



STROUDWATER

**STRENGTHENING REVENUE CYCLE
PERFORMANCE:
ALIGNING INTERNAL TEAMS AND EXTERNAL
PARTNERS TO DRIVE FINANCIAL PERFORMANCE**

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PANELISTS



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SETTING THE STAGE



OVERVIEW

- Millinocket Regional Hospital (MRH) is a 25-bed Critical Access Hospital (CAH) located in Millinocket, Maine, with two Rural Health Clinics
- MRH bills for the following service areas:
 - Inpatient
 - Outpatient
 - ER
 - Swing Bed
 - RHC
 - Method 2 Billing for ER and Radiology
- Trubridge (TB) is the outsourced vendor for Revenue Cycle for all services except for coding



PURPOSE

- Help identify the top opportunities to improve financial and operating performance within the revenue cycle. To identify performance-improvement opportunities that will result in increased financial stability, with areas to address including:
 - Revenue cycle measurement and processes
 - Service line growth and expansion opportunities
 - Organizational architecture and management principles
 - Overall strategic direction

*Please note that this report was based on our determination of the highest value opportunities for MRH as identified during the site visit. Additional opportunities for performance improvement may exist that were not reported or detected during the visit.



LEVERAGING THE SMALL RURAL HOSPITAL IMPROVEMENT PROGRAM (SHIP) GRANT FUNDS

- A grant administered by the Health Resources Service Administration's Federal Office of Rural Health Policy under the U.S. Department of Health and Human Services
- Funds states to provide technical assistance for small hospitals to:
 - Improve how to collect data for reports
 - Help boost quality outcomes
 - Make everyone accountable across the continuum of care
 - Maintain accurate billing and coding
- The Maine Rural Health and Primary Care Program has contracted with Stroudwater to provide support for Maine's small hospitals



MAINE SHIP PROJECT MILLINOCKET RCM ASSESSMENT

Project Overview: Millinocket Regional Hospital

- Timeline: Jan – April 2026 | Funding: Maine SHIP Grant

Core Objectives

- Help identify the top priorities to improve financial and operational performance within the revenue cycle
- Identify areas that will increase financial stability, including revenue cycle measurement and processes, service line growth, organizational architecture, and overall strategic direction
- Optimization: Identify revenue cycle bottlenecks and provide "course correction" strategies for 2026

Key Pillars of Analysis

- Evaluation of existing reporting, key performance indicators, and outsourced vendor management
- On-site RCM Assessment, including meetings and interviews with key stakeholders, leadership, and staff
- Follow-up interviews and strategy call to prioritize action plan and set goals

Critical Milestones & Logistics

- Project Kickoff: January 9, 2026. Set timeline, expectations, and data request
- Field Engagement: On-site meetings: February 10, 2026. Interviews, analysis, and data collection
- Final Delivery: March 16, 2026. Discussion of findings, prioritization of next steps, and evaluation of action plan



POLLING QUESTION 1

- Which area of the revenue cycle do you believe represents the greatest opportunity for improvement in your organization today?
 - Front-end registration/eligibility
 - Prior authorization
 - Denials management
 - Insurance follow-up / A/R
 - Cash posting/reconciliation
 - Vendor oversight and accountability
 - KPI reporting and performance monitoring



MILLINOCKET CURRENT CHALLENGES

High-Level Areas of Concern

MRH implemented a new EMR in May 2024 and has seen a decrease in Net Revenue Percentage

Low performance from outsourced vendor (TruBridge)

Some opportunities for training and guidance due to recent turnover in staff

Controller new in role October 2024

Retirement in Q4 2025 of the long-term Director of Patient Financial Services (PFS) has resulted in the reassignment of specific duties and activities to others within RCM

Purpose of RCM Assessment

Help identify the top opportunities to improve financial and operating performance within the revenue cycle

To discover performance-improvement opportunities that will result in increased financial stability, with areas to address including:

- Revenue cycle measurement and processes
- Service line growth and expansion opportunities
- Organizational architecture and management principles
- Overall strategic direction



POLLING QUESTION 2

- How aligned do you feel your internal teams and external revenue cycle partners are today?
 - Highly aligned
 - Mostly aligned
 - Somewhat aligned
 - Not well aligned
 - We do not use external partners



ASSESSMENT METHODOLOGY & DISCOVERY PROCESS

Objectives

Review prior revenue cycle activities within current processes for opportunities for improvement

Analyze current front-end and back-end activities to identify opportunities for efficiency improvements and streamlining activities

Evaluate the MRH Key Process Indicators (KPIs) against rural and industry revenue cycle benchmarks

Review denial management practices and make key recommendations on improvement strategies and solutions

Methodology

Stroudwater analyzed qualitative data gathered through the interview process and supporting documentation

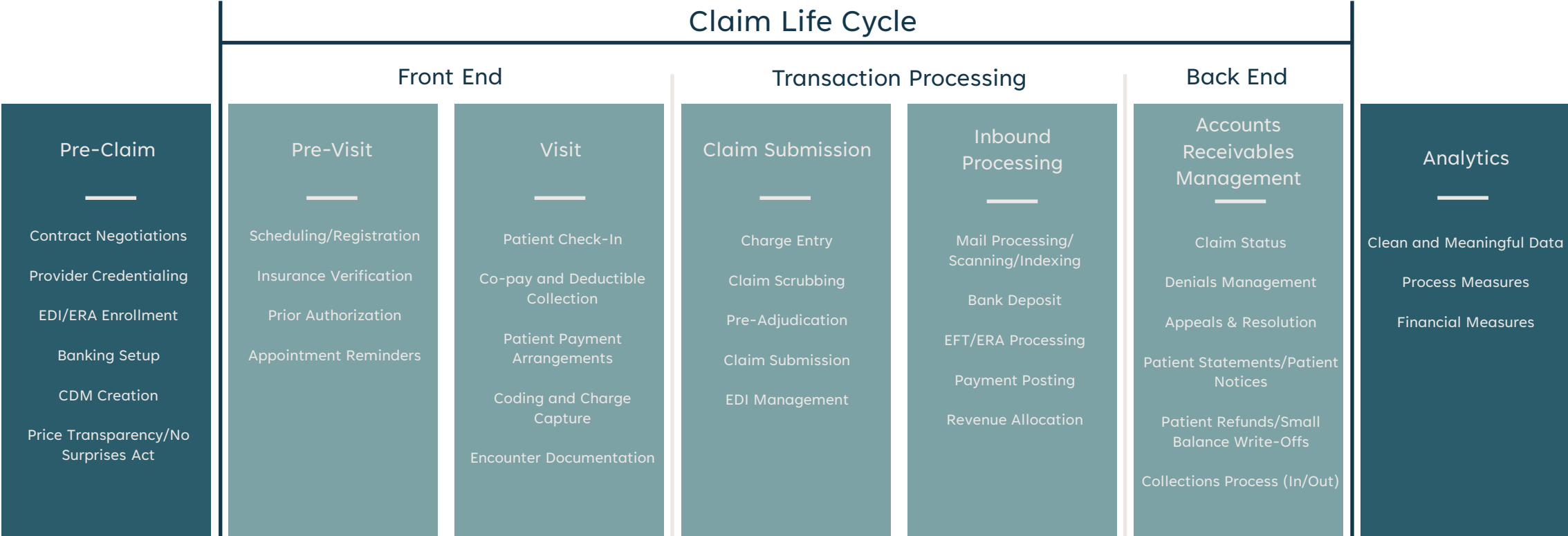
On-site meetings with associates from various RCM departments were held to understand processes further, including:

- Discussion of revenue cycle workflows in all areas
- Prior Authorization strategies and training
- Insurance follow-up strategy
- Coding audits and certifications
- Cash posting activities
- Denials management strategy
- Overall reporting and key performance indicators

The results of Stroudwater's analysis were summarized with a written report provided to Millinocket



REVENUE CYCLE MANAGEMENT METHODOLOGY



Claim Life Cycle

Month-End Closing

Cost Reporting

Compliance

Performance Management

IT & Quality



EARLY WINS AND ACTION STEPS

Stroudwater’s team provided recommendations for each area and scored them based on the key to the right →

In addition to identifying challenges and improvement opportunities, the project included a month-by-month implementation plan

EXECUTIVE SUMMARY & PRIORITY RECOMMENDATIONS

Stroudwater recommends prioritizing areas of opportunity based on their score and importance to MRH’s overarching mission, strategies and goals

Area	Score	Summary Recommendations
Key Performance Indicators and Analytics	●	
Outsourced RCM Vendor	●	Pre-Visit and Pre-Claim Activities

Area	Score	Summary Recommendations
Coding and Documentation	●	
Inbound Processing / Payment Posting	●	
Denials Management	●	Categorize denials for improvements

Scoring Key:

- Well-aligned with best practices; limited opportunities for improvement
- Partially aligned with best practices; opportunities for improvement and/or additional discovery
- Misaligned with best practices; requires attention

Scores are based on the information provided



Q&A

POLLING QUESTION 3

- What is the most likely action your organization will take as a result of today's session??
 - Review revenue cycle KPIs and reporting
 - Assess vendor performance/accountability
 - Reevaluate denial management workflows
 - Conduct staff training/workflow review
 - Consider an external revenue cycle assessment
 - Share learnings with the internal leadership team





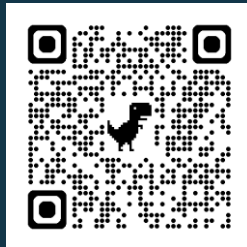
COMMITTED TO INCREASING THE IMPACT OF RURAL AND COMMUNITY HEALTHCARE.

Our team of rural and community healthcare experts support the leadership of hospitals, health systems with a rural footprint, and the groups and clinics that form an essential care network across the 97% of the US that is defined as rural.



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