# Fix Billing Leakage

## Idea In Short

Do not fund a software migration until the organization has tested whether intake accuracy, prior authorization control, denial management and accounts receivable recovery can be repaired inside the current platform. In most infusion settings, workflow discipline restores cash flow faster than a system change.

Infusion pharmacies and specialty providers often react the same way when clean claim rates fall and accounts receivable start drifting into the 90-day range. Leadership assumes the platform has reached its limit, so the conversation shifts to replacement. Teams compare vendors, revisit implementation stories from peers and hope a new system will correct old balances while making future billing easier.

That response is understandable, but it misdiagnoses the problem. In home infusion and specialty pharmacy billing, the software rarely creates the revenue leak on its own. The leak usually begins in the operating model, where incomplete intake, weak prior authorization controls, missing documentation and inconsistent follow-up decisions create claim defects long before adjudication. CMS continues to frame prior authorization improvement around workflow modernization and earlier submission discipline, not around a belief that technology alone will erase medical necessity or documentation requirements 1.

A software migration can therefore become an expensive detour. It absorbs management attention, adds training time, forces workflow redesign under pressure and often leaves old receivables unresolved. Meanwhile, the same operational errors keep flowing into the new environment because the organization never corrected the behavior that created them.

## Where revenue actually escapes

Revenue leakage in infusion billing tends to build through a chain of small failures rather than one dramatic breakdown. An insurance plan update is missed at intake. A prior

authorization covers the treatment window, but not the exact dosage delivered. A drug code is entered without the precise modifier a payer expects. Each issue looks manageable in isolation, yet together they create a denial pattern that leadership later mistakes for a platform problem.

Front-end intake is usually the first weak link. When staff fail to capture complete insurance verification details or miss payer-specific authorization windows, billing inherits a defect that may not be recoverable later. The claim enters the queue with hidden instability, and every downstream team ends up spending time on repair rather than clean submission.

Complex coding rules intensify the risk. Infusion and injectable therapies often depend on accurate National Drug Code [NDC] mapping, Healthcare Common Procedure Coding System [HCPCS] alignment, waste documentation and route-specific logic. CMS billing guidance for infusion, injection and hydration services makes clear that these claim elements require exact reporting discipline, which means software can facilitate the process but cannot interpret business context on behalf of the team 2.

## Why delays become expensive

Once claim defects move into accounts receivable, the cost of delay rises quickly. Staff must reconstruct documentation, check payer correspondence, resubmit corrected claims and manage appeals, often while still processing current orders. The organization pays twice for the same failure:

> once through delayed cash and again through administrative labor

That burden compounds because older claims are harder to collect. Notes become less reliable, payer histories get more fragmented and the volume of manual work expands. Teams then shift into reactive mode, spending more time fighting yesterday's denials than preventing tomorrow's.

Prior authorization burden alone shows how operational strain accumulates. CMS states that prior authorization work can cost providers $20 to $50 per hour, consume about 13 hours a

week and amount to roughly $34,000 and 700 hours of administrative time each year for each provider 3. That level of friction explains why backlogs grow quickly when workflows lack discipline and why a software replacement does not automatically restore capacity.

## The cost of delay

Unresolved accounts receivable problems create more than an accounting inconvenience. As claims move from current status into older aging buckets, recovery becomes harder, documentation becomes harder to reconstruct and internal attention gets trapped in defensive work. Leaders then face a slow erosion of cash flow at the exact moment drug costs, labor pressure and compliance burdens are already compressing margins.

The financial effect is only one side of the issue. Staff burnout grows when experienced billers spend their days on repetitive status checks, resubmissions and appeals instead of correcting root causes. Intake teams work under pressure to keep volume moving, but they do so with less feedback and less time to prevent the next wave of avoidable denials.

Timely filing risk makes delay especially costly. Payer policies often draw a hard line between rejected claims and denied claims, and providers must correct and resubmit within specific windows or lose payment rights altogether. One payer guidance document, for example, states that original claims generally must arrive within 180 days and that rejected claims with missing or invalid data still need to meet that filing deadline when resubmitted 4. Once an organization allows old claims to pile up, the backlog becomes a race against policy deadlines rather than a normal collection cycle.

## What an overlay solves

A more effective response is to insert specialized revenue cycle support into the current system rather than replace the system. An operational overlay works inside the existing billing environment, whether the provider uses Brightree, CPR+ or a custom setup. The objective is practical:

> recover aging balances, identify the points where claims fail and rebuild workflow discipline without creating a second disruption through migration

This approach treats the present platform as infrastructure rather than a scapegoat. Specialists can review denial patterns, isolate high-value receivables, protect timely filing deadlines and create feedback loops between intake, authorization and billing. That sequence addresses both the backlog and the defect pattern that keeps refilling the backlog.

The value is speed and clarity. Leaders can see whether the business improves when the process improves, which is the right test before approving a major software investment. If performance stabilizes, the organization avoids an unnecessary migration. If performance still breaks under a corrected workflow, leadership then has stronger evidence that the platform itself has become the constraint.

## What specialists do differently

Specialized teams close the gap between clinical complexity and revenue logic. They do not merely work denials in bulk. They classify denials by root cause, payer behavior, dollar value and filing risk, then push those insights back into the front end so the same errors stop repeating. That creates an operating discipline most internal teams struggle to sustain when they are overloaded with current volume.

This matters in infusion because the claim often depends on details that sit outside generic billing routines. Route of administration can change how a drug should be reported. Documentation gaps can affect whether an appeal has any chance of success. Timeliness can matter as much as accuracy because a claim that misses a filing window may be technically correct and still unrecoverable.

Payer rules illustrate the point. Some plans direct providers to use JA for intravenous administration and JB for subcutaneous administration when one HCPCS code covers multiple routes, and they warn that failure to report the correct modifier can trigger denial 5. In that environment, the operational capability that matters is not a shinier dashboard. It is a team that knows how claim construction, payer logic and clinical workflow intersect.

## When Leaders should intervene

The right time to intervene is before billing stress begins to distort the whole operation. A steady rise in days sales outstanding, more balances crossing the 90-day threshold and

repeated denials tied to authorizations are signs that the workflow is no longer keeping up with the business. Those signals deserve operational diagnosis before they trigger a procurement exercise.

Leaders should also pay attention to what staff are spending their time on. When skilled billers spend most of the week on repetitive status checks, preventable rework and manual follow-up, the organization is using expensive talent to manage noise rather than value. That pattern usually points to a process design problem, not merely a software limitation.

Regulatory and payment rules reinforce the need for accuracy. Medicare home infusion therapy billing has its own payment structure and service definitions, with payment tied to eligible home infusion therapy services, category logic and medical review requirements 6. The consequence for executives is straightforward:

> when billing depends on rule execution at this level of specificity, operating control matters more than replacing the screen where staff enter the claim

## What good visibility looks like

Executives need a simpler decision framework than vendor marketing usually offers. The question is not whether a new platform has better features in theory. The question is whether the current business can submit clean claims, manage authorizations, protect timely filing and recover high-value balances with discipline. If the answer is no, the organization should first determine whether workflow correction inside the current system solves most of the problem.

That assessment depends on a few hard measures. Daily clean claim rates, denial categories, authorization exceptions, backlog age and appeal turnaround times expose where revenue is leaking and whether changes are working. These measures also give leadership a way to distinguish between a workflow crisis and a true technology constraint.

At that point, the organization can make a rational choice. It may still decide to migrate later, but it will do so from a position of evidence rather than frustration. Until then, providers should focus on the operating failures that actually delay cash, raise write-offs and distract

teams from patient care. For organizations evaluating specialized support, Specialized Infusion Medical Billing remains relevant because the issue is not generic billing competence. It is the ability to manage infusion-specific reimbursement logic inside day-to-day operations.

## Optimizing your infusion revenue cycle

Sustaining a healthy bottom line in the specialty infusion space requires operational precision rather than constant technology replacements. Shifting your focus from software migrations to workflow optimization protects your revenue, reduces administrative friction, and stabilizes your cash flow.

Plugging specialized expertise directly into your current platform enables your pharmacy to resolve chronic denials and efficiently capture hard-earned revenue. Take the time to evaluate your existing collection workflows, review your aging accounts receivable buckets, and identify the root causes of your current billing bottlenecks.

Learn more about improving revenue cycle efficiency and reducing accounts receivable aging by exploring strategic operational overlays.

- 1CMS Electronic Prior Authorization Overview
- 2CMS Infusion Billing Guidance
- 3CMS Prior Authorization Burden
- 4Claim Denial Guidance
- 5Priority Health JA And JB Modifiers
- 6CMS Home Infusion Billing And Rates

## Summary

Revenue cycle performance improves when leaders repair workflow failures inside the current platform before pursuing a migration.