with other departments to ensure alignment of the overall business strategy and integrated activities

CLINICAL OPERATIONS

MONITOR: Revenue owners validate and monitor clinical operations adherence to system standards and processes (e.g. charge capture charge reconciliation)

SUPPORT: Support adoption and provide input on Revenue Integrity strategies, initiatives, policies, and processes

EXECUTE

OVERALL REVENUE INTEGRITY

- Strategy
- Policies & Procedures
- Communication, Adoption, & Education
- Performance Management
- QA, Issue Identification, & Remediation
- Technology Maintenance

SPECIAL PROJECTS

- Overall Project Management
- New System Implementations
- Mergers And Acquisitions
- Special Projects / Department Initiatives (e.g., Supply Charging Standardization, RFID, Charge Capture Audits)

CHARGING & PROCESS IMPROVEMENT

- Charge Capture Oversight, Execution, & Monitoring
- Charge Reconciliation & Revenue Monitoring Execution & Oversight
- Workqueue Oversight, Execution, & Maintenance
- Charge Capture & Reconciliation Training and Education

CDM & PRICING

- Pricing Strategy & Execution
- CDM Maintenance & Monitoring
- Change Request Management
- Workqueue Maintenance
- Dynamic Pricing Maintenance
- Pricing And Net Revenue / Contribution Analyses

DATA ANALYTICS

- Clarity reporting
- KPI Tracking
- Financial Modeling Updates
- Epic Workqueue Monitoring

Coordination with IT Department

Overall Charging Metrics Post Go-Live

Site	Cumulative Charge Variance	Weeks Post-Go-Live	Top	Median	Bottom
BIDMC	152%	52 weeks	108%	105%	103%
Needham	156%	52 weeks	108%	105%	103%
NEBH	122%	52 weeks	108%	105%	103%
AJH	120%	52 weeks	108%	105%	103%
Milton	120%	52 weeks	108%	105%	103%
Plymouth	112%	52 weeks	108%	105%	103%
Exeter	103%	10 weeks	104%	101%	98%
MAH	103%	10 weeks	104%	101%	98%

Charge Reconciliation Challenges

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Standardizing an enterprise Charge Reconciliation Program requires the appropriate buy-in from leadership and a defined communication and escalation strategy that is relayed to all department leaders.

Establishing an ongoing charge reconciliation **training program** to account for frequent turnover and refresher training

Charge reconciliation gaps from limited visibility into **denial and revenue leakage**

Charge capture workflows vary widely across departments, leading to inconsistencies. Consistent charge capture methodologies must be established **across all departments.**

Future Enhancements

Automation

- Charge reconciliation tools that automatically identify discrepancies, reducing manual workloads

- Integrated reconciliation dashboards that provide real-time visibility into missing charges and billing errors

- Exception-based workflows that allow staff to focus only on flagged discrepancies rather than manually reviewing every charge.

By reducing dependency on manual processes, revenue cycle teams can reallocate time to higher-value activities, such as optimizing billing workflows and improving financial performance

THANK YOU!

COMPANY LOGO(S)