

# Life@ZOTEC



Shannon McCartney  
*Vice President,  
 Operational Efficiency  
 and Workflow Integrity,  
 Radiology*

At Zotec, we know our employees are extraordinary and they prove it every day - to each other, to our Clients and to the Community. They've got stories to tell, and we're here to hold the mic for them. Go grab a cup of coffee (we'll wait) and settle in to read our first 'Life @ Zotec' installment, one of many that we will be sharing throughout 2021 (and beyond).

Hi, Shannon! Congratulations on your recent promotion to Vice President, Operational Efficiency and Workflow Integrity, Radiology! What was your first position with Zotec?

Thank you! I started as an A/R Representative a little over 14 years ago. There were only around four A/R reps working out of the Carmel office at that time. Today, there are over 100 and we continue to grow!

What were your responsibilities back then?

Back when I started, I was responsible for working all A/R workfiles, but there are a few now that didn't exist then, like the investigation workfiles. The processes were a lot more manual then. No denial rules, and all appeals had to be printed one at a time. There were no mass actions. It was very different.

## You were recently promoted to Vice President, Operational Efficiency and Workflow Integrity. What will you be doing in this new role?

All friction ultimately ends up as open AR for our clients, so the best way to improve our AR is to prevent the friction. My role is to work to prevent friction overall and try to prevent downstream effects when new processes are created. The AR Analysts have always worked across departments, so this is just expanding on what our team was already dipping our toes into.

My focus on exceptions has always been to first prevent it. If you can't prevent it, automate the solution. If you can't automate it, make it the most streamlined process that you can. Then, when you have that streamlined manual process, you have the blueprint to automate the solution!

## You've had a great career progression with Zotec. What's the secret to your continued success?

I think my nature is just to want to know how to do anything and everything, and to do it in the most efficient way possible. As an A/R Specialist years ago, I was always trying to figure out how to get more done, stop charges from denying, build more rules, etc. I don't like to admit that something can't be done.

The nature of RCM is that all problems end up being outstanding A/R, so the A/R team has always had an interest in how the upstream processes work. For example, in the last couple of weeks, there was an issue with claims that was caused by write offs being taken in the primary position on secondary balances. Since write offs can't be taken in the secondary position in mass, we were able to implement an interim SQL solution for the AR team to process those write offs appropriately as well as create an enhancement request for the future solution.

## Have you done any extracurricular activities to assist help you achieve your success?

Right now, I am pursuing a BS in Data Management and Data Analytics. I started this last year since I was spending so much time at home due to the pandemic. I have wanted to go back to school for years, but this is the first time there was something that I really wanted to pursue and learn.





## What words of advice would you give others pursuing leadership opportunities at Zotec?

If you have an idea, tell someone. If you are doing the same thing over and over, and it doesn't make sense, say something. Ask questions. Show that you want to be part of solutions. Look for small opportunities to lead and build on that. I started out in this industry 20 years ago stapling papers together. I watched for open positions and kept applying and moving up into new roles as I saw them.

Throughout my years in Revenue Cycle Management (RCM) I've had call center roles, filing, front end patient registration, EDI claim submission, charge posting, and even some light radiology coding. For a long time, I took every opportunity that was in front of me. It helped me figure out what parts of RCM were interesting to me and focus where I wanted to end up. I like understanding how the gears move behind the scenes. The more you can learn, the better.

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*Shannon is the Vice President, Operational Efficiency and Workflow Integrity, Radiology at Zotec Partners. When she's not working, she's spending time with her two kids and husband, swimming, hiking, and hanging out in the backyard. She also loves crafting ... she says her projects look like Pinterest fails, but she still loves doing them!*



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