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MCKESSON
Empowering Healthcare

Enterprise Revenue Management

Reinventing How Health Systems Manage Revenue and Can Improve the Economics of Care

Shrinking margins. Escalating debt. Uncollected payments. These are just a few of the challenges that keep a healthcare executive up at night and struggling to keep hospital doors open. But with the healthcare industry trending under the weight of considerable financial strain, it's an unpleasant reality for many. Not only is it difficult to admit defeat but it is even more discouraging to deal with the aftermath: patients struggling to access needed healthcare services and to understand their financial responsibility for those services and—in the most severe cases—hospital closings, out-of-work employees, and loss of healthcare access for entire communities.

Unless the economics of care improve—and not just incrementally but dramatically—the healthcare industry will continue to struggle and its constituents from providers to payors to patients will feel the painful pinch of what's become an unforgiving financial reality. To create a brighter financial future, healthcare organizations need to go beyond simply improving current revenue cycle management processes.

What's the answer? A complete reinvention of the healthcare industry's approach to fiscal matters by creating a new category of financial management: enterprise revenue management.

Fighting Financial Realities

If you consider the following facts, it's easy to recognize just why radical change is needed in the healthcare industry's financial world:

- The average aggregate hospital margin could reach zero by 2013, if bad debt as a percentage of revenue grows at 10% per year as hospitals face*
- Healthcare costs now represent 16% of the Gross Domestic Product and are projected to hit almost 20% by 2017*
- Healthcare spending is rising by 7% compounded annually*
- Uncompensated care cost U.S. hospitals \$31.2 billion in 2006, representing 5.7% of annual hospital expenses and an 8% increase from uncompensated care costs in 2005*
- The percentage of hospitals with negative total margins has been hovering between 20% and 30% between 2009 and 2010, according to recent statistics from the American Hospital Association†
- Even though the United States clearly and substantially outspends all other nations, the U.S. healthcare system ranks last compared with

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