

# Harrison Memorial Hospital: Revenue Cycle Transformation

## Introduction

Harrison Memorial Hospital (HMH), located in Cynthiana, Kentucky is a nonprofit community healthcare system serving patients and families from around the greater Harrison County region. For more than 100 years, HMH has expanded its facilities, added physician specialists and delivered quality healthcare to the communities it serves.

We spoke recently with Kathy Tussey, CEO, at HMH to learn more about the health system's experience with Dean Dorton.

## The Challenge

Dean Dorton's relationship with HMH spans more than 20 years and Dean Dorton has enjoyed a positive working relationship with its executive team and Board throughout this duration. We're proud of the achievements and collaborative efforts that have been realized over these many years.

Dean Dorton was most recently contacted within the past year to discuss a potential engagement focused on interim revenue cycle leadership and helping to support a cash acceleration engagement. HMH was facing multiple leadership transitions and sought guidance from Dean Dorton to provide stability during this period. In the spring of 2025, Dean Dorton began providing interim management support of the business office, as well as beginning a full redesign of the key revenue cycle functions, including billing, A/R management, and customer service.

In the midst of the early stages of the engagement, HMH was faced with additional external pressures, including pivoting to new outsourced revenue cycle service partners. Soon into this new scope of work, HMH recognized the value of having a steady hand to assist with so many revenue cycle initiatives that were now much more magnified as backlogs began to grow and cash collections began to stagnate.

*"Dean Dorton's team helped us navigate a very challenging year with multiple internal and external transitions.*

*As we faced the realities of sluggish cash collection and the need for new outsourced service providers, we were proud to have such a seasoned revenue cycle partner in Dean Dorton.*

*Their team immediately engaged with our internal resources, vendors, and leadership to identify potential improvement opportunities and provide a sense of stability when it was needed the most."*

— Kathy Tussey, Harrison Memorial Hospital CEO



## CASE STUDY ↘

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### The Solution

In addition to back-end revenue cycle leadership and analysis, Dean Dorton began developing a future state organizational chart that would allow for a more optimal structure. This recommendation led to a newly expanded A/R collections team, redesigned customer service unit, and newly selected outsourced support partners.

Dean Dorton also provided support as HMH refocused its efforts on key performance indicator tracking and backlog resolution, both of which were heavily focused on customer service and improving the overall financial performance of the hospital.

In a very challenging year when leadership transitions were occurring and the need for enhanced partners were identified, Dean Dorton brought a strategic and financial-focused mindset to ensure cash collections remained strong, A/R was managed effectively, and HMH leadership were kept abreast of its most critical revenue cycle gaps.

### Why Dean Dorton?

Dean Dorton works collaboratively with healthcare organizations to improve financial and operational performance. From enterprise-wide risk assessments to revenue cycle optimization, our team is proud of the many years of deep relationships we have with hospitals, health systems, and physician groups. We take great pride in allowing our healthcare clients to focus on the demands of their clinical operations while we provide tactical and strategic resources to assist with technology, accounting, revenue cycle, compliance, tax, and other services.

*“Dean Dorton has provided expertise and guidance where we needed it most. We very much appreciate our relationship with their team!”*

*– Kathy Tussey, Harrison Memorial Hospital CEO*

