

# MAP Award 2024

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## Learning Objectives



Inform Attendees about the HFMA Map Award



Educate Attendees about the HFMA Map Key Performance Indicators



Educate Attendees about HFMA Enterprise Wide Membership Benefits

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# What's the Best Season?

Mardi Gras? Golden Globes? Summer? Bowl Season?

**MAP AWARD SEASON!!!!**  
**Application opens Fall 2025!**



## Should I Apply?

Use Prior MAP Award Winner Statistical Data to See Where you Fall



### MAP Award for High Performance in Revenue Cycle Winners

Aggregated data from 14 MAP Award winners in the following categories: Hospitals, Critical Access Hospitals, Hospital Systems and IDS

	Net Days in A/R	Days in DNSP	Aged A/R 90 Days and Greater	POS Cash Collection	Cash Collection	Bad Debt
Percentile	90	30.5	2.6	209%	49.2%	102.4%
	75	34.0	3.2	22.4%	41.7%	100.7%
	50	38.3	4.6	29.8%	35.4%	99.5%
	25	42.4	5.9	38.2%	27.0%	99.0%
	10	45.3	6.8	45.0%	22.8%	97.7%

### MAP Certificate of Recognition in Revenue Cycle Achievement Recipients

Aggregated data from 11 MAP Certificate of Recognition in Revenue Cycle Achievement recipients in the following categories: Hospitals, Critical Access Hospitals, Hospital Systems and IDS

	Net Days in A/R	Days in DNSP	Aged A/R 90 Days and Greater	POS Cash Collection	Cash Collection	Bad Debt
Percentile	75	41.6	4.3	229%	41.4%	101%
	50	43.6	5.0	37.8%	37.2%	99.7%
	25	46.5	5.7	40.9%	24.8%	97.8%

### MAP Award for High Performance in Revenue Cycle: Physician Practice Winners

Aggregated data from 3 MAP Award winners for High Performance in Revenue Cycle: Physician Practice

	Net Days in A/R	Aged A/R 90 Days and Greater	Cash Collection	POS Cash Collection	Claim Denial Rates	Charge Lag Days
Percentile	75	21.6	79%	100.5%	58.4%	2.2
	50	21.9	10.8%	100.2%	56.6%	3.2
	25	22.1	14.8%	99.3%	50.7%	3.2

# Should I Apply?

## Use the RC Score Calculator to Determine How you Compare to Past Award Winners

### HFMA's Revenue Cycle Score Calculator

#### Benchmark Your Performance Against Past HFMA Award Winners

The Revenue Cycle Score Calculator compares your data to three years of historical MAP Award applicant data. Once metrics are populated for all MAP Keys, the calculator provides your organization's revenue cycle score and information around how previous applicants with similar scores fared when applying for the MAP Award.

[BENCHMARK PERFORMANCE NOW](#)

HFMA's Revenue Cycle Score					
<input checked="" type="radio"/> Hospital <input type="radio"/> Hospital System/IDS <input type="radio"/> PPM					
MAP Key	Net Days A/R	DNRP	Billed A/R-90 Days	POS Cash Collection %	Cash Collection %
Desired Direction	↓	↓	↓	↑	↑
Actual Metric	days	days	%	%	%
MAP Key Range	30 days-60 days	2 days-10 days	15.0%-30.0%	5.0%-35.0%	86.0%-100.0%
Range Points (0-100 pts)					
MAP Key Weight (sum to 100%)	29.5%	25.5%	14.5%	12.5%	18.0%
Revenue Cycle Points					
Revenue Cycle Score (100 pts Possible)					

To see how HFMA defines these MAP Keys®, [click here](#)

- <https://www.hfma.org/data-and-insights/map-initiative/map-award/>

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# Should I Apply?

## RC Score Calculator Provides RED, YELLOW, or GREEN Indicator

**GREEN** - Your total Revenue Cycle Score compares favorably with historical MAP Award applicants. Many organizations with performance at this level have won a **MAP Award**. A few organizations have received the **MAP Certificate of Revenue Cycle Achievement**. Facilities who do not win a MAP Award will be provided feedback reports containing useful metric comparison data, best practice information, and sample analysis tools.

**YELLOW** - Your total Revenue Cycle Score is at or above the median performance of historical MAP Award applicants. Many organizations with performance at this level have been recognized as recipients of the **MAP Certificate of Revenue Cycle Achievement**. A few organizations at the top of this range have won a MAP Award. Facilities who do not win a MAP Award will be provided feedback reports containing useful metric comparison data, best practice information, and sample analysis tools.

**RED** - While your total Revenue Cycle Score is below the median of previous MAP Award applicants, we encourage you to apply for the MAP Award. Facilities who do not win the MAP Award for High Performance will be provided feedback reports containing useful metric comparison data, best practice information and sample analysis tools. This feedback has proven useful to applicants at their organizations as well as for future MAP Award applications.

- <https://www.hfma.org/tools/map-initiative/map-award.html>

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# My Score is in the Red or Yellow, why apply?

Non winners receive comparative feedback on performance and opportunities for improvement.

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Month Day Year

Your Team

Your Organization

Dear RC Rockstar:

On behalf of HFMA, we want to sincerely thank you once again for applying for Healthcare Financial Management Association's 2021 MAP Award for High Performance in Revenue Cycle. We recognize the effort involved in preparing the application, and I applaud your commitment to a high level of revenue cycle performance.

As stated in an earlier email, your organization was not selected as a winner of this year's MAP Award for High Performance in Revenue Cycle. Part of the follow-up process with applicants who did not win is to provide a comparison of your organization's results against this year's MAP Award winners, and all organizations that applied to this year's MAP Award application process, along with accompanying Appendix 1, will provide insight into your organization's performance as it compares to all applicants to share and discuss this report with your team and others who took a stake in the success of your organization's revenue cycle.

If you have any questions about the review process or results, or if you or any member of your team have suggestions for how this experience can be improved, please do not hesitate to contact us at [mapaward@hfma.org](mailto:mapaward@hfma.org)

Sincerely,

HFMA Professional Practices Team

Appendix I: HFMA Overall Revenue Cycle Score & Key Performance Indicators

	Your Organization's Performance	Average MAP Award Winners	Average Other MAP Award Applicants	Overall
<b>Key Performance Indicator</b>				
<b>Revenue Cycle Score</b>	60.8	73.6	53.7	58.0
<b>Net Days in A/R</b>	42.2	38.7	43.5	42.5
<b>Aged A/R 90 Days</b>	40.7	16.3	28.8	26.1
<b>Point-of-Service (POS) Cash Collection</b>	26.6	32.3	28.2	29.1
<b>Cash Collection as a Percentage of Adjusted NPSR</b>	102	102.2	101.5	101.6
<b>Days in Discharged Not Submitted to Payer (DNSP)</b>	4.9	4.5	7.3	6.7

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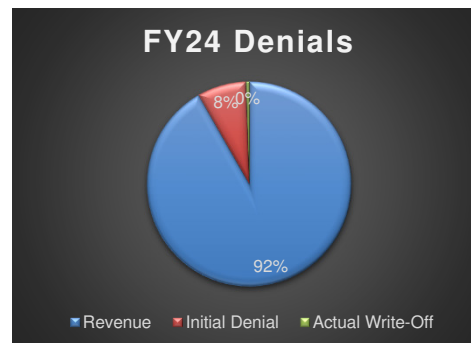
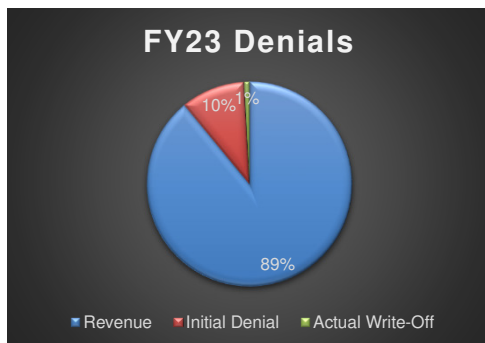
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## Ozark Health Stats

- Days in AR: Average of 30-33 Days
- Days Unbilled: Average of 1-3 Days



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## Okay, We are Going to Apply!!!!

### ASSEMBLE THE TEAM

- Executive Sponsor (CFO or VP)
- Finance (non-Revenue Cycle) Team
- Administrative Support
- Revenue Cycle Leadership
- Revenue Cycle Area Representatives
- Analytics / IT Team



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## Revenue Cycle & Finance Buddies

Application requires multiple data sources:

ANNUAL Values (not monthly) with Numerator/Denominator

Patient Financial Systems

Financial Accounting Systems



NO PHI provided or required



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## Decide Which Application

What are the types of applications?

There are five (5) award categories:

- a.) Individual Hospital
- b.) Critical Access Hospital
- c.) Hospital Systems
- d.) Integrated Delivery Systems, and
- e.) Physician Practice



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## Application

- Announced on the HFMA website [www.hfma.org](https://www.hfma.org)
- Create an account
- Complete the application
- Pay the fee to submit

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## COMMON QUESTION

Which application should we do?

- Utilize the Revenue Cycle Score Calculator to see where your comparative performance rates in the various categories.
- Choose the application type(s) where your performance scores best.
- Choose the application type(s) where you'd like feedback on your performance.
- If you have never applied before, go through the application process to understand requirements and gather information to make following year easier, as well as track performance for improvement.

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## COMMON QUESTION

Can we submit different types of applications?

- An individual hospital or hospital system can also submit separate physician practice application.
- **NOTE: Individual hospital or hospital system applications DO NOT include Physician Practice data – they include ACUTE data only.**
- An IDS may not submit separate physician practice application, individual hospital or hospital system applications because all data is included with IDS.
- Hospital systems may apply for a hospital system award **OR** submit individual hospital applications for hospitals within the system.
- Hospital systems may not submit applications for BOTH the system and individual hospitals within the system.

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## Pull the Organizational Data

### Work with Leadership

- NPI(s) for organizations Included in application
- Centralized or Outsourced RC Operations
- HCAHPS information
- PFC Adopter Status



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## Successful Revenue Cycle

- Staffing
  - Have the right people in the right positions
  - Invest in & value your staff
  - Promote education
  - Empower employees to make decisions
- Biweekly cash receipt meetings
- Monthly revenue cycle meetings
- Monthly denial meetings

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## COMMON QUESTION

Do I need to become a PFC Adopter?

- PFC Adopter status is not a requirement for physician practice applicants.
- PFC Adopter status is not a requirement for Part 1 of the application.
- However, all hospitals, hospital system, and IDS applicants must have either applied for or achieved [PFC Adopter](https://www.hfma.org/topics/policies_and_practices/19961.html) status by the time they submit Part 2 of their application.
- (PFC Adopter is based on the Patient Financial Communications Best Practices, no cost for the application, requires a few metrics and description of how you are leveraging the best practices in your organization)
  - [https://www.hfma.org/topics/policies\\_and\\_practices/19961.html](https://www.hfma.org/topics/policies_and_practices/19961.html)

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## Pull the Metric Data

Show Your Work and Data Sources

- Read the definitions
- Submit the metric spreadsheet
- Link to Source Documents



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## COMMON QUESTIONS

Do I need to follow the definitions?

- Yes, the reason we are specific about the definitions is to create apples to apples comparison on metrics.
- Yes, the reason we ask for the numerator and denominator is for the application to calculate the metrics.
- Yes, the reason we ask for source data is to be able to match to submitted information.
- Yes, the final page of the application is where you can verify they metrics have been autocalculated to what you expect. (This is your double check).

## Are there non-financial metric requirements?

YES, so glad you asked.

- Patient Satisfaction or HCAHPS Scores
- PFC Adopter Application
- HFMA Healthcare Dollars & Sense Initiatives
- Organizational Status & Components
- Revenue Cycle Outsource and Centralization



## Wait....there are narrative questions?

YES, a chance to tell your story beyond the numbers

- Innovative Revenue Cycle Strategies
- Strategic Planning in Revenue Cycle
- Elevating Quality of Patient Financial Interactions
- Educating Consumers about Billing and Payment
- Helping Patients Avoid Surprise Bills
- Collaborations With Health Plans
- Continuing Education for Revenue Cycle Team
- Price Transparency and NSA Compliance



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## CELEBRATE Your Achievements!

BE PROUD! TELL YOUR STORY! BRAG ABOUT YOUR TEAM!

What's new with your crew?

What's difficult?

Overcoming obstacles?

Plans for the future?

How do you celebrate?

Nobody expects perfection, "stuff" happens, how did you get through it?



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## Provide a copy of your finalized audit.

We use the audited data to reconcile with many numbers in your submission



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## COMMON QUESTION

Our financial audit isn't finished, but the Part 1 deadline is approaching, what do we do?

- Submit your year-end financial information from your accounting system.
- Submit your interim financial information from your draft audit report.
- Once finalized, as soon as possible after Part 1 deadline, submit your finalized audit, noting any changes from what was originally submitted for reconciliation purposes.

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# MOST COMMON QUESTION

## How Do We Win?



- You are being compared to the very best performers, so there is no guarantee that you will win, only that someone will win and that changes year over year based on who applies.
- **KEY POINT:**
- All applicants are committed to overall revenue excellence and performance improvement, and even if you don't win – you can still have EXCELLENT Team and RC Performance!
- Olympic Athletes are all amazing performers, but not everyone can get a Gold Medal.
- And just like training for the Olympics, the process of submitting a MAP Award application, and focusing on the metrics and process helps you to identify the individual and team excellence within your organization.

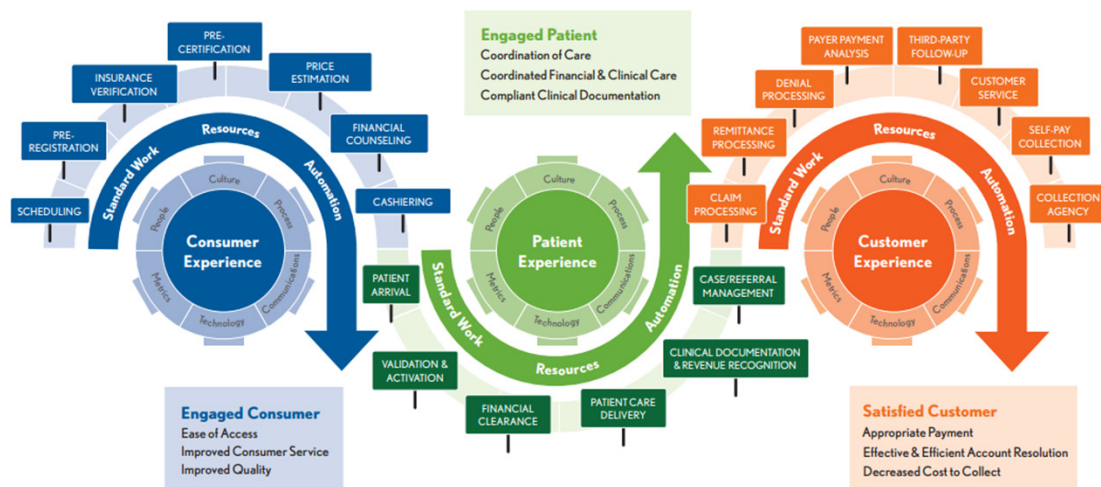
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## PATIENT-CENTRIC REVENUE CYCLE ROADMAP “The BEAST”

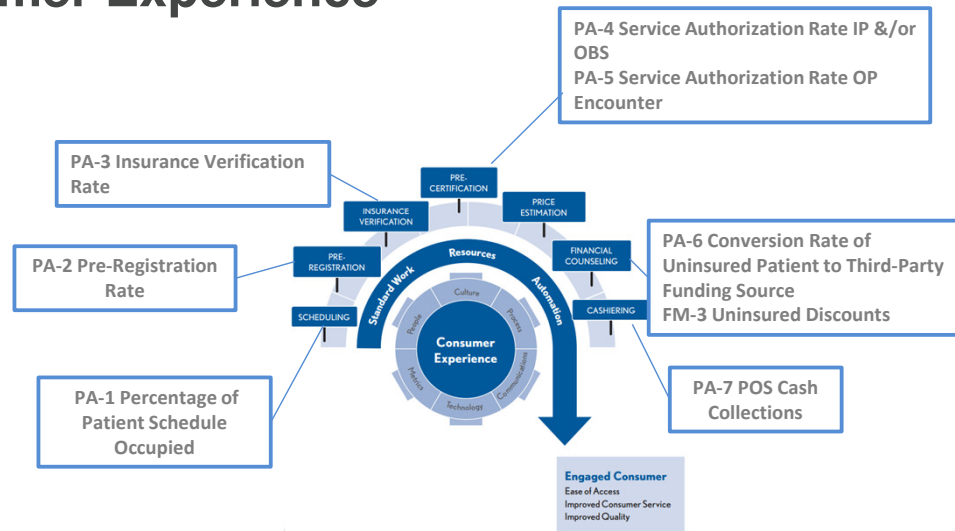


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## Consumer Experience

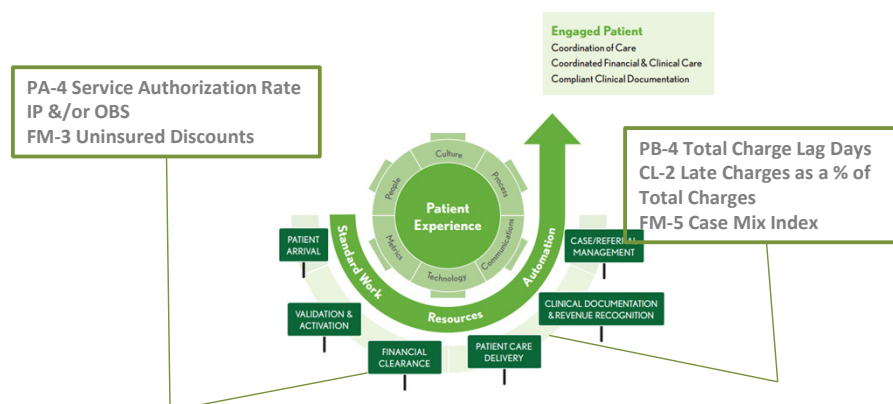


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## Patient Experience



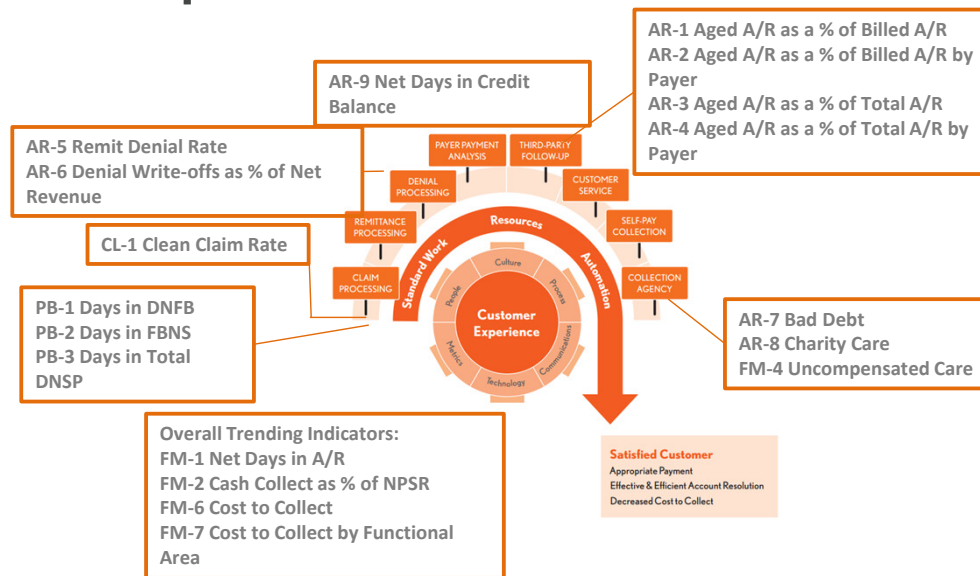
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## Customer Experience



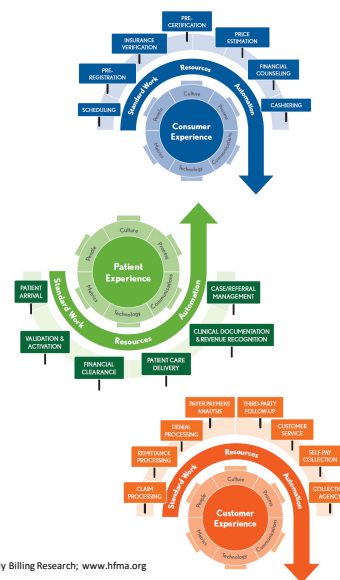
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## What Holds It All Together?

- **Proven Tactics**
    - Standard Work
    - Resources
    - Automation
  - **Components of High Performance**
    - People
    - Culture
    - Process
    - Communications
    - Technology
    - Metrics
- \*Source: HFMA's Patient Access Survey



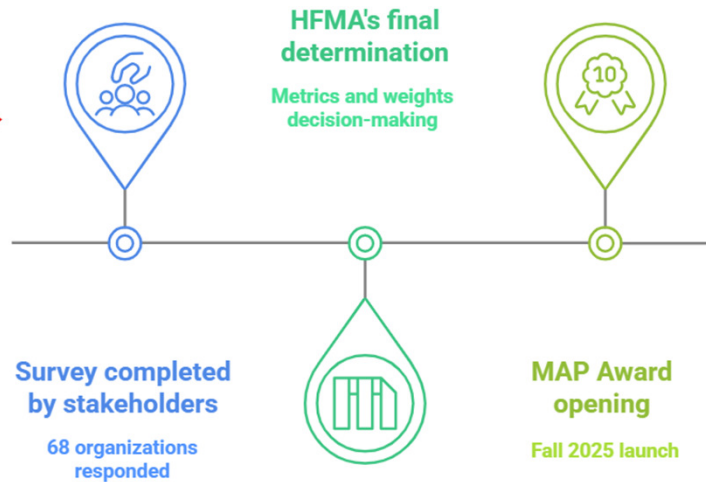
\*Source: HFMA's Patient Friendly Billing Research; [www.hfma.org](http://www.hfma.org)

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## Shaping the Future of the MAP Award



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## New Map Award Process for 2025



TO BETTER SPOTLIGHT THE MAP AWARD WINNERS, BEGINNING WITH THE 2025 SUBMISSIONS, THE AWARD WILL BE PART OF THE REVENUE CYCLE CONFERENCE.



THIS CHANGE ENSURES THAT CELEBRATION OF THE WINNING ORGANIZATIONS OCCURS IN FRONT OF A DEDICATED REVENUE CYCLE AUDIENCE, WHERE THE FOCUS AND NETWORKING OPPORTUNITIES ARE MOST RELEVANT.



THE WINDOW FOR APPLICATIONS WILL OPEN IN FALL 2025.

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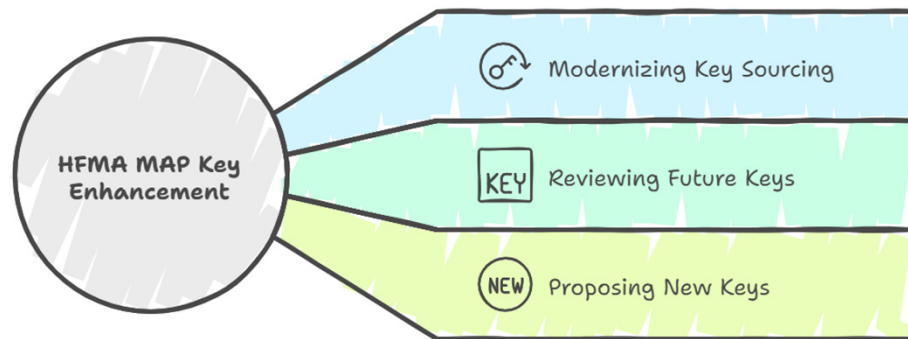
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# HFMA Map Key

## Refresh and Update

### Expanding and Modernizing HFMA MAP Keys



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## HFMA Enterprise Membership

- Unlimited individual memberships
- Certifications
- Education
- Forums



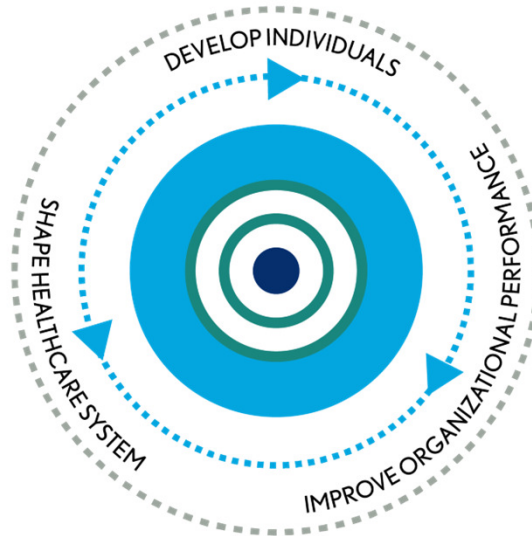
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## We Help Stakeholders Achieve Optimal Results

**OUR MISSION**  
Leading the financial  
management of health care



**OUR VISION**  
HFMA will bring value  
to the industry as the  
leading organization  
for healthcare finance

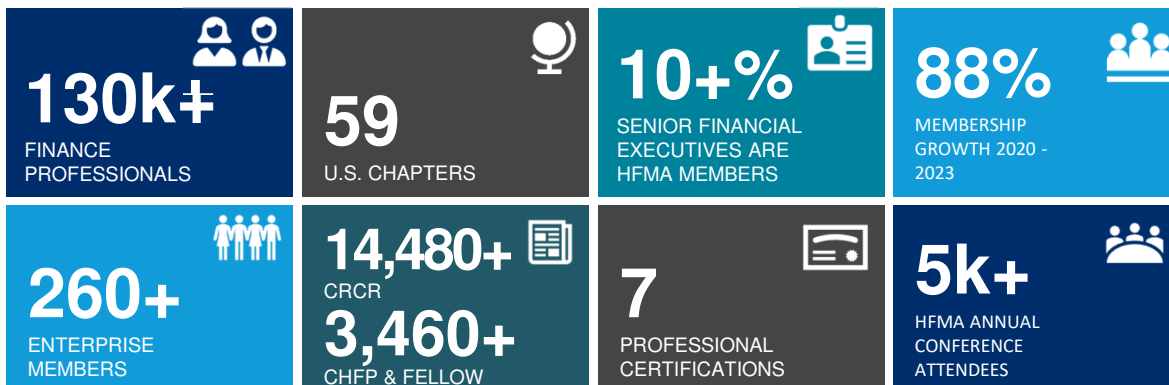
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## HFMA at a Glance



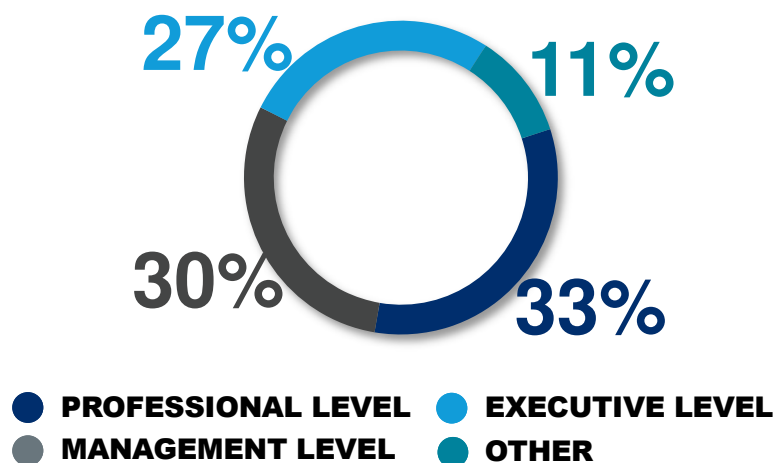
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## Member Career Level



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As of November 2021

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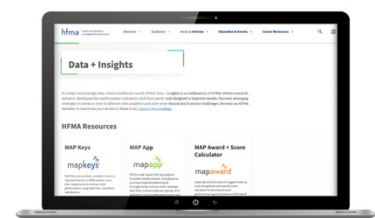
## Member Benefits

### Members Receive:

- HFMA Education & Certifications
- *hfm* magazine
- HFMA Daily eNewsletter
- Chapter membership
- Networking Opportunities
- Podcasts & Blogs
- Career Development Tools
- Special reports & white papers
- Data + Insights Tools
- Online Community
- Regulatory Updates
- Emerging Healthcare Strategies

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## Member Benefits – Education

### Members Receive Unlimited Access to:

- **Webinars\***
- **Online Learning including:**
  - [Online Education Courses](#)
  - HFMA Business of Health Care® Online Program\*\*
  - Patient Financial Communications Program
  - Patient Access Essentials Program



\*CPE eligible for LIVE webinars only.

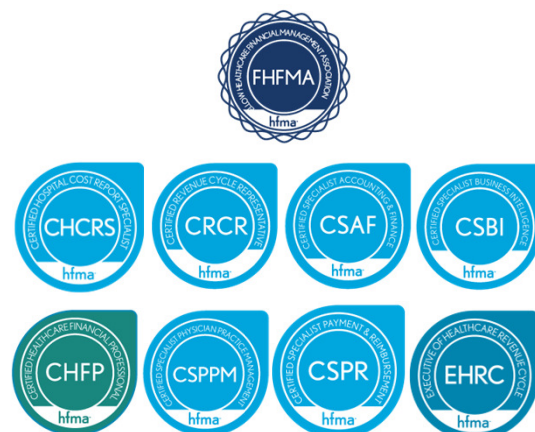
\*\*CPE, CE, and CME eligible.

## Member Benefits – Education

### Members Receive Unlimited Access to:

- **Certifications:**
  - Certified Revenue Cycle Representative (CRCR)
  - Certified Healthcare Financial Professional (CHFP)
  - Certified Hospital Cost Report Specialist (CHCRS)\*
  - Certified Specialist Business Intelligence (CSBI)
  - Certified Specialist Physician Practice Management (CSPPM)
  - Certified Specialist Payment & Reimbursement (CSPR)
  - Certified Specialist Accounting & Finance (CSAF)
  - Executive of Healthcare Revenue Cycle (EHRC)
  - Fellow Healthcare Financial Management Association (FHFMA)

\*Fee of \$349/pp applies to CHCRS only



[hfma.org/certification](https://hfma.org/certification)



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Showcasing specialized knowledge in specific areas of healthcare finance.

## AI governance



Comprehensive AI governance certification equipping healthcare professionals with practical skills in compliance and risk management for AI in healthcare.

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## E-Learnings to Consider...



NEW

### Medicare Inpatient Reimbursement Fundamentals

Course

Medicare Inpatient Reimbursement is the payment system used by the U.S. Med...



NEW

### Medicare Outpatient Reimbursement Fundamentals

Course

Medicare outpatient reimbursement is crucial for healthcare professionals n...



### Patient Access Essentials

Course

Everyone with patient access contributes to financial performance. This fou...

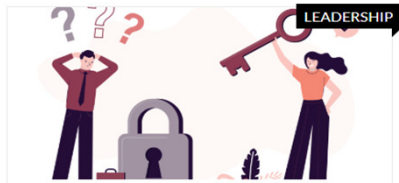
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## Leadership E-Learnings to Consider...



### Seven Key Leadership Skills to Overcome Burnout

Course

In today's fast-paced and dynamic work environments, healthcare financial l...



### Four Tactics to Successfully Lead Remote and Hybrid Employees

Course

Managing employees who work in different locations or from home has become ...



### Three Secrets of Influential Leadership

Course

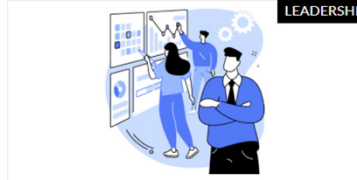
Healthcare finance leaders need to exert influence, drive positive change, ...



### Seven Qualities of an Emotional Intelligent Leader

Course

This course will provide an overview of emotional intelligence and how it i...



### Anatomy of Analytics: Three Critical Components Leadership Need to Know

Course

This course will provide an overview of how analytics can drive operational...



### Three Key Leadership Strategies for Managing Labor and Productivity

Course

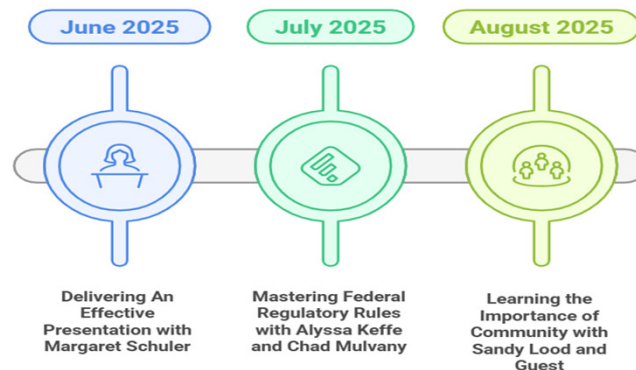
This course will provide an overview of how managing labor and productivity...

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## New Skill Stacker Tracts...

### Upcoming Skill-Building Workshops



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# Education

## Career Pathways



### Revenue Cycle

Be better prepared to decrease receivables, reduce denials, and work more efficiently within your patient-centered revenue cycle.



### Business Strategy & Analytics

Gain analysis and decision-making skills that matter.



### The Bottom Line

Explore and hone your budgeting reporting, cost management and risk analysis skills.



### Payment & Reimbursement

The latest information on value-based payment models, reimbursement, and contracting.



### Financial Compliance

Stay abreast of current compliance requirements.



### Strategic Financing & Access to Capital

Expand your understanding of debt and capital management.



### Physician Practice Management

Be in the know on key practice management strategies and processes.



### Premium Facilitated Learning

Be in the know on key practice management strategies and processes.

[hfma.org/promoteyourself](https://hfma.org/promoteyourself)

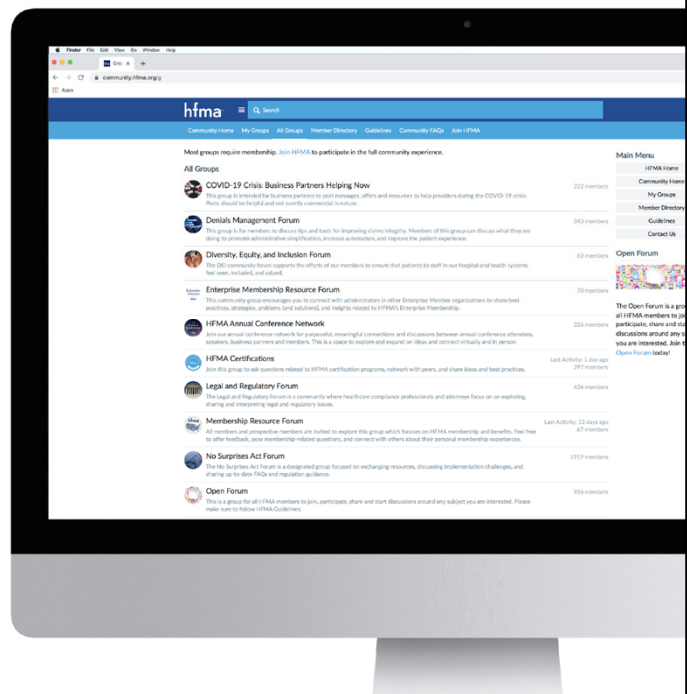
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# HFMA Online Community

- Contemporary communication tools
- Multiple notification settings to personalize experience
- Secure, 24/7 space to connect and collaborate with fellow members
- Seek answers to your most pressing challenges and ping industry experts for problem-solving ideas



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## E-Newsletter Dedicated to Our Enterprise Members



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## Our Members Belong to 59 Local Chapters

### Chapters and Regions



#### REGION 1

- Connecticut
- Massachusetts-Rhode Island
- Northern New England

#### REGION 2

- Empire New York
- Metropolitan New York
- Puerto Rico
- Rochester Regional

#### REGION 3

- Central Pennsylvania
- Metropolitan Philadelphia
- New Jersey
- Northeastern Pennsylvania
- Western Pennsylvania

#### REGION 4

- Kentucky
- Maryland
- North Carolina
- Virginia DC
- West Virginia

#### REGION 5

- Alabama
- Florida
- Georgia
- South Carolina
- Tennessee

#### REGION 6

- Central Ohio
- Michigan Great Lakes
- Northeast Ohio
- Northwest Ohio
- Southwestern Ohio

#### REGION 7

- Greater Illinois
- First Illinois
- Indiana Pressler Memorial
- Wisconsin

#### REGION 8

- Greater Heartland
- Iowa
- Kansas (Sunflower)
- Minnesota
- Nebraska
- North Dakota
- South Dakota

#### REGION 9

- Arkansas
- Lone Star
- Louisiana
- Mississippi
- Oklahoma
- South Texas
- Texas Gulf Coast

#### REGION 10

- Arizona
- Colorado
- Idaho
- Montana
- New Mexico
- Utah
- Wyoming

#### REGION 11

- Hawaii
- Nevada
- Northern California
- Oregon
- San Diego – Imperial
- Southern California
- Washington – Alaska

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# Health

## Chapter Partnership: It's all about the member

### Health - Chapter Partnership allows each entity to play to its strengths

- Health can attract the best talent and provide opportunities for development through HFMA and other venues
- Together we can help foster a culture of continuous learning and develop the leaders of tomorrow
- Through the local chapter, members can:
  - Pursue volunteer leadership opportunities
  - Attend educational programs and webinars
  - Take advantage of networking opportunities

## QUESTIONS?

### Contact Information:

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## YOUR QUESTIONS!

What can we clarify today?



If they come up later, submit to the team via email:

[mapaward@hfma.org](mailto:mapaward@hfma.org)