



REVGUARD

APRIL · 2026

— WHITE PAPER · REVENUE CYCLE TRANSFORMATION

VOLUME 02 · THE OPERATING MODEL SERIES

The High- Performance RCM Operating Model.

Governance, KPIs, and accountability structures that drive margin — a playbook for CFOs, operators, and RCM leaders.

FOR · CFOS · PE OPERATORS · CEOS · COOS · RCM LEADERSHIP

2-5%

NET REVENUE
LIFT

20-30%

REDUCTION IN A/R > 90
DAYS

\$3-6M

VALUATION GAIN · \$75M
ORG

GOVERNANCE
KPI
ARCHITECTURE
ACCOUNTABILITY



00 CONTENTS

Inside this paper.

01 Industry Context & Performance Gap	p. 03	06 Technology & Data Infrastructure	p. 08
02 The Operating Model Framework	p. 04	07 Financial Performance Model	p. 09
03 Governance Structure	p. 05	08 Implementation Roadmap	p. 10
04 KPI Architecture	p. 06	09 Conclusion	p. 11
05 Accountability & Ownership Model	p. 07	RG About RevGuard	p. 12

ES EXECUTIVE SUMMARY

Discipline, not effort, is what scales margin.

Most healthcare organizations do not fail at revenue cycle due to lack of effort. They fail due to lack of structure, accountability, and performance discipline.

Even with strong teams and strong technology, results stall when KPIs are unclear or misaligned, when ownership is fragmented, and when performance is not actively managed. High-performing organizations implement a formal RCM operating model — one that treats revenue cycle like a managed financial asset, not a back-office function.

2-5%

NET REVENUE LIFT

20-30%

A/R > 90 DAYS REDUCTION

Sustained Predictable

NOT ONE-TIME IMPROVEMENT

REPEATABLE MARGIN EXPANSION

**01 THE REALITY**

RCM lacks discipline, not capability.

Across the industry, the core constraint is not talent or technology — it is the absence of an operating model that converts effort into outcomes.

What most RCM organizations are actually doing

- Tracking too many KPIs — but acting on none of them
- Operating without clear ownership across the revenue cycle
- Running in silos: front-end, coding, billing, and A/R disconnected
- Reacting to problems after they hit the P&L, instead of managing performance proactively

! The core problem is operating discipline — not capability.

The gap, quantified

30+**KPIS TRACKED**

By typical RCM orgs — most without clear owners or thresholds.

0**NAMED OWNERS**

In many operations, accountability is shared across 3+ functions.

Reactive**DEFAULT POSTURE**

Issues surface in month-end close — too late to correct in-quarter.

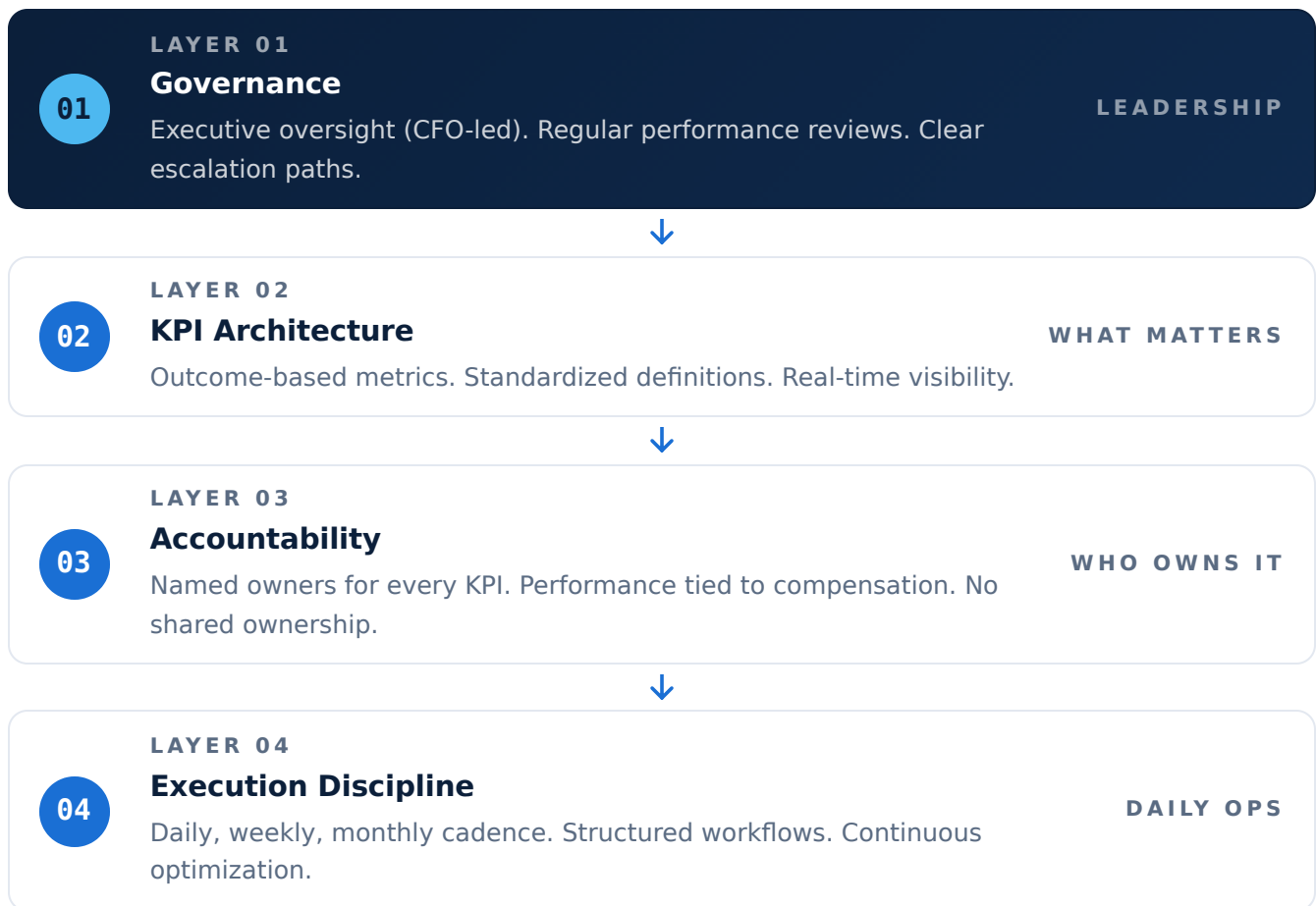
THE IMPLICATION FOR LEADERSHIP

Adding headcount, replacing systems, or switching vendors cannot fix a missing operating model. Structural issues require structural solutions — governance, KPI architecture, and named ownership applied consistently across every stage of the revenue cycle.

**02 THE FRAMEWORK**

Four components. One feedback loop.

A high-performance RCM operating model is built on four reinforcing layers — each cascading into the next, closing into a continuous improvement loop.



Each layer is necessary but insufficient on its own. The compounding effect only appears when all four operate together — and when every cycle feeds data back into governance.

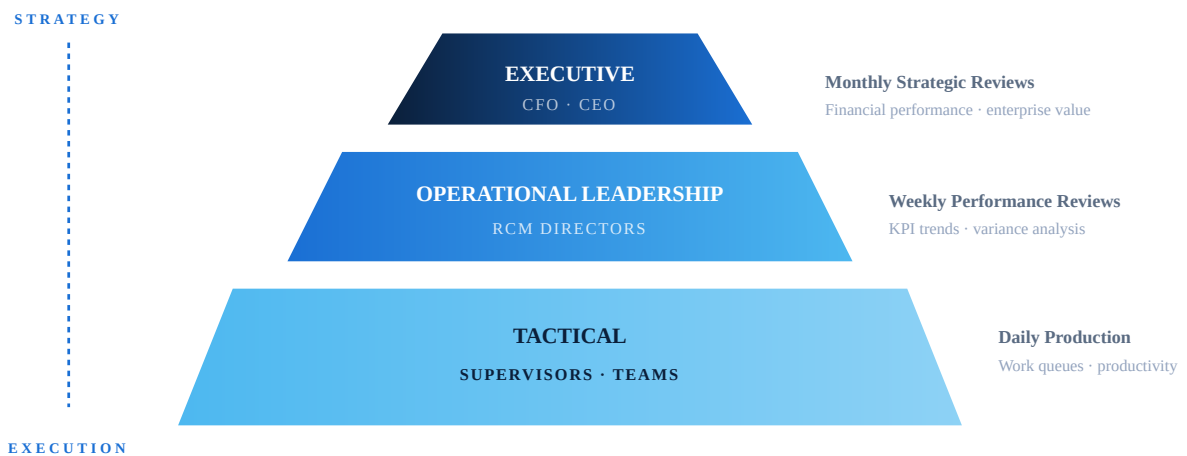


03 GOVERNANCE

Three tiers. One decision framework.

Governance works when every level of the organization has a defined review cadence, a defined decision scope, and a clear escalation path to the level above.

GOVERNANCE PYRAMID · DECISION FLOW From strategic oversight to daily production



Meeting Cadence

LEVEL	FREQUENCY	PRIMARY FOCUS
Executive	Monthly	Financial performance, margin expansion, enterprise value
Leadership	Weekly	KPI trends, variance analysis, escalation decisions
Operational	Daily	Work queues, productivity, same-day issue resolution



What gets reviewed gets improved. Cadence is the mechanism.



04 KPI ARCHITECTURE

What leadership watches.

Not every metric is a KPI. A disciplined architecture organizes measurement into three tiers — so executives see the outcome, operators see the cause, and the line sees the driver.

The RCM KPI Hierarchy



The Executive Dashboard

KPI	TARGET	OWNER
Net Collection Rate	>98%	CFO
Days in A/R	<35	RCM Director
Denial Rate	<5%	Denials Manager
Cost to Collect	<4%	Operations

PERFORMANCE VARIANCE — HOW LEADERSHIP SEES IT

Every KPI is reported weekly as **target vs. actual**. Green when on-pace, red when off. No narrative replaces the number — the variance is the decision.

**05 ACCOUNTABILITY**

Every KPI. One owner.

Shared ownership is the most common failure mode in RCM. If three functions own a metric, none of them do. The accountability matrix fixes this by naming exactly one accountable party for every outcome.

The Accountability Matrix · RACI

FUNCTION	RESPONSIBLE	ACCOUNTABLE
Eligibility	R Access Team	A Access Director
Coding	R Coding Team	A HIM Lead
Billing	R Billing Team	A Operations Manager
A/R & Collections	R A/R Team	A Revenue Director



Every KPI must have one owner — not shared ownership.

Performance Management System

Weekly

SCORECARDS

Team and individual performance reviewed every week — no surprises at month end.

Tracked

INDIVIDUAL PRODUCTIVITY

Volume, touches, resolution rates logged at the person level for targeted coaching.

Aligned

INCENTIVE STRUCTURE

Bonuses and variable comp explicitly tied to KPI targets — not activity or tenure.

When compensation aligns with outcomes, behavior aligns with strategy. Without that link, every other layer of the operating model is negotiable.

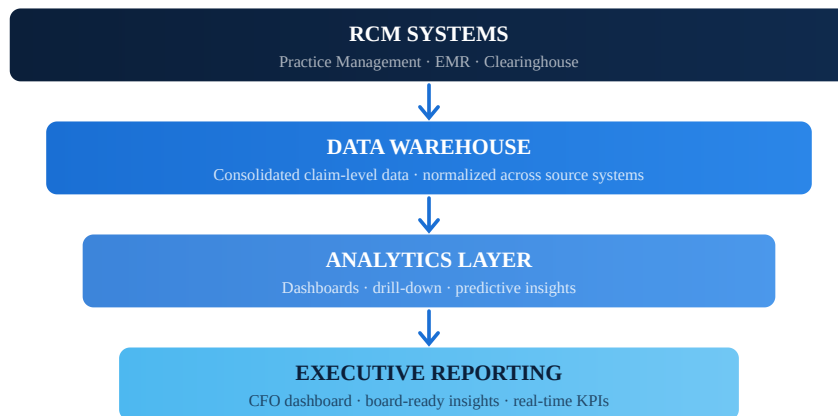


06 TECHNOLOGY & DATA

The infrastructure behind the discipline.

An operating model cannot run without data. The architecture below is the minimum viable stack for converting transactional system activity into real-time KPIs that leadership can act on.

DATA-DRIVEN RCM ARCHITECTURE From source systems to executive visibility



Required Capabilities

Real-Time
KPI
DASHBOARDS

Drill-Down
CLAIM-LEVEL
DETAIL

Automated
REPORTING

Predictive
INSIGHTS



Data latency equals performance failure. If leadership sees the problem in week 4, the month is already lost.







07 FINANCIAL MODEL

Where the margin comes from.

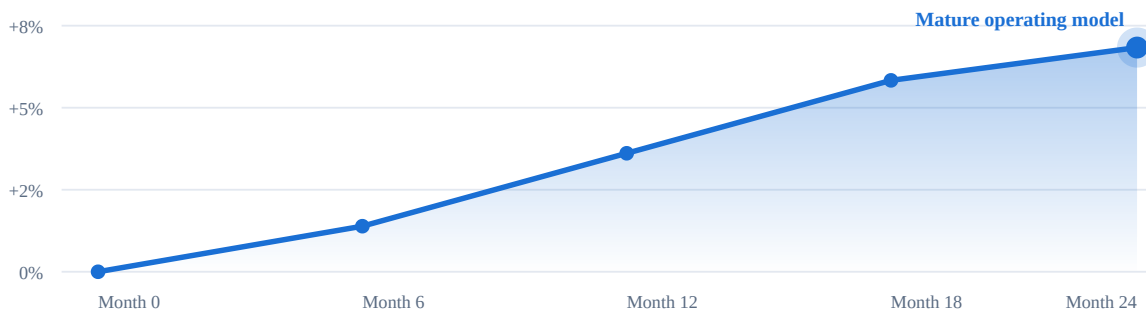
Operating model improvements land on the P&L through four specific levers. The composite impact compounds as governance maturity increases.

Revenue & Margin Levers

Denial Reduction		+2-3%
A/R Improvement		+1-2%
Productivity Gains		+1-2%
Cost Reduction		+1-3%

MARGIN EXPANSION OVER TIME

EBITDA margin trajectory as the operating model matures



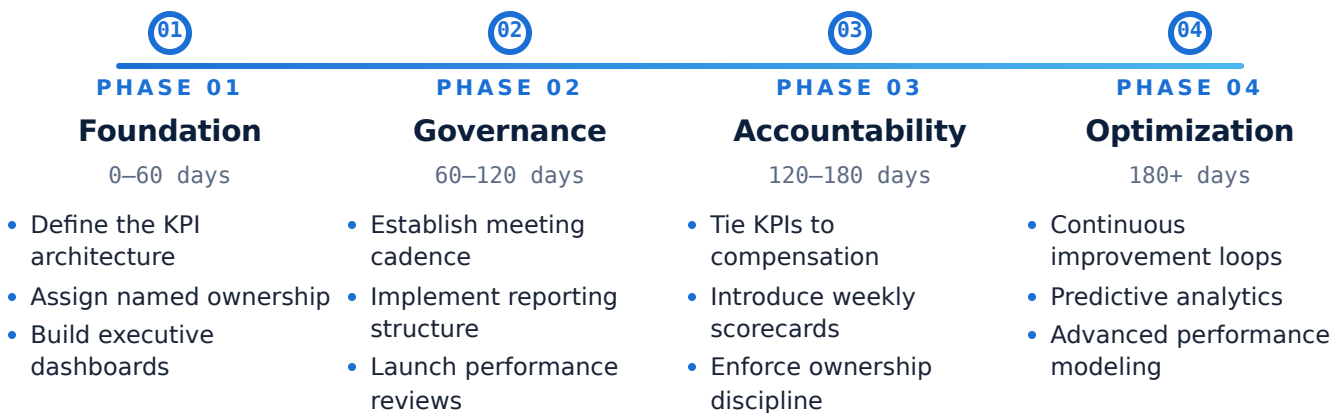
ILLUSTRATIVE · \$75M ORGANIZATION

A **4% composite improvement** = **\$3M incremental EBITDA**. At a typical PE multiple, that translates into **\$3M-\$6M in enterprise-value creation** — from structural discipline alone, without adding a single FTE.

**08 ROADMAP**

Four phases. 180+ days to maturity.

A disciplined rollout front-loads governance and data so later phases can move faster. Skipping foundation work is the most common reason programs stall at month four.



The goal of Phase 04 is not a finish line. It is a self-reinforcing operating state where each cycle of data feeds back into governance, and each quarter raises the performance baseline.

COMMON FAILURE POINTS

Programs that skip Phase 01 (no clear KPI definitions) stall at month three. Programs that skip Phase 03 (no compensation alignment) regress to baseline within two quarters. Sequence matters as much as speed.

**09 CONCLUSION**

Better operating models beat better resources.

High-performing RCM organizations do not rely on having better people, or having better technology. They rely on having a better operating model — one that converts the same effort and the same tools into structurally higher outcomes.

When governance, KPIs, and accountability align

Predictable

PERFORMANCE

Outcomes become forecastable at the month, quarter, and year horizon.

Consistent

MARGIN EXPANSION

Improvements hold year over year rather than decaying back to baseline.

Higher

ENTERPRISE VALUE

Operational discipline is a repeatedly-rewarded multiple in PE diligence.



Revenue cycle is not a back-office function. It is a managed financial asset.

The leadership question

If your RCM organization cannot name, in under thirty seconds, the one person accountable for each Tier 01 KPI — the operating model is the problem, and it is solvable.



REVGUARD

RG ABOUT REVGUARD

The revenue intelligence platform for modern healthcare.

RevGuard is a revenue intelligence platform providing Medical Billing, RCM Services, and Arbitration Recovery. We enable healthcare organizations to maximize revenue capture, accelerate cash flow, and enforce payer accountability through data, automation, and dispute resolution.

NEXT STEP

Ready to build the operating model?

Request a 30-day diagnostic. We'll map your current KPI architecture, identify ownership gaps, and model your specific margin upside across the four revenue levers.

GET IN TOUCH → revguard.co · Austin, TX