



# LEADERSHIP PROFILE

Southeastern Health  
**Director, Revenue Cycle**



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## Table of Contents

The Opportunity	1
Organization Overview	3
Goals and Objectives	8
Candidate Qualifications	9
The Community	11
Procedure for Candidacy	12

## The Opportunity

The Director of Revenue Cycle will be responsible for developing, managing, and maintaining an optimally functioning revenue cycle through-out Southeastern Health. The Director provides fiscal and management support services in controlling, verifying, and regulating Patient Registration, Patient Financial Services, Customer Financial Services, Cash Management, and Health Information Management. This includes billing, insurance and patient follow up, cashiering and refunds, contract management, charge master coordination, and collection agency relationships. Accounts receivable management and all functions necessary for the proper adjudication of claims and revenue obtainment are also included. In addition, the Director will oversee the functional areas of admitting, emergency room admitting, and facility and ambulatory patient financial services. These services act interdependently during a patient visit, contributing to critical information required for proper reimbursement. Health Information Management is also supported by this position ensuring proper staffing, systems, and regulatory factors are all supported to ensure timely resolution of departmental functions for coding, claims submission, and clinical team support.

This position will play an integral role in the implementation of Southeastern Health's strategic initiatives that are related to the revenue cycle. This leader will develop employee education and training programs to ensure staffing competencies. Talent development and mentoring of key leaders within the department is an extremely important role for the Director. The Director will identify what best practices drive the entire revenue cycle function toward continuous improvement. The critical nature of these services support and develop growth for Southeastern Health and its facilities, making it imperative for the Director of Revenue Cycle to be a strategic thinker and excel in communications.

The team at Southeastern Health utilizes Epic for EHR and revenue cycle. The Director of Revenue Cycle reports to the Vice President of Finance/Chief Financial Officer (CFO) and will supervise 53 employees.

Direct reports currently include:

- Health Information Services (HIM) Manager
- Patient Financial Services (PFS) Manager
- Patient Access Manager
- Customer Financial Services (CFS) Manager

The following are the key duties and responsibilities for the Director of Revenue Cycle:

- Provides leadership support to the management teams of Patient Access, Patient Financial Services, Health Information Management, and Customer Financial Services.
- Collaborates with Southeastern Health leadership to define the overall revenue cycle strategy for the organization.
- Defines, establishes and communicates revenue cycle performance expectations, including, but not limited to prior authorization, registration and admission, charge master, charge capture, clinical documentation improvement, coding, claim processing, cash posting, denial management, collections, customer service, financial counseling, and all other aspects of revenue management.

- Ensures compliance standards of Patient Access, Patient Financial Services, Customer Financial Services and HIM departments are met to ensure accurate information on all billing, patient, and physician Information.
- Will report to Southeastern Health leadership on key performance indicators (KPI's) such as AR days, days unbilled, bad- debt expense, denial management, cost-to-collect ratios, cash collections including upfront collections, budgetary performance, and patient scheduling metrics.
- Responsible for initiating process improvements for those key result areas demonstrating less than optimal performance.
- Will continually look for economically feasible system solutions that will increase the effectiveness of the revenue cycle services.
- Access to patient information and communicating with patients is necessary to perform these job duties; therefore, the ability to maintain professionalism is a requirement and practice within legal, ethical and professional boundaries.
- Job duties of this position will require access to protected patient health information (PHI). Each member of the Southeastern Health team is accountable for appropriate use of the record and compliance with all confidentiality and security policies and procedures related to use, access, and disclosure of PHI.
- Develops and promotes an environment of service excellence, collaboration, and patient centric performance in operations to ensure top performance in customer service as measured by customer surveys.
- Provides advice and counsel on Southeastern Health revenue cycle initiatives and programs to senior leaders, department heads, and clinical departments.
- Contributes to the institutional knowledge of the latest trends, practices and state-of-the art technology as applicable to areas of responsibility.
- Develop and monitor financial assistance program in accordance with IRS guidelines for non-profit healthcare systems.
- Develop and monitor the accuracy and timeliness of pricing estimates and out-of-pocket cost to patients at time of registration and scheduling.
- It is vital that an individual in this position be capable of excellent communication skills.

## Organization Overview

Southeastern Health, a non-profit organization, is a comprehensive health care system which offers a wide array of health care services through its affiliated divisions. Southeastern Health is licensed for 452 beds and includes Southeastern Regional Medical Center, a DNV GL – Healthcare accredited hospital which offers a combination of acute care, intensive care and psychiatric services to more than 16,000 inpatients and 65,000 emergency patients annually. The medical center is licensed for 292 general acute care beds and 33 psychiatry beds. WoodHaven Nursing, Alzheimer's and Rehabilitation Center is licensed for 115 beds and Southeastern Hospice House is licensed for 12 beds.

### Vision

To be the health system of choice by advancing the health of our communities through partnerships, learning, and providing high quality and compassionate care.

### Mission

Southeastern Health exists to provide quality regional health care in a safe, compassionate and efficient environment.

### Values

- *We act morally and ethically*
- *We strive for excellence in customer service*
- *We pursue positive change*
- *We work to improve our community*
- *We commit to be the best*

### History

SRMC's history dates back to two predecessor organizations. In 1906, Dr. Neil Archie Thompson opened Robeson County's first hospital, Thompson Hospital. Then in 1921, Dr. Horace M. Baker opened Baker Sanatorium. In 1946, the Thompson Hospital merged with the Baker Sanatorium to form Baker-Thompson Memorial Hospital.

In 1953, a new 140-bed hospital was constructed to replace the aging Baker-Thompson Memorial Hospital's facility. The new hospital was called Robeson County Memorial Hospital, to express the facility's position as the only hospital in the county. In 1954, a nursing residence was completed on the main campus. Although the nursing school closed in 1966, today a large portion of that original building is used for classrooms and labs for BSN students attending the University of North Carolina at Pembroke. In 1956, the hospital underwent its first major expansion adding 50 beds, a laundry, and two operating suites.

In 1960, as the hospital continued to grow, its name was changed to Southeastern General Hospital (SGH) in order to more accurately reflect the regional nature of the facility's services. In 1961, another major expansion added 75 beds and air conditioning throughout the building. In 1969, 80 long-term-care beds and a 23-bed psychiatric unit were opened in a 3-story building on the main campus.

Outpatient surgery was offered in 1975, and in 1976 a neonatal intensive care nursery was opened. In 1980, SGH began providing clinical training for Robeson Community College's associate degree nursing students. Home Health services were offered beginning in 1984. In 1986, the 80 long-term-care beds were moved to a new facility off campus and, in 1987, an additional 35 long-term-care beds were added which included a 15-bed dedicated Alzheimer's care unit.

In 1991, diagnostic cardiac catheterization services were first offered. In 1992, SGH opened its first primary care clinic which is located in Fairmont, NC. SGH celebrated its 40th anniversary on August 16, 1993, and announced a name change effective January 1st, 1994, to its current name--Southeastern Regional Medical Center (SRMC).

In 2003, a six story 134-bed Patient Bed Tower was opened replacing many of the out-dated patient rooms in the original building. In 2006, a seventh floor with 34 additional beds was opened, Southeastern Heart Center was dedicated, and SRMC performed its first open heart CABG procedure. Southeastern Hospice House, a 12-bed inpatient hospice facility, was opened in 2007 a few miles from the main campus.

Southeastern Health is still the only hospital in Robeson County and serves patients throughout southeastern North Carolina. The hospital is currently licensed for 452 beds, including acute care, psychiatric, inpatient hospice, and long-term-care beds. The hospital employs more than 2,100 people, has 117 active medical staff, and has a total of 395 credential providers (including physicians, physician assistants, nurse practitioners, and CRNAs).

## Health System Services

- Allergy/immunology
- Anesthesiology
- Cardiology
- Cardiothoracic Surgery
- Dermatology
- Endocrinology
- Emergency Medicine
- Ear, Nose and Throat (Otolaryngology)
- Family Practice
- Gastroenterology
- General and Vascular Surgery
- Geriatrics
- Gynecology
- Hematology
- Internal Medicine
- Medical Oncology
- Neonatology
- Nephrology
- Neurology
- Neurosurgery
- Nuclear Medicine
- Obstetrics
- Occupational Medicine
- Ophthalmology
- Orthopedics
- Pathology
- Pediatrics
- Physical Medicine and Rehabilitation
- Plastic Surgery
- Podiatry
- Psychiatry
- Pulmonary Medicine
- Radiation Oncology
- Radiology
- Rheumatology
- Urology

## **Southeastern Physician Services**

Southeastern Health's Physician Services operates more than 40 primary care, specialty and urgent care clinics throughout Robeson County and in Bladen, Cumberland and Scotland counties. Highly skilled physicians, physician assistants and family nurse practitioners are available in communities across the region to improve the health of the patients served.

### **Primary Care Clinics**

Southeastern Health Physician Services operates 13 primary care clinics, eight of which are strategically located throughout Robeson County, and three of which are located within Bladen, Cumberland and Scotland Counties. The staff specializes in providing quality family or internal medicine services, including routine and pre-employment physicals, drug screenings, preventive medicine, blood pressure checks, allergy injections, immunizations, family planning, pregnancy tests, and PAP smears.

### **Specialty Clinics**

The specialty clinics are designed to provide our patients with convenient, regular access to a variety of area medical specialists who have consulting privileges. They are also responsible for scheduling patients to use hospital services.

## **Affiliates**

### **Community Health Education Center (CHEC)**

### **Diabetes Community Center**

### **Gibson Cancer Center**

### **Southeastern Community Alternatives Program (CAP)**

### **Southeastern Health Heart and Vascular**

### **Southeastern Home Care Services**

### **Southeastern Home Health**

### **Southeastern Home Medical Equipment**

### **Southeastern Hospice**

### **Southeastern Hospice House**

### **Southeastern Lifestyle Center for Fitness / Southeastern Lifestyle Center for Rehabilitation**

### **Southeastern Occupational Health WORKS**

**Southeastern Palliative Care****Southeastern Psychiatry Clinic****Southeastern Radiology Associates****Southeastern Urgent Care Pembroke.****Southeastern Wound Healing Center****WoodHaven Nursing, Alzheimer's and Rehabilitation Care Center****Graduate Medical Education Program**

Southeastern Health has made a major commitment to developing and establishing osteopathic medical education. Southeastern Health's Southeastern Regional Medical Center (SRMC) is a major clinical campus for Campbell University's Jerry M. Wallace School of Osteopathic Medicine. The partnership with Southeastern Health involves training opportunities for third- and fourth-year Campbell medical school students, with additional residency programs provided post-graduation. Students and residents have the opportunity to train alongside primary care physicians at SRMC as well as primary care physicians and specialists throughout Southeastern Health's network of 40 affiliates. The Program includes emergency, family and internal medicine residencies and a pharmacy residency.

**Coastal Carolinas Health Alliance**

Established in 1991 as a way to build stronger peer relationships among hospitals on the coast of North Carolina, Coastal Carolinas Health Alliance has grown into one of the top hospital alliances in the country. Now serving a population of approximately one million people living in North and South Carolina; Coastal Carolinas Health Alliance's aim is to improve the health and wellness of those residing within our region through collaborative efforts.

**Southeastern Health Foundation**

Southeastern Health Foundation is a separate not-for-profit 501(c)3 organization that's mission is to organize regional community efforts which assist in the growth and development of quality health care provided by Southeastern Health. The foundation strives continually to meet the health care needs of individuals in the communities we serve through the generosity of others. Through their contributions, donors become an important part of the health care team by providing resources that would not be otherwise available.

## Recognition

**Southeastern Health is accredited by DNV GL – Healthcare** - By earning accreditation, Southeastern Health's SRMC has demonstrated it meets or exceeds patient safety standards set forth by the U.S. Centers for Medicare and Medicaid Services. DNV GL's accreditation program is the only one to integrate the ISO 9001 Quality Management System with the Medicare Conditions of Participation.

For additional information on Southeastern Health, please visit <http://www.srmc.org/main/>

## Goals and Objectives

The Director, Revenue Cycle is expected to accomplish the following goals and objectives within the first 12 to 18 months:

- Provide leadership oversight for revenue cycle functional areas, including scheduling, pre-service functions, patient access, coding, charge master, billing and recovery areas; assist in the management of daily operational processes, ensuring regulatory compliance and being the key leader in the implementation of strategic initiatives.
- Assess the current revenue cycle functions, processes and staff members at each system facility, present enhancement opportunities for senior leadership consideration, and implement changes that optimize resources and will best support the organization's goal of a fully integrated revenue cycle.
- Serve in a leadership role, guiding the complete implementation of Epic Financials into all system facilities, while ensuring no adverse effects on key revenue cycle processes and/or performance indicators.
- Continuously monitor on a daily, weekly and monthly basis key revenue cycle performance indicators, such as cash collection targets, days in accounts receivable targets, denial management targets, and various billed and unbilled accounts receivable standards; reach out to operational leadership and/or vendor partners when warranted.
- Hire a permanent managed care specialist that will bring expertise and development to this function that is currently being outsourced.
- Develop strong systems for "real-time" account adjudication to improve cash collection performance.
- Build a strong team among the staff within the revenue cycle's functions. Provide leadership to the staff, establishing a strong sense of esprit de corps toward the realization of the system's goals. Evaluate the skills of the staff and develop a plan to continuously improve skills and effective cross training.
- Gain an understanding of the relationships between the revenue cycle and the key stakeholders throughout Southeastern Health. Develop an understanding of the organization's mission, strategy and goals; establish personal and professional credibility, gain respect and build trust with Southeastern Health's leadership and physicians.
- Build a collaborative high-performing culture and cohesive team within the revenue cycle functions.
- Development of culture among the staff and team which encourages personal and collective ownership of issue identification and resolution.
- Develop a high quality metric driven revenue cycle function which values best practices and performance.

# Candidate Qualifications

## Education/Certification

- Bachelor's degree required, preferably in business, healthcare or public administration, finance, accounting or related field.
- Master's degree in a related field is preferred.
- CPAM or FHFMA certification is preferred.

## Knowledge and Work Experience

- Minimum of seven years of progressive management experience working in the healthcare revenue cycle field, with a track record that demonstrates, in-depth knowledge of hospital and physician billing and reimbursement.
- Experience with and knowledge of an electronic medical records system for hospital and physician/ambulatory operations.
- Knowledge of and experience with Epic revenue cycle applications is preferred.
- Excellent communication and leadership skills, with extensive experience in computer systems and PC-based applications.
- Broad knowledge of modern revenue cycle management, systems, practices and principals. Strong reporting, analytics and process improvement experience.
- Strong knowledge of billing and regulatory compliance practices.
- Effective human resource management abilities including the ability to develop talent.
- Ability to insure a high level of employee, patient, visitor, and external stakeholder satisfaction.
- Strong project management skills and is able to prioritize and adjust based on the changing needs of the organization.
- Experience with total quality management concepts and tools.

## Leadership Skills and Competencies

- A strong leader and team player who has an approachable demeanor and a collaborative style; a politically-savvy leader who can establish trust and confidence quickly with a wide range of constituents.
- A bright and experienced healthcare leader with the ability to think critically and strategically, as well as manage day-to-day operations of the revenue cycle.
- A mature, poised, and self confident professional with unquestioned integrity, credibility, and character. Outgoing, personable and easy to talk with.
- An ability to lead teams and to work effectively within a multi-system organization.
- Excellent oral and written communication and listening skills are required.
- A disciplined, organized hands-on work style and strong work ethic. Ability to get the job done in a timely manner; is decisive.
- An individual who can attract quality personnel to the organization and develop these individuals into a cohesive, high-achieving team; one who delegates well, holds others accountable and has a track record of mentoring and developing others.
- Relates well to people at all levels in the organization and develops strong, positive relationships based on trust.
- Has a high energy level with an assertive, straightforward 'can-do' style and has a good sense of humor.
- Must have knowledge of, strongly support, and personally believe in the Mission and Vision of Southeastern Health.
- Has a high level of 'personal ownership' in the future success of the system/department in which he/she lead.
- Must be comfortable in setting clear, high standards and holding staff accountable to these standards.
- Must be 'results oriented' in his/her approach to problem solving.
- He/she should have a passion for customer service and a commitment to service excellence.
- A hands-on approach to management with the ability to be strategic and to see the big picture, while remaining attentive to detail.

# The Community

## Lumberton, North Carolina

Lumberton is the largest city in Robeson County and is ideally situated on Interstate 95 in southeastern North Carolina, just 20 minutes north of the South Carolina border. To many travelers who stop along the I-95 corridor, Lumberton is the midpoint between New York and Florida. Just south of the City, east-west Interstate 74 intersects with Interstate 95. Situated at the crossroads of these two major interstates, Lumberton is sometimes referred to as the "Gateway to Southeastern North Carolina" and "The Main Street of the East Coast."

### Recreation

Lumberton is only a short drive to beautiful North Carolina beaches in the east, as well as the Blue Ridge Mountains in the west and located on the Lumber River in the state's Coastal Plains region. The Lumber River State Park, 115 miles of natural and scenic waterway, flows through Lumberton. The river was designated as a National Wild and Scenic River and is part of the North Carolina Natural and Scenic River System. The Lumber River has been classified as natural, scenic and recreational. Recreation includes canoeing and boating, fishing, hunting, picnicking, camping, nature study, swimming, biking, jogging, crafts and fossil and artifact hunting.



For golfers, the area offers the historic Pinehurst Golf Resort, which has hosted a number of PGA Tour majors to include the Men's and Women's U.S. Open, PGA Championship and the Ryder Cup. Additionally, Myrtle Beach, South Carolina, only an hour and a half away, boasts a number of "must play" golf courses.

### Transportation

The Fayetteville Regional Airport offers service to three airport hubs including Hartsfield-Jackson in Atlanta, Charlotte Douglas International and Washington Dulles International, all whom offer flights to destinations all over the world.

For additional information visit:

<http://www.ci.lumberton.nc.us/>

<http://www.lumberton-nc.com/>

## Procedure for Candidacy

Please direct all nominations and resumes to Kyle Wiederhold, preferably via e-mail, to [SEHealthDirectorRevenueCycle@wkadvisors.com](mailto:SEHealthDirectorRevenueCycle@wkadvisors.com). Information that cannot be sent electronically may be forwarded to:

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*Southeastern Health values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*

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