

## From our President...

Wow, it's hard to believe another HFMA year is quickly coming to an end. This has been a fantastic year due to the chapter working together as a well organized team! As I prepare to turn things over to **Tracy Packingham** as your incoming President, I would like to recap the great year we had, as well as thank a handful of folks that made this a memorable year for our chapter.



This year was a stellar year for Programs. **Tom Sale**, along with his committee did an outstanding job. **Kathy Hughes, Don Rapp** and **Diana Hill** topped the sponsorship scales by bringing in a whopping \$27,000.00 to help supplement program expenses and other chapter expenses throughout the year. With their help, we were able to present programs, social functions, and other member benefits as a reduced price.

In a little over a year, we will be celebrating our chapter's 60<sup>th</sup> Anniversary. With this comes the opportunity to look back on all the changes within healthcare and the organization. It also gives us the opportunity to come together as a group and celebrate what makes this chapter so amazing.....its members; past and present!! A special Thanks to **Jerrie Weith** for leading the efforts in pulling together this grand gala. In addition, there are several other Past Presidents that are helping Jerrie make this a memorable event. A heart felt thanks to **Marty Sorenson** for helping pull together archives and other interesting information about the chapter, **John McGuire** for his unending input and assistance, **Don Stone** for agreeing to present one of his famous presentations that we have come to love over the years, and everyone else that is contributing to the 60<sup>th</sup> Anniversary planning!!

**Roseann Mabry** stepped to the plate and worked hard to manage the membership, as well as grow our membership. With extensive help from **Steve Moro** and **Karen Schechter**, Roseann and her team were able to get the Student Scholarship Program up and running. Kudos to Roseann, **Joanne Hollett**, **Sharon Redel** and the rest of the Membership Committee!!

A big shout-out to **Brian McCook** for taking over the Newsletter and making improvements throughout the year. Newsletter is a very time consuming and thankless job, but a very rewarding job. Brian, we appreciate all your hard work....Thank you!

**Jeff Morgan** saved the day when **Chastity Werner** took maternity leave with a special bonus.....twins!! **Chastity** worked effortlessly on the website and communications until the babies arrived, and we appreciate her hard work, as well as **Jeff** stepping in and taking over. Thanks to both....you make a great team.

Thank you, **Connie Stimpson**, for all your hard work in pulling the Membership Directory together. We experienced some issues along the way that were out of your control, but you persevered and got the directory out to the membership despite all the issues. Thanks for hanging in there....you did a great job.

Mid-year the Certification Program changed, going green, as well as changing the testing procedures and requirements. Both **Becky Welker** and **Elaine Watson** had some quick scrambling to learn the new rules and expectations of National HFMA. Thank you to both for making this a smooth transition. We look forward to more members becoming certified in the future due to your hard work.

**Theresa Kipper** has been extremely busy over the past few months preparing for the chapter awards event. Pulling member points together and reporting to National, making sure all the awards were ordered, and planning the big event at Pietro's. Thank you, Theresa, for making this year a special event for all.

Last, but not least, **Tracy Packingham & Barb Smallwood**....thank you both for all your support throughout the year as my life took many turns and I experienced many changes. You were always there for me and the chapter. Tracy, you will be an amazing President for the Greater St. Louis Chapter, and I am honored to have served with you and Barb. Barb, your turn is closer than you think.....your year as President-Elect will pass by quickly, but will leave you in the position to take over from Tracy in grand form. The chapter is lucky to have both of you in leadership roles!!

Thanks to the entire membership for your support and hard work over the past year. It is truly an honor to be part of the Greater St. Louis Chapter of HFMA and I look forward to continuing working with all of you and watching the success of our chapter continue to grow over the years. Thanks for the opportunity to serve as your Chapter President; it has been a great year.

**Lisa M. Haug**  
**President, Greater St. Louis Chapter**  
**Healthcare Finance Management Association**

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## HFMA Officers 2010-11

### **President**

**Lisa Haug**  
[lisahaug64@hotmail.com](mailto:lisahaug64@hotmail.com)

### **President-Elect**

**Tracy Pakingham**  
Consumer Collection Management  
[tracy@consumercollection.com](mailto:tracy@consumercollection.com)

### **Vice President**

**Barbara Smallwood**  
St. Anthony's Medical Center  
[barbara.smallwood@samcstl.org](mailto:barbara.smallwood@samcstl.org)

### **Secretary**

**Sandy Roll**  
MedAssist, Inc.  
[sandy.roll@na.firstsource.com](mailto:sandy.roll@na.firstsource.com)

### **Treasurer**

**Susan Richardson**  
Healthcare Consulting of St Louis  
[sue@hcastl.com](mailto:sue@hcastl.com)

### **Past President**

**Tami Knobbe, FHFMA**  
Gateway EDI  
[tknobbe@gatewayedi.com](mailto:tknobbe@gatewayedi.com)

## Board Members 2010-11

**Rebecca Welker, FHFMA, CIA**  
CHAN Healthcare Auditors  
[rebecca\\_welker@ssmhc.com](mailto:rebecca_welker@ssmhc.com)

**Jeff Morgan, CHFP**  
Revenue Cycle Partners  
[jmorgan@revenuecyclepartners.com](mailto:jmorgan@revenuecyclepartners.com)

**Steven Moro, CPA**  
RubinBrown  
[steve.moro@rubinbrown.com](mailto:steve.moro@rubinbrown.com)

**Tom Sale**  
Ingenix  
[ThomasSale1@aol.com](mailto:ThomasSale1@aol.com)

**Dawn Crump**  
SSM Health Care  
[dawn\\_crump@ssmhc.com](mailto:dawn_crump@ssmhc.com)

**Amy Richter, CHFP**  
Hospice of Southern Illinois  
[arichter@hospice.org](mailto:arichter@hospice.org)

## Committee Chairs 2010-11

### **Archives Committee**

**Brian McCook, CPA**  
Anders Minkler & Diehl LLP  
[bmccook@amdcpa.com](mailto:bmccook@amdcpa.com)

### **Awards Committee**

**Theresa Kipper**  
SSM Healthcare  
[theresa\\_kipper@ssmhc.com](mailto:theresa_kipper@ssmhc.com)

### **Certification Committee**

**Rebecca Welker, FHFMA, CIA**  
CHAN Healthcare Auditors  
[rebecca\\_welker@ssmhc.com](mailto:rebecca_welker@ssmhc.com)

### **Financial Review Committee**

**Steven Moro, CPA**  
RubinBrown  
[steve.moro@rubinbrown.com](mailto:steve.moro@rubinbrown.com)

### **Membership Committee Co-Chairs**

**Roseann Mabry**  
Office Team Healthcare  
[roseann.mabry@officeteam.com](mailto:roseann.mabry@officeteam.com)

### **Joanne Hollett**

Craneware, Inc.  
[joanne.hollett@ymail.com](mailto:joanne.hollett@ymail.com)

### **Sharon Redel, FHFMA**

St. Louis Children's Hospital  
[shred89@att.net](mailto:shred89@att.net)

### **Member Directory Committee**

**Connie Stimpson,**  
Kramer and Frank, PC  
[cstimpson@lawusa.com](mailto:cstimpson@lawusa.com)

### **Networking Committee**

**Kelly Konrad**  
Partners Financial Services  
[kelly@partners-mo.com](mailto:kelly@partners-mo.com)

### **Newsletter Committee**

**Brian McCook, CPA**  
Anders Minkler & Diehl LLP  
[bmccook@amdcpa.com](mailto:bmccook@amdcpa.com)

### **Nominating Committee**

**Tami Knobbe, FHFMA**  
Gateway EDI  
[tknobbe@gatewayedi.com](mailto:tknobbe@gatewayedi.com)

### **Program Committee Chair**

**Tom Sale**  
Ingenix  
[ThomasSale1@aol.com](mailto:ThomasSale1@aol.com)

### **Co-Chairs**

**Rebecca Welker, FHFMA, CIA**  
CHAN Healthcare Auditors  
[rebecca\\_welker@ssmhc.com](mailto:rebecca_welker@ssmhc.com)

**Amy Richter, CHFP**  
Hospice of Southern Illinois  
[arichter@hospice.org](mailto:arichter@hospice.org)

### **Sponsorship Committee Co-Chairs**

**Don Rapp**  
The Outsource Group  
[drapp@togarm.com](mailto:drapp@togarm.com)

### **Kathy Hughes**

St. Anthony's Medical Center  
[Kathy.Hughes@samcstl.org](mailto:Kathy.Hughes@samcstl.org)

### **Webmaster Committee**

**Chastity Werner**  
Allergy Asthma & Sinus Care Center  
[cwerner@aascare.com](mailto:cwerner@aascare.com)

### **Yerger Awards Committee Co-Chairs**

**Karen Schechter**  
Stone Carlie & Co. LLC  
[kschechter@stonecarlie.com](mailto:kschechter@stonecarlie.com)

### **Joe Salmo**

SOURCECORP HealthSERVE  
[josephsalmo@gmail.com](mailto:josephsalmo@gmail.com)



### Publication Dates and Deadlines:

#### Summer Issue

**July 11**  
Deadline for Articles

**July 29**  
Publication Date

## From the Editor...

Submitted by: Brian M. McCook, CPA

A year has come and gone since my reign as Newsletter Editor and what an exciting year it has been! A lot of new rules and regulations have come and gone, health care reform has changed all of our lives, and a new newsletter format was introduced. I have sincerely enjoyed getting to know many of you through my editor position and look forward to the many opportunities in the future.

If you have any comments or questions, please email me at anytime,  
[bmccook@amdcpa.com](mailto:bmccook@amdcpa.com).

# Corporate Sponsors

## Diamond



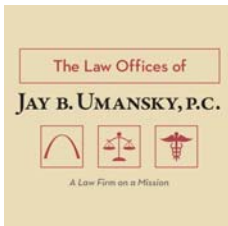
## Platinum



## Gold



## Silver



2011-2012 Greater St. Louis HFMA Sponsorship Opportunities  
 Deadline: May 31, 2011

<u>Level</u>	<u>Support</u>
Diamond	\$3,000
Platinum	\$2,000
Gold	\$1,500
Silver	\$1,000
Bronze	\$750



The Membership Committee is pleased to welcome several colleagues as new members of the Greater St. Louis HFMA Chapter. Please help me welcome them at the upcoming Spring Conference or another HFMA event in the near future.

Please review the "New Member Bio" section for some interesting information about some of our newest members. We would also like to welcome other new members who were unable to respond to our questionnaire. (Please note that at the time of the newsletter publication date, the new member information for April was not available.)

**Annette Cunningham**  
Kramer Healthcare Technologies  
Sales Executive, Central Region

**Tell us about your job responsibilities:**

Responsible for sales of Kramer Healthcare Technologies revenue cycle management solutions to include RQi enterprise™ & RQi practice management, our web-based registration QA solutions for hospitals and it physician practices, RQi eligibility™,

RQi address™, RQi identity™, and RQi price estimator in the central region.

**Education:**

BS—Merchandising, Western Illinois University

**Why did you join HFMA?**

For the educational programs, networking and volunteer opportunities.



**Jeff Dee**  
Fifth Third Bank  
Vice President of Healthcare Finance

**Tell us about your job responsibilities:**

Relationship building and financial solutions structuring with hospitals, large physician practices, medical device manufacturing firms, and senior living facilities in Missouri, eastern Kansas, Iowa, and Arkansas.

**Education:**

MBA—Finance, University of Illinois

**Hobbies:**

Golf, tennis, wine

**Why did you join HFMA?**

Learning and networking opportunities

**Tell us something about yourself that most people do not know:**

I like watching classic movies.

**Kathleen (Kathi) Enger**  
**Anders Minkler & Diehl**  
**Senior Health Care Consultant**

**Tell us about your job responsibilities:**

As part of the health care team, I provide expert, customized consulting services to health care providers, design work products, lead and manage engagements, and actively participate in business development activities to improve the overall health care division.

**Education:**

Registered Nurse (RN)  
 Certified Professional Coder (CPC)  
 BA—Business Management, Webster University  
 Masters—Health Care Administration, Webster University

**Family:**

Married 33 years to husband Mark

(retired management from United Parcel Service), 3 grown sons

**Hobbies:**

Travel, exercising, reading

**Why did you join HFMA?**

The health care team at AMD are members, and I was encouraged to join.



**Patrick Lepski**  
**Schneider Electric**

**Tell us about your job responsibilities:**

Schneider Electric is a \$26B energy management company with over 100,000 employees.

**Why did you join HFMA?**

On July 1st, there are new (FASB) rules being implemented related to energy efficiency. Are HFMA members aware of the impending rule changes? Would HFMA members like to be educated?

**Scott R. Thomas**  
**Executive Director, Business Development**  
**AHC, Inc.**

**Tell us about your job responsibilities:**

To become a trusted business partner who consistently delivers ongoing value to AHC's clients. To introduce prospective clients to the wide range of revenue cycle services we offer while delivering exceptional ROI and bottom line profit to our hospital clients.

**Education:**

BA—Business Administration,

Hartwick College, Oneonta, NY

**Family:**

Married 19 years to a truly wonderful person and an amazing mother to our 11-year old daughter and 6-year old son.

**Hobbies:**

My children, football, golf, & music

**Why did you join HFMA?**

To learn, network with like-

minded professionals, contribute to the HFMA organization, and have fun.

**Tell us something about yourself that most people do not know:**

I sing in the shower!



**Céline Wehmeier**  
**Financial Consultant-Operations Finance**  
**SSM Health Care**

**Tell us about your job responsibilities:**

Performance improvement through opportunity analysis and benchmarking; revenue cycle (working with denials, ie, credit balances); miscellaneous projects (assist with analysis on healthcare reform, contractual reserves, key metrics, etc.).

**Education:**

MBA—University of Missouri St. Louis

Prior education, Business

School, France

**Hobbies:**

Volunteer, Humane Society of Missouri (2002-2011)—dog walker and foster parent; home improvement

**Why did you join HFMA?**

Teri Reger, my manager, is very involved with HFMA and she explained to me the benefits of joining. I also attended one conference last year and everybody I met was welcoming. I am looking forward to using all the wonderful re-

sources as well as meeting new people!

**Tell us something about yourself that most people do not know:**

Hard to find something that is not too personal and that yet not many people know; I think I am pretty open. I am a vegetarian (I eat fish but no meat), I would love to buy a camper and travel the world when I retire, and my entire family is in France, where I go visit twice a year.



**New Members 1st Quarter 2011**

**Suzanne R. Bolin**, Mash Inc.

**Diane L. Budde**, Gateway EDI

**Annette Cunningham**, Kramer Healthcare Technologies—Sales Executive, Central Region

**Brian J. Day**, Sisters of Mercy

**Jeff Dee**, Fifth Third Bank

**Shawn Eaker**, Ascension Health

**Kathi Enger**, Anders Minkler & Diehl—Senior Health Care Consultant

**David Fedak**, ECG Management Consultants

**Patrick Lepski**, Schneider Electric

**Scott R. Thomas**, AHC, Inc.—Executive Director, Business Development

**Céline Wehmeier**, SSM Health Care—Corporate Office—Financial Consultant-Operations Finance

**Erin M. Ziercher**, Robert Half Management Resources

**Clay Dunagan MD** – BJC Healthcare



# New Member Welcome

### **New member breakfast meeting at the Annual Spring Conference.**

This is a great opportunity for those of you looking for new members to participate on your committees to introduce yourselves and enlist volunteers. We hope to see you there. Here are the details:

**Date:** Thursday, May 19, 2011

**Time:** 7:30 am - 8:30 am

**Place:** Harrah's St. Louis Casino and Hotel  
Maryland Heights, MO

# Golf Outing

### **Greater St. Louis HFMA Golf Outing**

**Monday, September 12, 2011  
Wing Haven Country Club  
7777 Wing Haven Blvd.  
O'Fallon, MO 63366**

**For more information contact:  
Dawn Crump  
Cell 573-201-9810  
Office 314-989-2161  
Dawn\_crump@ssmhc.com**

# Diamond Anniversary

In May 2012, our chapter will be celebrating its Diamond Anniversary Event – yes 60 years of educational excellence in health care finance. You've been enjoying historical updates through the newsletter and there are more to come. We have a Facebook page in development, as well as a slide show and a video. We'll be updating our history publication. And we'll be kicking off the year of celebration with a Kick-Off Event happy hour this summer.

In the meantime – Save the Date for the Big Event!

### **Diamond Anniversary Event**

**May 11, 2012**

**The Palladium (old City Hospital!)**

**Black-tie optional**

**For more information, contact Anniversary Committee Chair, Jerrie Weith, [jweith@amdcpa.com](mailto:jweith@amdcpa.com)**

## 2011-2012 Greater St. Louis HFMA Sponsorship Opportunities

Submitted by: Donald Rapp & Kathy Hughes  
Sponsorship Committee

The Greater St Louis Chapter of the Healthcare Financial Management Association (HFMA) appreciates the support that our members and others have given us in the past. Our revised sponsorship program was such a hit last year that we are keeping the same program for this year. The sponsorship levels for 2011-2012 are:

<u>Level</u>	<u>Support</u>
Diamond	\$3,000
Platinum	\$2,000
Gold	\$1,500
Silver	\$1,000
Bronze	\$750

The chapter wants to change the timing on the sponsorship program so that it coincides with our chapter year. We are sending our request to you early in order to have sponsorship dollars available by June 1. The new sponsorship year will run from June 1, 2011 to May 31, 2012.

Your sponsorship allows us to provide educational programming to chapter members and others and keeps our seminar fees low.

We hope you'll consider joining this special group of sponsors. You will receive a call from a sponsorship committee member in May. The deadline to submit your sponsorship level is May 31 so that we can be sure to recognize your company at our first chapter event and at all future functions.

This year the chapter will be celebrating our 60<sup>th</sup> anniversary. We will be introducing several new items, including an anniversary Facebook page, a chapter video, a celebration year kick-off happy hour, and an update to our chapter history. The capstone event will be on May 11, 2012 with a black-tie optional gala at the Palladium—the old City Hospital! In June we will be offering opportunities for chapter supporters to become a part of this wonderful, year-long celebration. We wanted to give you advance notice of this opportunity to assist you in your budget planning. More details will follow this summer.

On behalf of your colleagues in the Greater St Louis chapter of HFMA, thank you for your support. Please give Dianna Murphy a call at 314-525-4484 if you have any questions.





## 60 Years of the Greater St. Louis Chapter of HFMA

# 60 YEARS

Submitted by: **Marty Sorenson**  
Diamond Anniversary Committee

### The Second Decade

As mentioned previously, our first decade saw our national membership in AAHA (HFMA) exceed 4,000 while our Chapter membership had grown to 60. In addition to continued growth the second decade would provide many challenges (primarily as a result of Medicare implementation) for the healthcare industry and our Chapter.

We began our second decade with the election of the eleventh President of our Chapter **Irwin Albrecht** from Jewish Hospital. He was the first President to receive recognition for the achievement of GLD Club status for our Chapter (which required the accumulation of 90 points during the GLD fiscal year). That goal was not achieved again until seven years later. Because our Chapter year did not coincide with the National GLD fiscal year it required the combined efforts of the previous President, **John Obermann**, and **Irwin Albrecht** to achieve this level of recognition.

Our twelfth President was **Edward Clement** who emphasized programs which were primarily focused on the operation of the various fiscal services departments within the hospital. In December of 1963 Chapter membership reached 80 members.

His term was followed by **Walter Schulz**, the Controller of Lutheran Hospital, who became our thirteenth President. Annual Institutes (ANI) were being held in Bloomington, Indiana at this time and it was his feeling that this "... not only solidified things for us locally, but nationally as well. AAHA was the premier organization for people in the hospital industry."

**Sister Mary Geralyn Klenke** was our fourteenth President and the first lady President of the Greater St. Louis Chapter. Vince Freeman (our 1969-70 President) remembers her as "a great force in our Chapter, she is definitely a fitting representative of the many sisters who gave their time and energy to HFMA."

She was followed in 1966 by **Ray Highfill** who served as our 15<sup>th</sup> President. He presided during a year of dramatic transition within the healthcare industry which involved the implementation of Medicare. Chapter VP, Bob McAuliffe, commented that "It was a great year, program wise, because of the growth we stopped going to hospitals (for our meetings) and had to get bigger places to meet."

In 1967 **Bob McAuliffe** was elected and became our 16<sup>th</sup> President. His year was highlighted by the first Missouri tri-chapter meeting which was held in Jefferson City on May 25<sup>th</sup> and 26<sup>th</sup>. This was to be the forerunner of our successful Winter Workshop meetings.

The 17<sup>th</sup> President of our Chapter was **Carl Frey**. So far he has been the longest tenured President in the Chapter's history (serving 17 months). This was due to the change in our Chapter's year-end to coincide with the HFMA National fiscal year. Additionally the Association changed its name from the American Association of Hospital Accountants (AAHA) to the Hospital Financial Management Association (HFMA).

In retrospect our Chapter took a great leap forward during **Vince Freeman's** tenure (1969-1970). He was our 18<sup>th</sup> President and due to the increased complexity of healthcare issues and to meet the needs of our increased membership by a small cadre of volunteer officers he expanded the Chapter Board from 6 to 9 members. Bill Foerstner (our 1972-73 President) was formally recognized in the Chapter minutes for his budgetary efforts. He produced the first budget the Chapter has had in several years. Additionally, our Chapter Newsletter, 'Gateway Gatherings' was initiated under the editorial direction of Jerry Cowan and was entered in the National Annual Newsletter Contest. Of most significance the Chapter achieved GLD Club status again (after a seven year hiatus).

*(continued on next page)*

## 60 Years Continued

**Ed Busch** served as our 19<sup>th</sup> President in 1970-71. His year started off with a bang when Harold Hinderer, a long-time Chapter member and National President, was recognized as the 12<sup>th</sup> (and our Chapter's first) recipient of National HFMA's prestigious **Frederick C. Morgan Award**. Other notable achievements during his tenure were the continuation of our membership in the 90-point GLD Club and the second in a series of the mid-state Tri-chapter Winter Workshops which were deemed a success with 194 participants.

As indicated in our Chapter's formal history, the last (but definitely not least) of our Presidents in the second decade was **Darwin W. Schlag, Jr.** or as those who had the privilege of working for him (as I did) called him affectionately DW !!! He indicated that his Presidency "... clearly was a turning point in my (his) career." In 1971 he not only became our twentieth Chapter President but went on to earn all of the Founders Merit Awards and in 1980 he received the coveted **Frederick C. Morgan Award**. During his tenure our membership exceeded 120 individuals and for the third consecutive year our Chapter achieved the 90-point GLD Club status.

This decade (1962-1972) reflected the personal and professional growth of the Chapter membership, partially in response to the initiation of the Medicare program in 1966. The Chapter's membership doubled in size, the leadership was reorganized to better manage the needs of its members, and a tradition of GLD Club achievement was begun.



## Region 8 Connection

**Submitted by: Vicki L. Mills**  
**Region 8 Regional Executive**

It's hard to believe that the 2010-2011 chapter year is two-thirds over. It has been a real pleasure for me to work with each of the chapters this year – so many extraordinary volunteers! As each of your chapters begin planning for the upcoming 2011-2012 year I'd like to talk to you, the individual HFMA member, about how important your involvement with HFMA is!

Now is the time to express an interest in "Stepping Up" your involvement in your chapters with your incoming Presidents. The volunteer experience is a great opportunity for personal growth. Incoming officers and committee chairs are looking for volunteers to staff the many committees it takes to run a successful chapter. I encourage you to talk to them and get involved! You will find it very rewarding and your individual capabilities will help make each chapter stronger.

I would also encourage you to take a look at the many educational opportunities that HFMA has to offer at a state, regional and national level. It's difficult to balance all of the stresses of our busy lives, but keeping abreast of the constant changes in healthcare are made much easier for HFMA members due to the quality programming we have available. Did you realize that the webinars you attend from your own desk not only educate you, but they also count as educational credit toward your chapter's successful achievement of their goals on the chapter balanced score card? Don't forget to share this education with others in your organization as well. Many of the topics, especially on healthcare reform are of interest to others outside of the financial areas of our organizations. A brown-bag webinar presentation is a great way to get everyone involved!

I want to share with each of you, again, what a great group of chapter leaders you each have representing you this year! They personify this year's HFMA chairman's theme, "Step up and make it happen!" Please be sure to thank them for their dedication and hard work.



# Annual Joint Spring Conference St. Louis, MO May 18-20, 2011

## Sessions Include:

- RAC Update
- Phase II of Meaningful Use & Medicaid Application Update
- Computer Assisted Coding—A Bridge to and for ICD10
- The Impact of ACO's: The Real Story
- Medicaid DSH Audit Update
- Charity Reporting



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## Practice Management Corner

### Does the Revenue Cycle Impact the Total Patient Experience?

AND

### Are Hospitals Missing the Financial Opportunity?

By: Steve Chrapla, Director, Third Party Solution  
Revenue Cycle Partners

According to Jennifer Robinson, Senior Editor for the Gallup Management Journal, “for over 20 years or so, healthcare organizations have realized providing exemplary medical care isn’t enough to engage hospital patients. That’s because, from the patient’s perspective, excellent medical attention is the least a healthcare organization can offer. Many hospitals recognize this and now focus on the patient experience.”

So what is the “Patient Experience”?

The Beryl Institute collaborated with healthcare professionals and practitioners at hospitals around the county to develop a definition.

**Patient Experience-** *The sum of all interactions, shaped by an organization’s culture, that influence patient perception across a continuum of care.*

This statement and effort is so powerful that 93% of healthcare leaders say patient experience is among their top 5 priorities. Additionally, HealthLeaders Media Patient Experience Leadership Survey indicated 45% of healthcare executives see this as a priority 5 years from now.

As consumers spend more and more of their disposable income on monthly health insurance premiums, higher co-pays and out of pocket expenses, they are demanding more from their chosen “provider.” In addition, the landscape around experience in healthcare is shifting dramatically in part due to the Hospital Consumer Assessment of Healthcare Providers and Systems survey (HCAHPS) and the pending value-based purchasing program that will link payments to clinical care. This will, in the future significantly impact the market basket index that is used to annually adjust the Medicare Inpatient Payment Rates. The level of reimbursement hospitals receive from their largest payer will be directly tied to the HCAHPS survey. Healthcare economists are advising hospitals with the advent of healthcare reform and future reimbursement levels, one of their financial objective hospitals will need to achieve is to generate positive returns under government reimbursement policies. This places increased significance on the outcomes of HCAHPS surveys and hospitals will need to take a more proactive step in managing their operations as they are reflected within the survey.

The HCAHPS survey consists of 27 questions that cover everything from the cleanliness of the patient room, to nurse-patient communication, to pain management. However there are 2 questions, by their nature transcend the entire spectrum of the healthcare delivery system:

- Rate the hospital on a scale from 0 to 10.
- Would you recommend the hospital?

The responses to these questions can definitely be impacted by the administrative processes within the Revenue Cycle. Remember the revenue cycle representatives are usually the last contact with patients upon completion of their healthcare experience. While the time line for the HCAHPS survey requires the survey to be administered within 6 weeks of discharge, there is ability, for a deliberate focus on the patient interactions by the revenue cycle representatives, stressing the organization’s culture and responsiveness to assist with the administrative challenges patients deal with, to influence the patient’s perception of the hospital. This is not only good business sense from an accounts receivable management position but also allows for a world class customer service environment that is proactively managing the patient’s account portfolio. In contrast to an approach that just puts out the fires and is limited to responding to questions and focused only on the immediate collection of a debt. Make no mistake collecting everything that is due is important but realize the collection of an out of pocket patient liability or even one entire patient account balance has far reaching effect on greater future reimbursements. **(continued on next page)**



## Practice Management Corner

### Does the Revenue Cycle Impact the Total Patient Experience? AND Are Hospitals Missing the Financial Opportunity?

In fact hospital revenue cycle representatives are the final personal touch points that usually occur between patients and the hospital.

You need to ask these questions.

- Are these touch points/encounters being used to positively support the hospital's mission statement?
- Is there active participation with patients during these encounters to shape the hospital's reputation and brand?

The answer to these questions all center around how to guide the patient's journey through the healthcare reimbursement maze to find the most appropriate solution for the patient's situation. This journey can be accomplished through the use of specific tools that focus on enhanced communications and a comprehensive resolution of the patient's account. By using people-driven, technology-supported services you can achieve a high level of patient satisfaction. Through this satisfaction you can enhance both patient and physician loyalty to the hospital.

The loyalty of these patients can unlock huge future potential revenue sources. The patient life time revenue value is the amount of revenue a patient can expect to generate for a hospital over their lifetime if they choose to utilize the same hospital for all the medical needs. With the impact of consumerism in healthcare this lifetime revenue value is becoming an important part of hospital's reputation management process and strategic marketing initiatives.

What are things you need to do to maximize the revenue cycle impact on the patient experience as well as protect your future patient lifetime revenue potential?

- Educate all employees of the patient experience initiatives especially the revenue cycle representatives and their impact on the outcomes.
- Create an environment that fosters patient loyalty as a critical outcome.
- Design a patient-centered revenue cycle process that is focused on customer service excellence while resolving all patient concerns.
- Integrate HCAHPS survey completion within the patient revenue cycle communication process.
- Utilize technology to support the customer service function with call centers personnel trained and motivated to achieve established goals.
- Insure all third-party service providers are fully supporting your mission and your initiatives to enhance the patient experience.
- Explore social media sites to communicate your message and encourage patients to be positive spokespersons for your organization.

Remember your reputation matters and what your patients are saying is crucial and these experiences are still being formed long after the patient leave the hospital. That is why revenue cycle operations are critical to effective Total Patient Experience initiatives.

*Revenue Cycle Partners, a division of Avadyne Health, provides customer service solutions for hospitals nationally that improve profitability while enhancing the Total Patient Experience. Call Steve Chrapla at (847) 395-7655 to learn more about our Patient Experience and Reputation Management programs and how they can assist your organization.*



## Legal Lines Corner

### Face To Face Encounters Change Home Health Services

By: **Stuart J. Vogelsmeier, J.D.**  
**Lashly & Baer, P.C.**

**Introduction:** Home health agencies have long been obligated to obtain certain physician certifications prior to providing home health services (“HHS”). However, the Affordable Care Act (Health Care Reform) added a new requirement that is effective in 2011 that the certifying physician “Must document that the physician [or as described below a non-physician practitioner] had a face to face encounter with the patient within a reasonable time frame.” CMS regulations have provided more guidance regarding the requirements of the “face to face” encounter, and home health agencies and physicians should take note.

**Analysis:** By regulation, CMS stated that the certifying physician must document (a) that the condition for which the patient was being treated in the face to face encounter is related to the primary reason the patient requires HHS; and (b) why the clinical findings of such face to face encounter support findings that the patient is homebound and in need of either intermittent skilled nursing services or therapies. The documentation of the face to face encounter must also show, by including the date of the face to face encounter, that it occurred **“no more than thirty days prior to the home health start of care date or within two weeks of the start of the home health care.”**

The physician’s documentation must be on the HHS certification form, but as a separate and distinct section of the certification or an addendum to the certification. It must be clearly titled, dated and signed by the certifying physician. In addition to the documentation that accompanies the certification, the physician’s practice medical record must also document the occurrence of the face to face encounter with information that is “consistent” and “supportive” of the physician’s documentation in the HHS certification.

If the face to face encounter occurred within 30 days of the start of care but the condition for which the patient was being treated at the time of the encounter was not related to the “primary reason” the patient requires HHS or if the face to face did not occur within the 30 days prior to the start of HHS, then the certifying physician (or as discussed below the non-physician practitioner) must have a face to face encounter with the patient within two weeks of the start of HHS. In other words, if a patient’s condition changes significantly between the time of the face to face encounter and the start of HHS and the “primary reason” the patient needs HHS is unrelated to the patient’s condition at the time of the original face to face encounter, another face to face encounter is required within two weeks of the start of HHS. In the comments to the regulations CMS said the face to face encounter had to be “incident to” the HHS involved. The regulations state that there has to be “clinical correlation” between the face to face encounter and the “associated” HHS.

Although the documentation and certification obligations discussed above are imposed on certifying physicians, the actual face to face encounter may be performed (a) by tele-health; or (b) by a nurse practitioner or clinical nurse specialist working in collaboration with the physician, a CRNA or a physician assistant under the supervision of a physician (each referred to hereafter as “non-physician practitioner”).

*(continued on next page)*





# Legal Lines Corner

## Face To Face Encounters Change Home Health Services

The non-physician practitioner conducting the required face to face encounter must document their clinical findings and communicate them to the certifying physician who then utilizes those clinical findings to complete the documentation on the HHS certification and the requirements of the face to face encounter documentation (i.e., that the clinical findings support why the patient is homebound and in need of either intermittent skilled nursing care or therapy services and that the condition for which the patient was being treated in the face to face encounter was related (clinical correlation) to the primary reason the patient requires HHS. Clearly, the non-physician practitioner's clinical findings need to be attached to or included in the physician's office record for the patient as part of the office record's "supportive" documentation of the face to face encounter and HHS certification.

While the Affordable Care Act permits non-physician practitioners to perform the face to face encounter, they may not be employees of the HHA. Thus, nurse practitioners working in collaboration with certifying physicians to perform the face to face encounters cannot be employees of the HHA. There may be alternatives to employing those nurse practitioners, and we recommend that the non-physician practitioner's relationship comply with the Stark exceptions and Anti-Kickback safe harbors for employees and personal service contracts. Among other things, this means written contracts establishing a fixed compensation that does not vary based on the value or volume of HHS referrals resulting from their face to face encounters.

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Stuart Vogelsmeier is a partner with the St. Louis law firm of Lashly & Baer, P.C. Mr. Vogelsmeier regularly counsels health care providers on issues such as Stark Law and Anti-Kickback Law compliance, corporate structure, employment agreements, joint ventures, adding ancillary services to practices, and asset protection. He can be contacted at (314) 436-8349 or at [sivogels@lashlybaer.com](mailto:sivogels@lashlybaer.com). The firm's website is [www.lashlybaer.com](http://www.lashlybaer.com).

This article is for informational and educational purposes only. The article was presented in more detailed fashion at the HFMA Greater St. Louis Chapter Winter Meeting. Hospitals, individual physicians and other providers should contact their advisors for assistance.

# Greater St. Louis HFMA Events

- May 18-20**     **Annual Spring Conference**  
Harrah's St. Louis Casino & Hotel - Maryland Heights, MO  
Multi-Chapter event - Greater St. Louis and Show Me Chapters
- June 26 - 29**     **HFMA Annual National Institute (ANI)**  
Orlando, FL, Gaylord Palms Resort and Convention Center
- Aug.- Dec. 2011**     **Coding Class - Become a Certified Professional Coder (CPC)**  
St. Anthony's Medical Center
- August 24-26**     **Annual Joint Fall Conference**  
Multi-Chapter event - Greater St. Louis, Show Me, Heart of America,  
Sunflower Chapters  
The Westin Crown Center – Kansas City, MO
- September 12**     Annual Golf Outing - Winghaven Country Club
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## Webinar Schedule

- May 3**     **Highlights of the Draft Health Care Audit Guide**  
2:30 - 4:00 CST  
Presenter: Kimberly McKay, BKD National Health Care Group
- May 24**     **Mergers in Health Care - Making Sense of the Mayhem**  
12:00 - 1:30 CST  
Presenters: from RSM McGladrey  
Paul Siebrasse, Managing Director Health Care Industry Services  
Brad Vaudrey, Director Health Care Industry Services
- Program brochures can be found at:  
[www.hfmastlouis.org/site/epage/89580\\_700.htm](http://www.hfmastlouis.org/site/epage/89580_700.htm)
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## Board Meeting Dates

**May 20, 2011** – 12:30 - 2:30  
(following the conclusion of the conference)  
Harrah's St. Louis Casino & Hotel - Maryland Heights, MO  
Please email Tracy at [tracy@consumercollection.com](mailto:tracy@consumercollection.com) if you plan to attend.

**Note: All Members are welcome to attend the Chapter Board Meetings.**  
**(Please print this page for an easy reference to have these event dates handy.)**

