



Strategies for Optimizing Revenue Collection in the Level 1 Government Hospital in Passi City, Iloilo: A Basis for Operational Plan

Jay R Bolivar, R.M., R.S.W., Dr. Erwin M. Faller

St. Bernadette of Lourdes College, St. West Fairview, Quezon City

ABSTRACT

This research study, was qualitative in nature aimed at developing a strategy for optimizing revenue collection as basis for Operational Plan, and sought to identify hospital management experiences, challenges, intervention in optimizing the revenue collection in revenue collection, and policy adapted to foster a culture of continuous operation improvement within the revenue collection, among twenty (20) staff and employees in level 1 Hospital in Passi City. Results revealed on various themes on the experience, which included information gap between cashier and ER, low revenue collection, management financial constraints, communication and coordination issues, poor revenue collection, communication breakdown, financial loss, lack of manpower, staffing shortage, credibility and revenue loss, and unsatisfaction issue; whereas in challenges were management issues, low revenue collection, poor management, overworked, workplace financial constraints, revenue loss, workplace issue, revenue loss, staff problem, management issue, and revenue collection issue. On other hand, insurance verification check, indulged in bloodletting activity, communication sent among patients availed the promissory notes, conducted regular/ monthly management committee meeting, there were assigned nurses to collect beyond hours, the Social Service Department was the in-charged in absence of the cashier/billing, there were connections and communication among local government officials and other insurance providers were their practiced interventions. The researcher's proposed policy plan aiming to implement a clear and concise billing policy, easily accessible online and in the hospital, provide upfront cost estimates for all services, explaining patient responsibility clearly, offer multiple payment options including online payments, payment plans, and financial assistance program, and train staff on effective communication techniques to discuss financial matters with patients respectfully and emphatically may increase in revenue can foster collaborations between hospital and research institutions, leading to more comprehensive and impact research projects.

Keywords: *Thematic analysis, revenue collection, optimizing, emergency room (ER), promissory note*

1.1 Background of the Study

Of the 300 healthcare workers, 73.0% are at risk of or experiencing severe burnout, and 75.7% reported a turnover intention. Pharmacists at risk of or experiencing severe burnout showed a higher likelihood of leaving their jobs (Carandang, R. et al., 2024). Ever since, Philippines has faced problems on overtired workers resulted to client unsatisfaction.

Moreover, many of today's healthcare leaders agree that 2023 has been a tough year. Hospitals and provider groups continued to struggle financially in the wake of the pandemic. However, looking ahead to 2024, there are new opportunities to improve medical coding, enhance medical billing, and promote a positive patient experience (Global Healthcare Resource, 2023).

Furthermore, patient satisfaction can be either a driver of or a barrier to the professional and financial success of a healthcare provider. Empirical evidence suggests a reciprocal relationship between patient satisfaction and the financial performance of a healthcare institution or facility (Abidova et al., 2024).

On the other hand, working in a healthy environment promotes healthy actions and behaviors to keep everyone safe and well. Absence of hurtful conditions and sufficiency of health-promoting factors are enduring. Yet, red flags and tags constantly exist. Thus, understanding that life needs balance is the greatest weapon in every part of anyone's work-life journey.

Employee relations include everything a company does to create a healthy work environment and encourage positive employee relationships. This may consist of facilitating conversations about employee policies such as compensation, working conditions, and dispute resolution. In HR roles, there must be a company culture ambassador. They might work with the company's management to develop an organizational structure and culture that supports the company's goals. They also act as a liaison between employees and managers to ensure that appropriate communications exist between all parties (Staff, 2024).

Yet, one of the most important aspects of hospital Revenue Cycle Management is billing. It is critical that hospital staff correctly bill for every service rendered. Unfortunately, billing mistakes happen, and when they do, revenue is lost (Dennis, 2022).

Evidently in the HR of Passi City is lack of Manpower to optimize the Medical Social Work Division and Cashier Section's revenue collection operation as what had appeared in human resource SWOT Analysis. Forcing the researcher to address this gap to let them be aware of the workloads of their employees.

Globally, many countries have developed and implemented revenue administration strategies so as to respond to the dynamic increased and emerging challenges coming from tax systems development. Thus, administrative strategies have been found, so as to respond to the dynamic increased and emerging challenges coming from tax systems development (Mutio, 2022).

Such controversy existed because the welfare of the healthcare professionals themselves was at stake. The research has also noted the opportunities and challenges of the current system and made recommendations for its enrichment. Insights and considerations for future studies are given, as well as, the limitations of the present study.

Finally, the researcher asserts that fair distribution of manpower and his role significantly affect the employee's performance and the management at the end. Added to this is the view on ensuring Medical Social Workers availability to attend to patient's need especially in collection revenue 24/7. Also, there is lack of Manpower to optimize the Medical Social Work Division and Cashier Section's revenue collection operation as what had appeared in human resource SWOT Analysis, the hospital management sometimes failed to collect payment such as debt, uncollected debt, and promissory notes, denials and appeals related to promissory notes or unpaid hospital bill exist if the researcher's workplace, and to advance the utilization of the medical assistance, such as, but not limited to Passi City Fund (PCF), Medical Assistance Program of Iloilo Provincial Government (MAP-IPG) and Medical Assistance Program for Indigent and Financially-Incapacity Patient (MAIFIP) Program of the Department of Health.

2. METHOD

2.1 Study Design

Qualitative research design was utilized in the study, "Strategies for Optimizing Revenue Collection in Level 1 Hospital in Passi City: A Basis for Operational Plan". Qualitative research design was a type of research that explored and provided deeper insights into a real-world problem, as cited by Tenny et al., (2022). Specifically, the *Descriptive Approach*, as one type of Qualitative research aimed at gathering insights among hospital employee/staff regarding their strategies for optimizing revenue collection, after which the gathered insights were used by the researcher to identify themes, or areas for further investigation. Thematic analysis was employed for interpretation of participants' responses based on the interview guide, adhering the research questions. Since the researcher had distributed the open-ended question among his participants, this research design was appropriate.

2.2 Data Explication/ Mode of Analysis

Thematic analysis approach was employed in this study. Thematic analysis was a systematic method of breaking down and organizing rich data from qualitative research by tagging individual observations and quotations with appropriate codes, to facilitate the discovery of significant themes (Rosala, 2022). This involved meticulously reviewing the semi-structured interview guide transcripts to identify recurring pattern and themes. These emergent themes were then categorized and interpreted to understand the healthcare staffs' challenges, strategies and recommendations on the new services offered within their healthcare settings.

Specifically, the researcher had adapted the six (6) different phases of descriptive thematic approach imposed by Rosala (2022) such as; (1) gathering the data, (2) reading all the data from beginning to end, (3) coding the text based on what it's about, (4) creating new codes that encapsulate candidate themes, (5) taking a break and coming back to the analysis later, and (6) evaluating your themes for good fit. Finally, themes and subthemes were presented in tables with code and interpretation after projecting the tables.

2.3 Findings

Hospital Management Experiences in revenue collection

Experiences Revenue collection in level 1 hospital in Passi City, Iloilo had the following presentation of experiences. The results are presented through Table 1.

Table 1. Presentation of Hospital Management Experiences in Revenue Collection in Passi City, Iloilo

Themes

1. Information gap between the cashier and the ER
2. Low Revenue Collection
3. Financial Constraints
4. Communication and coordination issues
5. Poor revenue Collection

6. Communication Breakdown
7. Management and Financial Constraints
8. Financial Loss
9. Lack of Manpower
10. Staffing Shortage
11. Credibility and Revenue loss
12. Unsatisfaction issues
13. Management Issues

Interpretation

One of the participants disclosed that there is a big gap of information between the cashier and ER. Apparently, *"Ah okay. I think there is a very big gap no in between the billing the cashier and the ER because most of the time ahhh mmm especially when the time the patients are flocking in the ER."*

Participant 7 and 8 explicitly indicated that there is a low revenue collection.

"Billing section, cashier and medical social work must work hand in hand to have continuous revenue cycle. If one of this is absent, the revenue collection is greatly affected." (Participant 7)

"Efficient revenue collection resulted to prompt billing. Poor management and could result to inconsistencies and can affect income." (Participant 8)

Financial Constraints was also revealed, *"There is no proper orientation within all the departments regarding revenue collection' except billing and cashier departments."* (Participant 19), as well as Communication and coordination issues likely, *"Im not aware of the revenue collection, since I guess it's the job of the billing and cashier sections"* (Participant 9), and Poor Revenue Collection evidently, *"Ang Medical Social Work division, sila na ang responsible naga assist or incharge sg financial challenges sang mga patients and capacity to pay, then ang mga billing naman amo naga prepare sang patients statement of account ang iban naton nga ledger, ang cashier naman sila na ang in charge sang collection sang aton payment."* Translation: *"The Medical Social Work division, they are responsible of assisting or in-charge of financial challenges of the patients and the capacity to pay, also the billing they are preparing the patients statement of account others in the ledger, the cashier they are in-charge of the collection of our payment."* (Participant 5)

The code existed were gap between cashier and the ER, medical social worker and the ER, poor management, no proper orientation ,not aware of the revenue collection, financial challenges, staff awareness legal and civil suit for nonpayment, lost a very high revenue, revenue collection greatly affects the budget of our hospital in general, extended hospitalization which can lead to additional bills, challenges for hospital to manage, staffing shortage, staff overworking and tiredness; sub-themes such as lack on information dissemination about collection revenue, Poor management when it comes to billings and collection strategy, Poor management, No proper orientation, lack of information dissemination, Financial instability, Lack of information dissemination, failure to collect uncollected dues and promissory notes Patients' incapacity to pay bills fully due to financial instability, Billing issues, Staff Work negligence, Error output, Staff unsatisfaction, Patients unsatisfaction Unclear job description Staff shortage, and themes evolved were; Information gap between cashier and ER, Low revenue collection, Management financial constraints, Communication and coordination issues, Poor revenue collection, Communication breakdown, Financial loss, lack of manpower ,staffing shortage, credibility and revenue loss ,and unsatisfaction issue.

Hospital management challenges in the revenue collection

Challenges hospital management in the revenue collection in level 1 hospital in Passi City, Iloilo are shown in Table 2.

Table 2. Presentation of Hospital Management Challenges in Revenue Collection in Passi City, Iloilo

Themes

1. Management Issues
2. Low Revenue Collection
3. Poor Management
4. Overworked
5. Workplace financial Constraints
6. Revenue Loss
7. Workplace Issue
8. Staff problem/Management Issue

9. Management Issue on Staff
10. Management Issue on manpower strategy
11. Revenue Collection Issue
12. Management Policy Issue

Interpretation

Table 2 enumerated codes on no cashier, unexpected Leave of Absences of hospital staff, staff shortage, tired and overworked, can't do it all, forced to rush things patients' inability to pay, patient struggles financially, need to apply promissory notes don't have enough medication, running low in essential supplies, lack of supplies budget is not enough, cannot provide their patients a high-quality care

officer lacks effective follow up method, lack of proactive communication through follow up calls and reminders , no clear system for follow-ups, need a better system to ensure follow up and promised balance, other department is non-operational and not operating 24/7, lack of compliance, it is not their job description, understaff, staff absences and laziness, delays and conflict regarding billing claims, supervisors and administrators and the chief of hospital lack on laws, failed to collect payment, debt, uncollected dues and promissory notes, and null and void promissory note; sub-themes included problem on staff/cashier , patient's incapability of paying hospital bills/ manifesting promissory notes, lack of motivation and engagement, lack of motivation and engagement, error output/result, low revenue collection, resource shortage, staff problem/financial constraints, staff negligence, management issue/staff negligence, system for follow-ups is unclear, unclear and undivided job role, staff negligence, job mismatch and overworked, staff shortage, staff absences, laziness, and delays, management policy issue; themes were management issues, low revenue collection, poor management, overworked, workplace financial constraints, revenue loss, workplace issue, revenue loss, staff problem, management issue, and revenue collection issue.

Hospital management intervention in optimizing the revenue collection

The following are the hospital management intervention codes in optimizing revenue collection in level 1 hospital in Passi City, Iloilo.

Table 3

Hospital management intervention in optimizing the revenue collection

1. Insurance verification check
2. Indulging in bloodletting Activity
3. Communication sent among patients availed the Promissory Notes
4. Conducting Regular/Monthly Management Committee Meeting
5. There were assigned Nurses to collect beyond hours
6. The Social Service Department was the in-charged in absence of the cashier/billing
7. The Social Service Department was the in-charged in conducting the assessment among patients
8. The Social Service Department was the in-charged of the promissory notes
9. Active coordination with insurance providers
10. Coordination with LGU on patients' unsettled debt

Interpretation

Table 3 indicated these codes and themes; insurance verification or eligibility check before patients' discharge; they generate income is during the bloodletting; they follow up phone calls and sending personalized text message informing our patients of their unsettled bills and promissory notes; they follow up, communicate patients, and provide plan or option or assistant; every month ,there is Mancom meeting; their remedy before is that the nurses will collect, the social service department is a great help when incomes of efficiency how fast they can be settled for the patients to discharge, social workers are conducting assessment for us to identify the patients' capabilities in paying bills, social work is in charge of the collection related to promissory notes or unpaid hospital bills, they coordinate actively to Philhealth and other insurance provider, contacting the Barangay Captain to remind their resident on the unsettled payment in the hospital

call the attention patient, patient's relative, and coordinate with the barangay officials; insurance verification check, indulging in bloodletting activity, communication sent among patients availed the promissory notes, conducting regular/ monthly management committee meeting (mancom); there were assigned nurses to collect beyond hours; the Social Service Department was the in-charged in absence of the cashier/billing, in conducting assessment among patients, and in-charge of the promissory notes, active coordination with insurance providers, coordination with LGU on patients' unsettled debt, and coordination with families and the LGU on patients' unsettled debt.

Policy to be adapted to foster a culture of continuous operation improvement

The Proposed Title of the Activity is the, “*A Collaborative Revenue Collection*” with its initiative “*Improving Patient Payment Process*”. This program focuses on streamlining patient billing and payment processes to maximize collections at the point of service and minimize outstanding balances among hospitals in western Visayas. This is a 3-day duration program with a face-to-face set up with 30 participants. Below are the suggested activity;

Table 4

- 1. Lecture and discussion**
- 2. Hands-on workshop**
- 3. Collaborative planning**
- 4. Strategic planning**

Lecture and discussion has a duration of 2 hours with specific objective such as implementing a clear and concise billing policy, easily accessible online and in the hospital. While, Hands-on Workshop, Collaborative Planning and Strategic planning has a duration of 3 hours each. With its specific objectives, Provide upfront cost estimates for all services, explaining patient responsibility clearly, offer multiple payment options including online payments, payment plans, and financial assistance program, and Train staff on effective communication techniques to discuss financial matters with patients respectfully and emphatically, respectively. At the end of this program, the expected outputs are Awareness of revenue collection initiative and its importance, Participants apply the task given to them, Localized online payment mode, etc., and Action plans for continued implementation.

3. Conclusion

This study aimed at developing a strategy for optimizing revenue collection as basis for Operational Plan, and sought to identify hospital management experiences, challenges, intervention in optimizing the revenue collection in revenue collection, and policy adapted to foster a culture of continuous operation improvement within the revenue collection, among twenty (20) staff and employees in level 1 Hospital in Passi City. Sub-themes on hospital management experiences included; lack on information dissemination about collection revenue, poor management when it comes to billings and collection strategy, no proper orientation, financial instability, failure to collect uncollected dues and promissory notes patients' incapacity to pay bills fully due to financial instability, billing issues, staff work negligence, error output, staff unsatisfaction, patients unsatisfaction, unclear job description, staff shortage, and themes evolved were; information gap between cashier and ER, low revenue collection, management financial constraints, communication and coordination issues, poor revenue collection, communication breakdown, financial loss, lack of manpower, staffing shortage, credibility and revenue loss, and unsatisfaction issue.

Moreover, results revealed on gaps' sub-themes included problem on staff/cashier, patient's incapability of paying hospital bills/ manifesting promissory notes, lack of motivation and engagement, lack of motivation and engagement, error output/result, low revenue collection, resource shortage, staff problem/financial constraints, staff negligence, management issue/staff negligence, system for follow-ups was unclear, unclear and undivided job role, staff negligence, job mismatch and overworked, staff shortage, staff absences, laziness, and delays, management policy issue; themes were management issues, low revenue collection, poor management, overworked, workplace financial constraints, revenue loss, workplace issue, revenue loss, staff problem, management issue, and revenue collection issue.

Furthermore, Passi City level 1 hospital had practiced various strategies to counter the mentioned challenges and experiences for insurance verification check, indulged in bloodletting activity, communication sent among patients availed the promissory notes, conducted regular/ monthly management committee meeting, there were assigned nurses to collect beyond hours, the Social Service Department was the in-charged in absence of the cashier/billing, there were connections and communication among local government officials and other insurance providers.

With all of those challenges and interventions existed in mentioned hospital, Strengthening Revenue Collection implementation and process flow by strictly implementing revenue collection, providing 24/7 receiving payment/billing service, proper flow of admission, billing, and collection of debts, earlier encoding upon admission, processing of bills and issuance of patients' clearances, and hiring additional cashier. Additionally, there should be Re-visitation and enhancement of Promissory Note policy, Intensifying Patients' Access to Billings and other services, through proper orientation among patience before, during, and after admission, conducting Financial Education among patients with coordination of the LGU, offering Financial accountability counselling in integration of other insurance providers, and stakeholders, relaying cost estimation among patience to informed them of the expected medicines or any prescriptions prize, providing financial assistance program; Deepening Collaboration and communication through administering regular Staff Development Training, collaboration of revenue collection system management team, other department involved, and stakeholders, conducting advocacy campaign in collaboration with other Fund provider agencies and stakeholders, providing holistic quality care to both staff and patient; Diversifying and innovating Revenue collection and sources through streamlining automated billing, cash less payment, and electronic medical records, offering installment plan among patients promissory notes, connecting to other Government agencies and sponsors.

Generally, the exploration of healthcare industry trends driving revenue growth, reflecting on the key insights gained was essential, on how digital transformation, value-based care models, patient-center healthcare, integration of advanced technologies, regulatory changes, and strategic partnerships were reshaping the healthcare landscape. These trends presented challenges and offered numerous opportunities for healthcare organizations to thrive in a rapidly evolving environment. Continuous adaptation and innovation were imperative for healthcare providers to stay ahead in this dynamic industry. By embracing change and leveraging emerging technologies, healthcare organizations can enhance patient care, streamline operations, and drive revenue growth. Moreover, fostering a culture of innovation allowed for exploring new ideas and approaches that can revolutionize healthcare delivery and

outcomes. As they look to the future of the healthcare industry, one thing was sure: collaboration and innovation will be key drivers of success. By staying agile and proactive, healthcare organizations can navigate the industry's complexities and emerge more vital (1)

4. Recommendation

Hospitals and health systems were challenged by maintaining continuous operations, keeping patients safe and ensuring their data is secure. Those challenges came at a significant cost in terms of hiring the right personnel, deploying strong technology and making clinical and business processes efficient without compromising care quality. Healthcare institutions must do their work while responding to an ever-changing regulatory environment and facing new kinds of competitors that compromise patients more convenience or less costly care. So, healthcare providers must find a balance between provisioning care that meets the needs of patients and expectations of regulators and maintaining financial strength.

More to this, this research may provide the *Hospitals* basis for hiring additional employees, ascertain various experiences and strategies highlighting the importance of organizational support, access to health resources, and collaboration relationship, increased revenue can foster collaborations between hospitals and research institutions, leading to a more comprehensive research project. Revenue collection may allow hospital to allocate more funds towards research initiatives, supporting groundbreaking discoveries and advancements in medical knowledge.

Additionally, *Medical Social Workers and other healthcare workers* may be given privileged to be hired, increased revenue collection may allow hospitals to invest in better equipment, technology, training programs for newly hired staffs, ultimately improving their work environment, be the basis to develop strategies on optimizing revenue collection in hospital leading to better quality of healthcare life. By maximizing financial performance, hospitals can create a more stable work environment for staff, support innovative research, maintain staffing level, reducing the risk of layoffs, and ultimately improve patient care and outcome. Patients may be at a higher satisfaction rate on all hospital services and potentially better outcomes, positive and rewarding work environment.

Also, the Researchers and Future Researchers, may create valuable insights into unique experiences on optimizing revenue collection in hospital setting, access to cutting-edge technology, data sets, and specialized equipment, enabling them to conduct more cultured research, may be used as a reference to conduct further studies with relevance in strategies in optimizing collection revenue among hospitals and beyond, that contribute to the growing body of knowledge on optimizing revenue collection in hospital.

Finally, the researcher's proposed policy plan aiming, implement a clear and concise billing policy, easily accessible online and in the hospital, provide upfront cost estimates for all services, explaining patient responsibility clearly, offer multiple payment options including online payments, payment plans, and financial assistance program, and train staff on effective communication techniques to discuss financial matters with patients respectfully and emphatically may increase in revenue can foster collaborations between hospital and research institutions, leading to more comprehensive and impact research projects.

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