

Joyful Health

# Denials Architecture Workshop Workbook

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## Purpose

This workbook is designed to support the work your team does throughout the Denials Architecture Workshop. Use it as a structured space for organizational reflection, operational diagnosis, and action planning. As you move through each section, you'll document recurring denial patterns, evaluate their financial and operational impact, map denial drivers to the workflows that produce them, assess where your organization sits on the denial management maturity curve, and identify the most meaningful opportunities for operational improvement.

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## Revenue Leakage Visibility & Executive Challenges

### Current State Reflection

01 What denial categories are most visible within your organization today?

Current State Reflection	Why It Receives Attention	Operational Area Impacted

02 What are the primary financial symptoms your organization is experiencing?

Check all that apply:

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Increased denial volume  | <input type="checkbox"/> Staffing strain   | <input type="checkbox"/> Forecast instability         |
| <input type="checkbox"/> Delayed cash collections | <input type="checkbox"/> Escalation volume | <input type="checkbox"/> Aging A/R growth             |
| <input type="checkbox"/> Revenue variance         | <input type="checkbox"/> Appeals backlog   | <input type="checkbox"/> Increased operational rework |

Other:

03 Which functions currently own denial-related reporting or operational decision making?

Function	Current Role	Level of Visibility
Finance		
Revenue Cycle		
Operations		
Clinical		
Coding/Billing		
Credentialing		

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## Financial Impact & Prioritization

### Revenue Leakage Assessment

01 Identify denial categories creating the greatest financial impact.

Denial Category	Estimated Financial Impact	Recoverability	Priority Level (High / Moderate / Low)

02 Evaluate current prioritization approaches.

Current Prioritization Driver	Is This Effective?	Notes
Denial volume		
Dollar impact		
Aging		
Escalations		
Work queue visibility		
Timely filing risk		

03 Reflection Questions

Which denial categories consume the most operational effort?

Are those categories also the highest financial risk?

Which denial patterns may be over-prioritized based on visibility rather than impact?

Which denial patterns may be under-prioritized despite material financial risk?

Additional Notes:

## Denials Architecture Model

### Surface vs Structural vs Root Cause Analysis

01 Select one recurring denial pattern and analyze it across the three architecture layers.

Layer	Analysis
Surface Layer (payer response)	
Structural Layer (workflow/process break)	
Root Cause Layer (systemic driver)	

02 Additional Denial Architecture Mapping

Denial Pattern	Structural Breakdown	Potential Root Cause

03 Reflection Questions

Are denial codes currently being treated as root causes?

Where does operational ownership become unclear?

Which operational workflows contribute most frequently to recurring denials?

Which issues appear repeatedly despite appeals activity?

Additional Notes:

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## Structured Denial Categorization

### Categorization Exercise

01 Categorize recurring denial patterns using the workshop framework.

Denial Pattern	Domain	Failure Type	Root Cause Driver

#### Examples

Suggested Domain Examples	Suggested Failure Type Examples	Suggested Root Cause Driver Examples
Authorization	Missing	Workflow design gap
Eligibility	Invalid	Training inconsistency
Coding	Mismatch	Ownership ambiguity
Billing Operations	Expired	System configuration issue
Documentation	Incomplete	Process variability
Credentialing	Duplicate	Payer-specific nuance
Enrollment	Untimely	
Claim Submission		

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## Operational Ownership & Translation Into Action

### Operational Accountability Mapping

01 Map denial patterns to operational ownership.

Denial Pattern	Operational Owner	Current Action Taken	Potential Preventative Opportunity

02 Operational Improvement Planning

Identified Issue	Potential Operational Change	Responsible Team	Expected Impact

## Closed-Loop Denial Management

### Organizational Maturity Assessment

01 Evaluate current-state denial management maturity.

Capability	Current State	Improvement Opportunity
Structured categorization		
Root cause analysis		
Cross-functional alignment		
Governance structure		
Recurrence measurement		
Operational accountability		

02 Closed-Loop Process Evaluation

Check all processes currently in place:

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Denial trend reviews            | <input type="checkbox"/> Cross-functional escalation meetings | <input type="checkbox"/> Preventable denial monitoring           |
| <input type="checkbox"/> Financial impact prioritization | <input type="checkbox"/> Recurrence tracking                  | <input type="checkbox"/> Workflow redesign initiatives           |
| <input type="checkbox"/> Root cause analysis workflows   | <input type="checkbox"/> Operational ownership mapping        | <input type="checkbox"/> KPI monitoring tied to denial reduction |

03 Reflection Questions

What corrective actions have been implemented previously?

How is effectiveness currently measured?

Which denial patterns continue recurring despite operational effort?

Which operational changes could have the greatest preventative impact?

Additional Notes:

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## Final Action Planning

### Immediate Organizational Opportunities

#### 01 Identify Top Priorities

Priority Area	Why It Matters	Immediate Next Step

#### 02 Executive Discussion Prompts

What denial patterns require deeper operational diagnosis?

Which denial categories create the greatest preventable revenue leakage?

Where should operational accountability become clearer?

What workflows should be evaluated first?

How should financial impact influence operational prioritization?

#### Closing Reflection

Sustainable denial reduction comes from building the right systems around the work your team is already doing. Appeals matter. Operational effort matters. But lasting improvement requires something more structural: operational design that catches issues before they reach the payer, financial prioritization that focuses energy where it creates the most impact, clear accountability so nothing falls through the cracks, and a feedback loop that turns every denial pattern into an opportunity for the organization to learn and adjust. That's what this workshop is built to help you build toward.

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Workshop Notes

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