



Biography

Jacqueline Francis, MPA, President, SHM Inc. Provide interims, project managers and revenue cycle expertise to Hospitals and Health systems since 1992.



Naples, Florida

Certifications

Fellow Health Care Administration (FHFMA)

Certified Health Care Professional (CHFP)

Life Fellow American College of Health Care Administrators (FACHE)

Education

Bachelors of Science, BS, the Pennsylvania State University

Masters in Health care Administration, MPA, The Pennsylvania State University

MT, ASCP, Medical Technologist, American Society of Clinical Pathologists

Background and Experience

Ms. Francis is the President of SHM Inc. and has more than 30 years' experience as a hospital executive in the areas of Revenue Cycle Management, Patient Access, Admission and Registration Departments as well as Managed Care Contracting. She has been instrumental in leading the centralization of finance departments due to merger, and in the implementation of applications related to productivity and quality in Revenue Cycle settings. She has served a national client base of hospitals with services specializing in revenue cycle consulting support. This support has spanned over forty hospitals and revenue cycle turnaround companies. She has proven experience at facilities such as University Hospital, Pennsylvania State University, Milton S. Hershey Medical Center, the Hospital University of Pennsylvania (HUP) and St. Vincent's Catholic Medical Centers, NY. She has performed extensive revenue cycle assessments of large university hospital systems, multi hospital systems as well as community based hospitals. She has developed subsequent recommendations, supportive implementation

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action plans and key performance indicators. Her teams have led revenue cycle engagements with focus in the following revenue cycle areas:

- * Operational Assessments - Revenue Cycle:
Hospital and Medical Groups,
- * Patient Access Redesign and Improvements,
- * General Process and Organizational Redesign - Revenue Cycle,
- * Interim Revenue Cycle Management,
- * Business Office Consolidations,
- * Denial Management Process Improvements,
- * A/R Outsource Evaluation and Planning,
- * A/R System Conversion Assistance,
- * A/R Key Benchmark Indicators,
- * Charge Capture process Improvements and Charge Description,
Master Reviews
- * Regulatory Review and Compliance, and
- * Revenue Cycle Technology

Ms. Francis has held positions as the Senior VP of Revenue Cycle at St. Vincent's Medical Center, NY, the Corporate Director of the Central Business Office at Upper Valley Medical Centers, OH and the Director of Admissions and Registration at The Hershey Medical Center, University Hospital.

Ms. Francis has authored articles, case studies and a monograph on topics such as A/R Management, Hospital Merger, Managed Care, Admissions & Registration and Productivity & Quality. Her articles have been featured as cover stories in HFMA.

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