

Copyright © IJCESEN

International Journal of Computational and Experimental Science and ENgineering

(IJCESEN)

Vol. 11-No.3 (2025) pp. 6948-6955 http://www.ijcesen.com

Research Article



ISSN: 2149-9144

The Collaborative Core: A Human-in-the-Loop Artificial Intelligence Model for Resilient Healthcare Revenue Cycle Management

Karan B Patel*

University of Texas at Dallas, USA

* Corresponding Author Email: reachkaranpatel@gmail.com-ORCID: 0009-0006-6102-7005

Article Info:

DOI: 10.22399/ijcesen.3941 Received: 25 July 2025 Accepted: 10 September 2025

Keywords

Revenue Cycle Management Human-in-the-Loop AI Healthcare Finance Interoperability Denial Management

Abstract:

The Healthcare Revenue Cycle Management (RCM) landscape is struggling with issues such as coding complexity, payer diversity, labor shortage, and data silos. The Collaborative Core proposes a Human-in-the-Loop (HITL) Artificial Intelligence model that will be used to strategically combine AI efficiency and human judgment throughout the RCM lifecycle. This model is cost-effective as it directs mundane work to AI automation, leaving human insight to make complex decisions, which would congruently improve both efficiency and accuracy. The framework makes use of interoperability standards, distributed ledger technologies, and sophisticated AI tools, along with explicit handoff procedures between fully automated and human processes. The results of the implementation have shown positive changes in the charge capture process, claim processing, posting of payments, and the ability to manage denials, and improve provider, insurer, and patient outcomes. The Collaborative Core is an innovative solution to the complex problem of healthcare financial management, which is used in collaboration with current trends toward technological control by ensuring that it is not lost in the algorithmic bias and human adjustment to working with technology.

1. Introduction

Revenue Cycle Management (RCM) is the entire financial procedure that healthcare facilities or organizations use to monitor patient care episodes between the time of registration to the conclusion of the payment. This vital business process involves insurance checkups, the documentation of the same, coding, submitting claims, receiving payments, and managing denials [1]. The heart of any healthcare facility, a well-done RCM has a direct impact on operational sustainability and patient satisfaction.

Leading market firms show that the global healthcare RCM market is estimated to reach an amount of \$238 billion by 2030, which demonstrates its economic importance. Studies have found that administrative inefficiencies are a factor that consumes around a quarter of the general healthcare expenditure, highlighting the potentially significant savings that can be attained through enhanced RCM procedures that could enable the recovery of considerable funding in terms of clinical care opportunities [1].

Modern RCM systems experience certain problems despite technological improvements. The present uses of artificial intelligence have been successful in automating routine tasks and lack the ability to respond to certain artificial intelligence complex scenarios with an element of contextual knowledge and judgment of ethical cases. The nuance of decision-making that is necessary in the healthcare revenue environment has yet to be accurately webified with pure automation [2].

There is a prominent knowledge gap present in how human expertise can interact well with artificial intelligence to make farming systems stronger RCM. Although machine learning is highly advanced in respect to pattern recognition and data processing, such models often prove to be inadequate in response to new situations or scenarios that require empathetic judgment. The ethical considerations of using only algorithmic approaches should be pointed out, particularly in the light of the impact that their financial decisions may have on the availability of care to patients [3].

The Collaborative Core is an Artificial Intelligence model having a Human-in-the-Loop (HITL) approach that is specifically used in healthcare RCM environments. This framework would embed human judgment where it is needed most throughout the revenue cycle, instead of moving toward pure computational efficiency, since all sides now appreciate that human judgment can complement computational efficiency and drive optimal performance [2].

The model encompasses the full RCM lifecycle, seeing where AI can be used to process routine, high-volume work, but leaves more complex exceptions and patient-centered cases and interventions to be managed by human-level oversight. It is a solution that satisfies various parties: healthcare providers in need to gain financial stability, payers who want to get accurate claims, and patients who demand transparent billing [3].

The envisioned contributions will be the theoretical foundation of HITL implementation in healthcare finance, practical recommendations on how and where to define the black-box handoff thresholds, exhaustive metrics, and guidelines of ethical considerations to ensure the responsible implementation. These collaborative efforts, based on their overall model, strive to create a much more strategic approach to healthcare RCM with the goal of embedding the capabilities within RCM to be a part of the overall organizational resilience and patient financial experience.

2.1 Current Challenges in Healthcare RCM

Healthcare Revenue Cycle Management faces a number of consistent barriers that impact the bottom line. The complexity of medical coding creates a burdensome problem, and ICD-10-CM has over 70,000 diagnostic codes, and CPT has more than 10,000 procedure codes. This complex system is revised every quarter and once every year, which involves the constant reeducation of the staff and the reconfiguration of the system [4].

Payer variability adds a further barrier as the healthcare providers can maintain relations with hundreds of insurance companies that have their own rules of submission and time, and rates of reimbursement. This fluctuation stretches out the service-to-pay period to 30-60 days, and medium-sized facilities have 25-50 different payer relationships [5].

At the same time, the industry has been dealing with its workforce issues, with turnover averaging 20 percent annually in the coding and billing departments. This labor busyness gate leads to gaps in knowledge and disruption of the workflow, which are even multiplied by the estimated lack of qualified specialists in the country [6].

2. Literature Review

Table 1. Key Challenges in Healthcare RCM and HITL AI Solutions.

RCM	HITL AI Solution Key Human Role			
Challenge				
Billing/Coding	NLP for documentation analysis; AI-	Review complex coding; interpret		
Complexity	suggested codes	ambiguous notes; provide AI feedback		
Payer Variability	Predictive analytics for denial risk;	es for denial risk; Complex negotiations; refine appeals;		
	automated eligibility verification	validate predictions		
Workforce	Automation of repetitive tasks; AI chatbots	nation of repetitive tasks; AI chatbots Shift to analytical roles; handle exceptions;		
Shortages	-	provide counseling		
Data	AI-driven integration; blockchain for	Oversee data quality; resolve discrepancies;		
Fragmentation	unified records	ensure security		
Fraud/Abuse	Pattern recognition; anomaly flagging;	Investigate flagged cases; gather evidence;		
	biometric verification	make determinations		
Surprise Billing	AI-generated estimates; transparent billing	Interpret regulations; manage disputes;		
	statements	provide explanations		

2.2 Evolution of AI Applications in Healthcare Finance

The use of artificial intelligence in financial management in the healthcare sector has improved a lot. In claims processing, automated programs currently perform a validation on about 75 percent of all outpatient claims prior to submission, checking demographic integrity, coverage of the claim, and accurate coding. These systems are a hybrid between rule-based logic and machine learning that allows recognizing the possibility of problems before

reaching the adjudication stage, and they significantly lower the initial rejection rates [4].

Artificial General Intelligence/Natural Language Processing technology replaces the clinical documentation process, replacing it with a system that extracts the relevant financial information out of the physician notes and reports. An algorithmically driven NLP system goes even further with accuracy rates nearly reaching 95 percent on recognizing billable items in documentation to cover the gap between clinical writings and structured billing requirements [5].

As denial management, predictive analytics has proved to be an effective tool where old claims data has been analyzed to establish trends related to payment delays or payment denials. The companies using such tools declare significant acknowledgment rates and decreased days in accounts payable [4].

2.3 Human-in-the-Loop AI Paradigms

HITL systems represent the composition of human judgment at select points inside automated workflows (in most cases, with the exception of exceptions and complex decisions). This is in contrast to Human-on-the-Loop models in which the human is placed in supervisory roles watching the workflow products without any direct interventions [7].

The existing health-related implementations of current technologies depict some amazing potential in various fields. In clinical documentation improvement, AI-based systems only highlight the possible gaps to be reviewed by human specialists and do not make independent changes. In complex prior authorization processes, algorithms determine the probability that authorization will be granted whilst human staff handles exceptions [6].

Existing evidence confirms the HITL efficacy in situations of a complex decision-making process typical of healthcare finance. Studies explain that these systems are more accurate in processing unusual cases than fully automated versions and boast a high rate of user acceptance by health professionals who report feeling more confident in the results of the systems when there is human oversight in meaningful decision-making.

3. Theoretical Framework

3.1 The Collaborative Core Model Architecture

The Collaborative Core Model is an organized system to incorporate artificial intelligence and combine it with human knowledge in managing the revenue cycle. According to this architecture, about 90 percent of the daily routine, repetitive activities are given to AI-based automation, whereas the remaining 10 percent of complex tasks that depend on judgment will be performed by human experts [10].

The AI portion handles the transaction power of a high volume, standardized type, such as eligibility verification, routine claims submission, and payments posting. Machine learning algorithms are able to continually optimise using feedback loops whilst still ensuring that they meet set accuracy criteria [10].

On Humans, there is a human element of revenue cycle experts who specialize in exception processing, payer negotiations, and strategic decision making. Decision-making individuals exercise appropriate contextual MED knowledge and regulatory inferences that are incapable of algorithms [8].

A smart handoff mechanism uses decision trees, confidence scoring, and anomaly detection to decide when a case should be moved out of machine process into human control, meeting the requirements of context preservation when handing over a case [10].

3.2 Foundational Technologies

Fast Healthcare Interoperability Resources (FHIR) can be seen as a key to the delivery of solid and homogeneous data formats and elements that lead to unhindered information transfers between various systems. The concepts modeled in FHIR resources are discrete clinical and administrative concepts that exist as modular, reusable blocks of clinical data, which remain semantically consistent across applications [8].

Distributed ledger technology makes revenue cycle transactions transparent, immutable, and trackable. Blockchain-powered (Distributed Ledger Technology {DLT}) claims submission and payment reconciliation are providing tamper-proof audit trails that generate trust in the relationship between providers and payers. Smart contracts may automate the release of conditional payments when specified criteria are achieved to reduce delays in payments [9].

The analytical engine powering the model is the result of artificial intelligence tools. Natural Language Processing reads through unstructured documentation to extract structured data on billing, whereas predictive analytics identifies any possible risk to denials. Large Language Models act as translators of the patient's complex communications and interpret the unstructured texts into insight and action [10].

3.3 Integration Across the RCM Lifecycle

In scheduling and registration, automated AI can authenticate insurance coverage on the spot and flag possible coverage problems to be followed up by human resources. The software makes forecasts of the patient's financial responsibility accurate, through benefit structures, which makes it possible to support financially-oriented conversations [8]. The model is used in coding and claim processing, where it uses natural language understanding to interpret clinical documents and recommend

Table 2. Foundational Technologies for Integrated RCM

Technology	Primary Role in RCM	Key Benefits for HITL AI	
FHIR	Data standardization and interoperability	Clean data for AI; secure sharing; real-time access	
HL7	Framework for health information exchange	Ensures cross-system data compatibility	
Blockchain/ DLT	Secure, immutable transaction records	Data integrity; audit trail; reduced manipulation risk	
Smart Contracts	Automated execution of rules	Streamlined claims processing; compliance logic; anomaly flagging	
NLP	Extraction of structured billing data from unstructured documentation	Automated interpretation of medical documentation; reduction in manual coding effort; improved accuracy	
LLMs	Interpretation of complex communications and regulatory texts	Enhanced understanding of payer policies; conversion of unstructured communications into actionable insights; support for human decision-making	

suitable codes. Human coders edit complicated cases or those that are below the confidence level, and the system continues to learn from these expert decisions [9]. The rejection pattern analysis provides payer mix-specific appeals optimizations and focuses on common rejection patterns across payers, optimizing appeals strategies based on historical success rates. Human experts address payer negotiations and complex appeals with the help of AI-created evidence packets to include leading documentation, coding mine, and citations of policy [10].

4. Methods

4.1 System Design and Architecture

The Collaborative Core implementation has a system architecture that allows data sharing throughout the revenue cycle with integration points in admission-discharge-transfer systems, electronic health records, practice management, and payer portals [11]. All of the integrations use standardized APIs to allow two-way information transfer with compliance to regulatory requirements such as those of AI-based Software as Medical Devices. The process of model selection is well-directed and depends on the demands of tasks and training information at disposal. To train transformer-based

models, records are first de-identified and model training occurs, and then a fine-tuning process is done using organization-specific records so that local documentation patterns are considered [13]. Human touchpoints are placed at points of decision in the process where judgment or regulatory interpretation is needed. They are activated when AI confidence scores (less than 85-95% which can also vary depending on task criticality) [12]. The system will provide the needed context and supporting documentation so that a human being can make efficient decisions accordingly.

4.2 Performance Metrics and Evaluation Framework

The assessment plan utilizes multi-dimensional measures that comprise standard statistical measures of machine learning models like the accuracy, precision, recall, and F1 scores [13]. The technical metrics will give an idea about the model's reliability types various claim and with types.Examples of financial impact measures are days in accounts receivable, clean claim rate, denial rate due to reason codes, and cost of collection [11]. These are tracked on an ongoing basis via integrated dashboards that provide visibility of performance trends against historical baselines and against industry benchmarks. User experience measures gauge the quality of human-system interaction based

Table 3. ML Algorithm Performance in Claims Prediction

Model Type	Accuracy	Precision	Recall	F1 Score	Application
Elastic Net	0.839	0.844	0.98	0.907	Claims denial prediction
Lasso	0.843	0.848	0.98	0.909	Claims denial prediction
Ridge	0.831	0.84	0.975	0.902	Claims denial prediction
Decision Tree	0.81	0.819	0.98	0.892	Claims denial prediction
SVM	0.81	0.822	0.975	0.892	Claims denial prediction
Neural Network	0.827	0.855	0.945	0.897	Claims denial prediction

on time-to-resolving exceptions, user satisfaction, and staff productivity measures [12]. Process mining is used in workflow analysis so that bottlenecks and areas where further automation is possible can be found.

4.3 Implementation Strategy

A gradual rollout starting with the non-critical elements of the workflow, with a limited risk to revenue integrity, with eligibility verification and standard payment posting as examples [12]. Each of these stages must pass validation in a sandbox environment before any production roll-out, each successive stage adding progressively more elaborate functionality.

A hybrid human-AI approach is inclusive of extensive education programs breaking down both technical possibilities and strategic motivation behind this approach [11]. Training programs vary by user role, offering role-based instruction designed to increase general AI literacy.

Continuous improvement is achieved through the use of mechanisms whereby the system is continuously refined by the use of structured feedback loops. Technical performance monitoring finds model drift, necessitating retraining, and exception tracking finds patterns that require a change in the system [13]. Auditing is also performed on a regular basis to evaluate performance and compliance with regulations, and the results are used to develop improvement plans.

5. Results

5.1 AI Component Performance

The use of Natural Language Processing implementation in automated charge capture showed a conclusive efficiency gain through the entire revenue cycle. Using highly elaborated NLP methods, clinical documentation analysis has had success in detecting relevant diagnoses, procedures, and services within unstructured physician notes at an accuracy rate of 92-96% across a wide number of specialties [14]. The position where charge capture took a significantly lower time by 65% compared with full manual processes.

Machine learning algorithms optimized claim scrubbing accuracy by detecting possible mistakes prior to submission. The AI element identified repetitive errors such as a lack of modifiers, discrepancies in diagnosis-procedure relationships, and medical necessity gaps, which are often cued to denial notifications [15]. This front-foot removal error lessened initial dismissal rates by an average of 32 percent in the organizations taking part.

Remittance automation also demonstrated significant gains by means of clever remittance posting. The AI component performed well in interpreting explanation of benefits documents in various forms of pacers, with a greater than 95 percent accuracy in terms of matching payments to charges on the part of regular transactions [16].

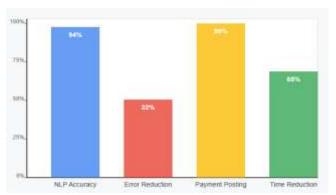


Figure 1. Al Component Performance Metrics [14, 15, 16]

5.2 Human Expertise Utilization

Complex denial resolution showed marked improvement through the strategic deployment of human expertise supported by AI-generated insights. Revenue cycle specialists focusing exclusively on complex denials achieved resolution rates 27% higher than traditional approaches [16]. The system effectively prioritized denials based on value, complexity, and likelihood of successful appeal.

Strategic appeals' success rates increased substantially when combining human expertise with AI-generated evidence packages. This collaborative approach increased first-level appeal success rates by 35% while decreasing preparation time by approximately 50% [14].

Payer relationship management improved through data-driven negotiation support. Human specialists leveraged AI-identified patterns in denial behavior, payment timing, and reimbursement accuracy to conduct more effective conversations with payer representatives [15].

5.3 Synergistic Benefits

Accuracy and reliability were the first major benefits of the integrated human-AI approach. The integration of the artificial with the human judgment led to an increase in coding accuracy by 12 percent against the use of solely computerized systems and fully subjective approaches to coding accuracy [15]. The potential limitations of the algorithms investigated using human oversight were managed with bias mitigation. Human experts then detected and fixed situations where AI modules were giving

systematically distorted results because of limitations in the training set or atypical clinical cases [16].

The benefits of regulatory compliance were gathered through integrating a steady AI-checking with human regulatory authority. This approach resulted in a 42-percent reduction in compliance-related denials as well as documentation and coding practices that were in line with emerging requirements [14].

6. Discussion

6.1 Multi-stakeholder Benefits

The Collaborative Core model has enormous benefits throughout the healthcare ecosystem. The savings made by Provider organizations that adopt hybrid human-AI revenue cycle systems are in the range of 15-20 percent in the net collection rates and a 25-30 percent reduction in operating costs [17]. Such financial performance outcome directly

contributes to improving organizational viability, especially among the rural and independent providers, while keeping narrow margins.

Insurer organizations experience superior claims quality and process standardization results, 32 percent faster claims adjudication turnaround time, and 18 percent savings in administrative costs of processing claims [17]. Submission of data in a structured format will allow it to be used in fraud detection more efficiently and, at the same time, minimize false positives, which slow down legitimate claims.

The improvement of patient experience is one of the long-term benefits, along with the financial responsibility, estimating the improvement of patients receiving estimated costs before being treated, so that the patients could be protected against surprise bills due to more accurate estimates of cost reduction by around 45 percent [18]. The decrease in discard wins corresponds directly to fewer billing chains of patients.

Table 4. Multi-Stakeholder Benefits

Stakeholder	Key Benefits	
Patients	Financial transparency; reduced surprise bills; simplified payment processes; improved trust;	
	enhanced care access	
Providers	Reduced denials; faster reimbursements; increased efficiency; compliance improvement;	
	reduced staff burnout	
Insurers	Enhanced fraud detection; shorter claims cycles; increased data accuracy; reduced operational	
	costs; improved transparency	

6.2 Implementation Challenges and Limitations

Algorithm bias is a continuous challenge that needs keen observation. Interpretation disclosed possible disparities in predictive accuracy of denials amid the various demographic categories, especially that of the patients with complicated medical records [18]. The mitigation strategies are the variability of the training data, periodic bias audits, and required human review limits.

More complexity is created in terms of data privacy and security through considerations, since such information must be handled in a sensitive/secure manner in the case of healthcare financial data. With implementation experience, it is understood that broad governance data structures that provide effective ownership of information security are significant [10].

Resistance to work and a deficiency of skills are major operational constraints. The staff of the revenue cycle usually complains about being moved out of their existing jobs and about the transformation in their role requirements [17]. Successful organizations respond to these by making the changes in their roles through open

communication instead of being abusive and by conducting reskilling programs.

6.3 Future Directions

Research developments in this area should be set to evolve to strategic validation models, which will become more tuned to measure interventions on the basis of performance data and not the basis of fixed confidence scores.

As AI is more widespread in the healthcare financial aspect, AI-driven HITL regulatory frameworks are bound to appear. The professionals in the industry expect official direction that would form minimum requirements concerning human oversight in specified revenue cycle processes [18].

The principles of responsible and accountable AI development will gain more prominence in the development of AI, as well as in the design of governance systems. Innovative organizations are forming ethical review boards that are multifaceted to consider the use of revenue cycle AI technology prior to application [10].

Conclusion

The Collaborative Core model proves to be transformative in terms of Human-in-the-Loop AI in the case of the Revenue Cycle Management in healthcare. This integration will realize synergetic gains that will surpass either method taken alone by carefully combining automated routine processing and human decision-making in complex exceptions. The outcomes of implementation are the increases in accuracy, low rates of denials, and successful improvements of the operational efficiency in several RCM functions. The middle course fixes the demand problems of the stakeholders by making the providers financially more stable, making the insurers more efficient, and enhancing patient billing transparency. Although there are still issues related to the implementation, such as algorithmic bias detection and human workforce adaptation, the framework provides the basis to develop future developments in the trajectory of dynamic validation models and ethical governance systems. This Collaborative Core, in effect, turns RCM into a strategic capability that enhances organizational resilience and improves the patient's financial journey to create a more sustainable patient financial ecosystem.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- Conflict of interest: The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper
- **Acknowledgement:** The authors declare that they have nobody or no-company to acknowledge.
- **Author contributions:** The authors declare that they have equal right on this paper.
- **Funding information:** The authors declare that there is no funding to be acknowledged.
- **Data availability statement:** The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

References

[1] Alok Prasad, (2025). What Is Revenue Cycle Management (RCM) in Medical Billing? RevenuXL. https://www.revenuexl.com/resources/what-is-revenue-cycle-management-rcm#:~:text=Revenue%20Cycle%20Management%20(RCM)%20is,operations%20and%20ensure%20financial%20health.

- [2] Stripe, (2024). Revenue cycle management (RCM) the basics: What healthcare businesses need to know. https://stripe.com/in/resources/more/revenue-cycle-management-101-what-businesses-need-to-know
- [3] Manatt Health, (2025). Regulating Financialization in the Healthcare System: A Toolkit for States, *Robert Wood Johnson Foundation*. https://shvs.org/wp-content/uploads/2025/02/Financialization-of-Healthcare Toolkit-for-States 02.2025.pdf
- [4] Cameron Putty, (2025). How AI is Transforming Healthcare Financial Management, *Thoughtful*. https://www.thoughtful.ai/blog/how-ai-is-transforming-healthcare-financial-management
- [5] Change Healthcare, (2020). Poised to Transform: AI in the Revenue Cycle. https://www.ache.org/-/media/ache/about-ache/corporate-partners/change-healthcare-ai-rcm-research-study-ebook.pdf
- [6] Collectly, The Role of AI in Healthcare Revenue Cycle Management (RCM). https://www.collectly.co/blog/ai-healthcare-rcm
- [7] Google Cloud, What is Human-in-the-Loop (HITL) in AI & ML?. https://cloud.google.com/discover/human-in-the-loop?hl=en
- [8] Eugene Yesakov, (2025). FHIR Components & Patient Resource Types, Kodjin. https://kodjin.com/blog/understanding-fhir-components-fhir-resources/
- [9] Pranto Kumar Ghosh et al., (2023). Blockchain Application in Healthcare Systems: A Review, MDPI. https://www.mdpi.com/2079-8954/11/1/38
- [10] Neha Gunnoo, (2025). Human-in-the-Loop AI (HITL) Complete Guide to Benefits, Best Practices & Trends for 2025, *Parseur*. https://parseur.com/blog/human-in-the-loop-ai
- [11] FDA, (2025). Artificial Intelligence in Software as a Medical Device. https://www.fda.gov/medical-device-samd/artificial-intelligence-software-medical-device
- [12] Jorie, Top Healthcare AI Trends and Solutions to Watch in 2025. https://www.jorie.ai/post/top-healthcare-ai-trends-and-solutions-to-watch-in-2025
- [13] Esmeralda Brati et al., (2025). Machine Learning Applications for Predicting High-Cost Claims Using Insurance Data, *MDPI*. https://www.mdpi.com/2306-5729/10/6/90
- [14] Simbo.ai, How Natural Language Processing Enhances Medical Coding by Streamlining Complex Clinical Documentation. https://www.simbo.ai/blog/how-natural-language-processing-enhances-medical-coding-by-streamlining-complex-clinical-documentation-2758771/
- [15] ZMED, (2025). Medical Billing Denial Reduction Strategies with AI. https://www.zmedsolutions.net/medical-billing-denial-reduction-strategies-with-ai/
- [16] Thomas John, (2025). How AI is Revolutionizing Revenue Cycle Management: A Deep Dive into Denial Management Solutions, *PlutusHealth*. https://www.plutushealthinc.com/post/how-ai-is-revolutionizing-revenue-cycle-management-a-deep-dive-into-denial-management-solutions

- [17] Guidehouse, (2024). 2024 Revenue Cycle Management Report. https://guidehouse.com/-/media/new-library/industries/health/documents/2024/2024-revenue-cycle-management-report-guidehouse.ashx
- [18] Simbo.ai, Addressing Challenges and Ethical Considerations of AI Implementation in Revenue

Cycle Management: Ensuring Trust and Transparency in Healthcare. https://www.simbo.ai/blog/addressing-challenges-and-ethical-considerations-of-ai-implementation-in-revenue-cycle-management-ensuring-trust-and-transparency-in-healthcare-1261807/