

From our President...

Greetings Fellow HFMA Members!



Fall brings change. Change of colors, temperatures, sporting events, etc. The Cardinals are the true gist of HFMA's theme "Believe to Achieve" this year. They were definitely struggling and had to make some changes in several critical areas. This is true in healthcare as well. Healthcare is continually changing and we are living in interesting and challenging times. The next few years may be even more challenging than the past. Your Greater St. Louis Chapter of HFMA will continue to strive to be an asset to you and your healthcare organizations.

This is my favorite time of year for a variety of reasons. I absolutely love football and the true meaning of competition. But I started to think about Thanksgiving or at least what it stands for - thankfulness. It sounded pretty cliché at first, "what are you thankful for". Of course family, friends, health all rush to mind. But have you ever drilled that down to individual people, places, and events? As we come to the thankful part of Fall, make sure you take a little time to let those around you know how truly thankful you are for them.

It is hard to believe that our Chapter year is almost half over. I know summertime is always very busy, but now that the seasons are changing, why not put HFMA back on your calendar? Please take the time to get involved and get the most out of your membership.

Thank you for the continued support of all of our officers, directors, volunteers and members. The Greater St. Louis chapter members and leaders are truly exceptional.

Tracy Packingham
President, Greater St. Louis Chapter
Healthcare Finance Management Association

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Believe to Achieve

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Believe to Achieve

From the Editor...

Submitted by: **Brian M. McCook, CPA**

Now that we are into the second issue of my final year as Newsletter Chair, I hope we are providing you, as a member, valuable, insightful information each quarter. I know several committees are working hard to put on great events for our chapter, be sure to check out the Diamond Anniversary Sponsorship Opportunities, and take a look at the events page to fill your calendar!

If you have any comments or questions, please email me at anytime,
bmccook@amdcpa.com.

Publication Dates and
Deadlines:

Winter Issue

January 16
Deadline for Articles

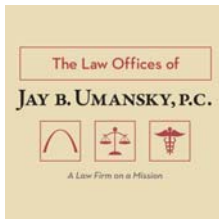
January 31
Publication Date

Corporate Sponsors

Platinum



Gold



Silver



Greater St. Louis Chapter HFMA Officers and Board Members for 2011-2012 Chapter Year

President, Tracy Packingham

President Elect, Barbara Smallwood

Vice President, Tom Sale

Secretary, Sandy Roll

Treasurer, Sue Richardson

Past President, Lisa Haug

Directors, Jeff Morgan, Steve Moro, Rebecca Welker, Dawn Crump, Brian McCook, and Amy Richter



HFMA's Virtual Healthcare Finance Conference

Dear HFMA Chapter Member,

As your Chapter President, I would like to share with you an exciting and innovative HFMA educational opportunity that has been brought back by popular demand. The third [HFMA Virtual Healthcare Finance Conference](#) begins with **live sessions on December 13-14** (earn up to 6 CPEs), offers all new content, and is **FREE to Members**. Your participation in this event also presents our Chapter with an outstanding opportunity to increase our DCMS educational program hours.

When? December 13-14, 2011

What? Access your choice of 6 CPE-eligible live education programs presented by industry leaders – from the convenience of your home or office. [View the live conference agenda](#).

Why? If you attend the Live Event, you can earn up to 6 NASBA-certified CPE credits. During these timely, online sessions, you'll learn how to adapt to healthcare reform and adjust to the trends impacting your own organization.

How Much? It's **FREE** for HFMA members!

Free online content and **no associated travel expenses** are a great combination when all organizational budgets are tight.

Non-member registration is only \$155, which also includes membership for those new to HFMA. Help them take advantage of this educational opportunity.

Where? Visit www.hfma.org/virtualconference to watch a demo – hosted by HFMA's CEO, Dick Clarke – and **REGISTER** for this FREE educational event.

Please forward this e-mail to colleagues and/or staff in your organization today! For more information, visit www.hfma.org/virtualconference.

If you have questions, HFMA's Member Services Center will be happy to assist you at (800) 252-4362, ext. 2.

Sincerely,

Tracy Packingham
President, Greater St. Louis Chapter of HFMA

MAIN HALL



SPEAKERS



EXHIBIT HALL





Diamonds are Forever

Submitted by: **Jerrie K. Weith, FHFMA, CMPE**

Or at least the chapter's Diamond Anniversary will sparkle for a long time!

Our chapter was the 8th chapter chartered by national HFMA on May 7, 1952. A lot has happened in the world and in the healthcare industry since then – how about just a few things?

- Medicare and Medicaid
- Payments systems
- Inpatient to outpatient focus
- Consolidation
- Technology

In our 60 years, our chapter leaders were visionary and insightful taking us through these many changes. Moving us from solo chapter events to multi-chapter programs; from live events to audio to webinars! Our membership has grown with the demand for the financial education we provide. Our strength has always been the commitment of our members. Volunteers to chair our important committees. Colleagues to orient our new members - the future of healthcare finance leadership. Leaders to take us into the next 60 years, with respect for our history and enthusiasm for our future.

The Diamond Anniversary Committee is 25+ members strong and has been meeting for nearly a year. We have lots of great surprises for you!

- Update of our history to add the most recent 10 years. We'll have it in hard copy, digital and on the website, available to all members.
- Chapter video which will be viewed the first time at the Big Event. Following the event, the video will be available to all members. And a healthcare provider is producing it for us.
- Chapter photo slide show to bring back some fond memories.
- THE BIG EVENT
 - May 11, 2012
 - Black tie
 - Palladium - the old City Hospital
 - Complimentary happy hour/reception
 - Champagne greeting
 - Plated dinner
 - Complimentary wine with dinner
 - Special gift available only to attendees
 - History Book
 - Photographers available for casual interviews of guests
 - Photographers available to take your dress-up photo
 - Recognition of major chapter events and people
 - Installation of 2012 - 2013 officers
 - 2011 - 2012 awards

We would be unable to do any of this without our 60th anniversary sponsors. With their support we will be able to significantly underwrite the BIG EVENT cost to our members - more details later. Like us on Facebook and see the list of our sponsors. A special thanks to them, especially the provider organizations and the Past Presidents that believe in the value of HFMA to their success.

How can you help?

- Photos - send your digital photos to either Joe Salmo (josephsalmo@gmail.com) or Linda Davidson (mirbnctr@aol.com) ASAP. We're really short for photos in the 1990's.
- Give us addresses for people you think might want to receive an invitation to the BIG EVENT.
- Mark your calendar and plan to attend May 11. A chance to dress up and have some fun - old school!

For more info or questions, contact me. See you in May!

Jerrie K. Weith, FHFMA, CMPE
 Diamond Anniversary Chair
Jweith@amdcpa.com



Sponsorship Opportunities

HFMA Greater St. Louis Diamond Anniversary Sponsorship Levels

Level	Cost	Description
Benefactor	\$2,500	<ul style="list-style-type: none"> • Eight reservations for Anniversary Event • Full page advertisement in History/Program • Recognized as an Anniversary Sponsor on 60th Video • Recognized as Anniversary Sponsor on chapter website • Recognized as Anniversary Sponsor on chapter Anniversary Facebook page • Company name and website link listed on all Anniversary electronic messages • Display table at Anniversary Event
Advocate	\$2,000	<ul style="list-style-type: none"> • Six reservations for Anniversary Event • Half page advertisement in History/Program • Recognized as an Anniversary Sponsor on 60th video • Recognized as Anniversary Sponsor on chapter website • Recognized as Anniversary Sponsor on chapter Anniversary Facebook page • Company name and website link listed on all Anniversary electronic messages
Partner	\$1,200	<ul style="list-style-type: none"> • Two reservations for Anniversary Event • Quarter page advertisement in History/Program • Recognized as Anniversary Sponsor on chapter website • Recognized as Anniversary Sponsor on chapter Anniversary Facebook page • Company name and website link listed on all Anniversary electronic messages
Supporter	\$500	<ul style="list-style-type: none"> • Recognized as Anniversary Sponsor on chapter website • Recognized as Anniversary Sponsor on chapter Anniversary Facebook page • Company name and website link listed on all Anniversary electronic messages • Recognized in chapter history publication
Friend	\$200	<ul style="list-style-type: none"> • Recognized as Anniversary Sponsor on chapter website • Recognized as Anniversary Sponsor on chapter Anniversary Facebook page • Recognized in chapter history publication



60 Years of the Greater St. Louis Chapter of HFMA

60 YEARS

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

The Fourth Decade

During the fourth decade the Greater St. Louis Chapter began to gain recognition within the National HFMA organization and it also began providing recognition within the Chapter to members who made significant contributions. As such this decade can best be described as one of **recognition and professional development**. Other highlights of the decade were implementation of TEFRA and the Medicare PPS/DRG system, the achievement of a GLD Award Of Excellence, and we closed out the decade with our Chapter's 40th Anniversary celebration.

The election of **Jan Hill** as our 32nd President (and our 2nd lady President) started our fourth decade off with a bang. She was young, energetic, and full of new ideas. Her comments reflect recent changes and her vision: "The Chapter has made significant changes over the past few years. When I first attended board meetings, there was an overall orientation toward attainment of only the minimum GLD standards (90 points). The last two years this attitude has been replaced by individuals who have a desire to excel in the management of the Chapter." On the national level the health care industry was confronted with a new acronym TEFRA. Jan's comments from the December issue of our GG were: "We will not soon forget 1982 and the effect on health care. TEFRA has created (an edict to) change in each of our organizations."

Her enthusiasm led the Chapter to attain more points in the GLD scoring than ever before (176 points). Jan said, "We decided to set up committee objectives and establish permanent binders for each committee." And to improve the continuity of our *Gateway Gatherings* newsletter an Associate Editor's position (to become Editor the following year) was introduced.

She also began a program aimed at the recognition of individuals within our Chapter who made significant contributions. "The Awards Committee established two Chapter Awards the Gateway Award (now the John P. McGuire Gateway Award) and the President's Award] for recognition of individual effort. The first Gateway Award winners were Joseph Evans and Sr. Margaret Mary Jarvis and the first Chapter President's Awards were presented to Vince Germanese for his contributions and leadership on the CPA Task Force Committee and to Marty Sorenson in recognition of his work as Editor of our award winning *Gateway Gatherings* newsletter.

John McGuire summed up Jan's year as follows: "Jan had vision and desire. She was the one who (got the Chapter) focused on long range planning. She introduced the idea, proposed the methodology, and certainly got us thinking about doing long range planning rather than just planning on a year-to-year basis."

Serving as our 33rd President, **John McGuire**, brought visions of his own to fruition with his superb organizational abilities and effective delegation. About his tenure John stated: "We made some fundamental structural changes to the Chapter that allowed us to accomplish a lot of the things which we have done. It was and has been a joint effort." The major task of strengthening the committee structure came to fruition this year, as member participation reached record levels and registrant hours increased by 50% over the prior year. Rich Kleiner received a President's Award for his work on the CPA Task Force. And, our *Gateway Gatherings* newsletter achieved First place recognition at the ANI, again, under the editorial direction of Jerry Hrabovsky.

While John was busy making the changes to our Chapter structure, the federal government was once again making major structural changes of their own to the Medicare reimbursement system. On October 1, 1983, the PPS/DRG system was implemented.

John said, "If you ask me what I did in my year, all I could tell you is I gave away all the work." As our Secretary he set up the Statistical Assurance Committee to budget and track our GLD scoring and as Vice President John established the Program Committee. He delegated not only to gain more time but "because it allows more people to get involved. I counted it up once and there were thirty more people involved than if we hadn't changed the structure of the organization."

(Continued on next page)



60 Years of the Greater St. Louis Chapter of HFMA

60 YEARS

His organizational skills provided a logical and functional structure, while the delegation of duties spread an increasing amount of complex tasks among our members. This allowed them to become meaningfully involved and to develop the leadership of the future. He lived up to the National theme for the year by helping our members “Face The Future” and “Shape The Future.”

During the year that **Brian Spillers** (our 34th President) served, the Chapter’s educational programs were targeted toward hospital CFO’s and Patient Accounts Managers in particular. The Chapter year yielded successes, with the completion of several projects, input to National on current topics, and the recruitment of 72 new members. As with any volunteer organization, the success of HFMA lies with the involvement and commitment of its most important asset – its membership. The participation of these members reflected their belief in the National theme of “We Are HFMA.” The newsletter received a Second Place Award at the Annual National Institute. On the Chapter level Bob Danner was presented a President’s Award for the assistance he provided to Brian and for his contributions in the organization of a successful Winter Workshop.

As our 35th President, **Marty Sorenson** was dedicated to the National theme of “Managing the Business of Health Care.” In support of that theme more meetings of a more comprehensive nature were held than in any preceding year. And throughout the year, the total percentage of membership attendance was over 60%. The Projects Committee really outdid themselves by submitting 16 projects. In recognition of this Bruce McDaniel received a Chapter President’s Award, as did O. Paul Reinert for major contributions by the CPA Task Force. The Chapter archives were consolidated at the Hospital Association (HAMSTL). The importance of certification (and individual professional development) was also stressed through marketing of a revitalized coaching course conducted by Dave Seifert (our 31st President). Don Stone’s efforts as our Newsletter Editor were rewarded with National recognition for our *Gateway Gatherings* newsletter which, once again, was awarded First Place honors in our League, primarily as a result of persistent questioning of National by Don Stone (see the explanation in his poem, below).

Marty indicated “I feel that the achievements above and the attainment of over 200 (actually 214) GLD points for the first time in our history reflected what the Chapter membership could accomplish.”

THE 1986 NATIONAL NEWSLETTER CONTEST - By: Don Stone

LAST YEAR AT THIS BANQUET
I STOOD HERE CRACKING WISE,
AND PROMISED THAT OUR NEWSLETTER
WOULD WIN A NATIONAL PRIZE.

AFTER BEING BOASTFUL,
I SUBMITTED ISSUES (THREE)
INTO THE NATIONAL JUDGING –
THEN TRIED TO HIDE MY GLEE

WHILE WAITING ‘TILL THE SUMMER
TO GO TO A.N.I.
IT’S AT THIS ANNUAL MEETING
WHERE WE WOULD DO OR DIE.

WE WENT UP TO CHICAGO
AND AWARDS WERE GIVEN OUT;
TWO OTHER CHAPTERS GOT’EM,
AND WHAT WE GOT WAS....SQUAT.

I THOUGHT I TOOK OUR LOSSES
QUITE WELL; I DIDN’T FUME.
WITH CLASS, I LEFT THE BANQUET,
THEN TRASHED MY HOTEL ROOM.

AFTER ALL THE JUDGING,
NATIONAL PROMISED TO APPRISE
EACH CHAPTER OF THE SCORING
THAT DETERMINED EVERY PRIZE.

FINALLY LAST OCTOBER
OUR SCORE WAS SENT TO US.
49 OUT OF 50.
I CRIED, AND THEN I CUSSED.

AND THEN I CALLED UP NATIONAL
TO SAY I FOUND IT HARD
TO UNDERSTAND JUST HOW COME
WE DIDN’T GET AWARDS.

THE LADY THAT I TALKED TO
SAID SHE COULDN’T UNDERSTAND,
OUR SCORE LOOKED GOOD TO HER EYES,
IN FACT IT LOOKED QUITE GRAND.

I TOLD HER I WAS PUZZLED,
AND I DIDN’T WANT DISCORD,
BUT COULD SHE GIVE ME GROSS SCORES
FOR THE ONES THAT WON AWARDS ?

SHE SAID TO HOLD A MINUTE
HER FILES SHE’D HAVE TO SNOOP,
AND AFTER HESITATION
SHE REPLIED, I QUOTE HER...“OOPS”

NOW THERE ARE CERTAIN TIMES WHEN
THAT WORD YOU SHOULD NOT HEAR,
WHILE UNDER ANESTHESIA
OR WHEN HAND GRENADES ARE NEAR.

I PULLED MYSELF TOGETHER,
MY Demeanor I RECOUPED,
I ASKED WITH MUCH ALACRITY
“JUST WHAT THE HELL IS “OOPS” ?

SHE BEGGED FOR MY INDULGENCE,
AND PROCEEDED TO EXPLAIN:
IT SEEMS THE FIRST PLACE WINNER
HAD A POINT SCORE JUST THE SAME.

AND THE SECOND WAS AWARDED
TO A NEWSLETTER THAT WAS FINE,
EXCEPT IT JUST SO HAPPENS
THEY SCORED **LESS** THAN 49.

AS MY TEETH WERE GRINDING,
AND MY IRE BEGAN TO MOUNT,
SHE STATED THAT APPARENTLY
SOMEONE UP THERE CAN’T COUNT.

SHE SAID THAT SHE WAS SORRY.
I RESPONDED “NO BG DEAL,
I’M NOT REALLY ANGRY,
BUT LET’S SEE HOW MARTY FEELS.”

TO MAKE A LONG POEM SHORTER,
WE WON, THEY NOW CONSENT.
THEY’VE SENT FIRST PLACE CERTIFICATES,
WHICH I WILL NOW PRESENT.



60 Years of the Greater St. Louis Chapter of HFMA

60 YEARS

Our 36th President, **Ron Milligan**, presided during both the 40th Anniversary of our National Association and the 35th Anniversary of our Chapter. In conjunction with this the *Gateway Gatherings* published several articles written by Roger Steinbecker commemorating these events.

In order to meet the educational needs of our members, 19 programs were developed and timed to present up-to-date information on issues of the most value to healthcare managers. In recognition of her efforts as the Programs Chair Traudi Bandura was presented with our Chapter president's Award. Also, at the ANI our newsletter received a Second Place Award.

Serving as our 37th President, **Bob Salmo**, felt that the following were the key points of his administration: he was very proud of the breakfast brainstorming sessions for CFO's and Patient Accounts Managers, which he initiated. His most enjoyable project was staffing two KMOX "At Your Service" programs.

When Bob's name was mentioned to Don Stone (the Chapter Secretary and soon to be our 39th President) he sighed and made the following comment "Robert has given a whole new definition to "Robert's Rules Of Order" and parliamentary procedure. But, it can never be said that Bob didn't care." Jan Montgomery (our 38th President) echoed Don's comment and said "When I think of Bob it puts a smile on my face. I remember the fun trips with Bob but the thing I think of most is projects! Over the past few years he has contributed so much to projects. He has practically done them all." Terry Thornton received the President's Award for the excellent work she did as our Membership Chair as did Paul Reinert for his contributions to the Program Committee and our CPA Task Force. And, to top things off the *Gateway Gatherings* under the editorial leadership of Roxie Baccus brought home another National First Place Award. She also received a President's Award.

Our third lady president was **Janet Montgomery** and she was the 38th President of our Chapter. The Chapter members were extremely pleased with the educational programs during her year according to the meeting evaluations and Janet said, "I was really proud of the programming we did that year. And, the fact that we started the informal but very successful CFO and reimbursement specialist meetings." Also, professional development was furthered when 26 of our members were approved for Advanced Membership.

Janet's year was highlighted when our Chapter Membership Service Plan won an Honorable Mention at the ANI. This was the first time that our service plan had ever received an award. Linda Davidson and her committee are to be commended for their efforts in achieving that award and Linda was recognized with her first President's Award. Al Merkley headed up the CPA Task Force this year and was presented with a President's Award for his excellent contributions.

Another high point was at the ANI was when the *Gateway Gatherings*, was awarded First Place in the National Newsletter Contest for the fifth time. This was the second time that Roxie Baccus received this recognition for her editorial leadership and Janet also recognized her accomplishment with a Chapter President's Award. Both Roxie and Don Stone share the distinction of being the only individuals who have received First Place Awards in two separate years as Editors of the *Gateway Gatherings*.

A member well known for his wit and poetic prowess was our 39th President, **Don Stone**. "Biggest and Best" definitely described the results of the educational programming during his year. Total hours of programming, Chapter attendance, overall attendance, total registrant hours, and total hours per member increased significantly. Additionally, for the first time in recent memory, in conjunction with the other Missouri HFMA Chapters, a program was presented at the MHA Convention. Also, our 11 task force responses represent an all-time high for the Chapter. This quantity coupled with the overall quality of the responses, represented a significant source of pride for our Chapter.

At the end of his term Don picked up awards at the ANI for the Membership Service Plan which was given an Honorable Mention for the second straight year. Jacqueline Boyes received the Chapter President's Award for this and the outstanding work she did as Chair of the Membership Committee. The newsletter was given its first Sustained Excellence Award. Since the *Gateway Gatherings* had placed either first or second in the newsletter contest during the last eight years our Editor, Karen Schechter, was rewarded with a National Sustained Excellence Award recognizing this accomplishment as well as a Chapter President's Award from Don. Don's comments on this were: "Karen did a super job on the newsletter that year. The most fun

(Continued on next page)



60 Years of the Greater St. Louis Chapter of HFMA

60 YEARS

I've had in HFMA (aside from a few late nights at our Winter Workshops) was interacting with the membership through the *Gateway Gatherings* as both Editor (twice) and as President. I think National got tired of giving us the annual awards year after year and gave us the 'Sustained Excellence Award' just so somebody else could get the annual award."

In the area of recognition another accomplishment which pleased Don was the expansion of our Chapter Awards. "We gave awards for the Best Article in the newsletter, for the Best Program, and the Best Project."

Our 40th President was **Mark Solari** and he focused on the National theme of "Advancing the Standard" and he stated: "It was a great theme and it's a year I'll never forget. Winning the Graham L. Davis (Award of Excellence) was very fulfilling. I enjoyed working with the committee chairs and I miss that more than anything." The committee chairs had one main objective and that was to advance the standard of their committees. The standard was exceeded in our educational programming. The Chapter provided our membership with 16 programs this year (6 more than last year) which accounted for 98 hours of programming (53 more than last year). This was a record year for the Chapter in hours of programming and cumulative registrant hours.

The Publication Committee has always been a source of pride and this year they did not let us down. Through hard work and excellent planning is commendable, the committee utilized resources throughout the Chapter to publish the additional four focus newsletters on management, information technology, patient accounts, and CFO perspectives. Nine newsletters published in a year was an amazing accomplishment for our Chapter. Although the newsletter did not receive a National award Mark recognized Jerrie Weith's efforts with a Chapter President's Award. Bill Colletta's Membership Committee also "Advanced the Standard." They took the extra step of publishing a pocket-sized phone directory for our membership in addition to the traditional Membership Service Plan. Mark also recognized his achievements with a President's Award.

At the end of the decade we have **Steve Weiss**, our 41st President. Steve ended the decade tied with Mark Solari with a record high of 258 GLD points. Although the Chapter did not receive a GLD Award the following were admirable accomplishments for Steve and his team.

The Membership Committee led by Jerrie Weith exceeded the membership growth goal established by National, for the first time in several years. This represented an 8.7% increase adding 33 members to our Chapter and bringing our total membership to 411 in May of 1992. For this achievement she received an Honorable Mention at the National Awards Ceremony. Also, the Chapter Membership Service Plan & Directory received a First Place Award in the Gerald League for the first time and Jerrie was recognized for this with her first Chapter President's Award.

Our 40th Anniversary History Project received a National First Place Award thanks to Marty Sorenson and his hard working committee. Marty was also presented with his second President's Award in recognition of this achievement. In addition, Marty authored a series of articles which appeared in the *Gateway Gatherings* highlighting the four decades and focusing on our 40th Anniversary celebration at yearend.

This set the stage for our gala 40th Anniversary celebration held at the Forest Park Zoo's Living World on May 1, 1992. This was an event which those in attendance will fondly remember thanks to Jerry Garrett and his committee. Further recognition and appreciation was rendered to Jerry when he was given the President's Award at our Chapter Awards Banquet.

When you look at the beginning of the decade you can see the Chapter growing in size, in the professional development of its members, and you begin to notice a series of National awards recognizing the excellence of the service to the Chapter membership that eventually culminated in a GLD Award Of Excellence.



Region 8 Connection



Submitted by: Teri Reger, FHFMA

Greetings HFMA Region 8 Friends and Colleagues!

I hope you all have had a wonderful summer. It's hard to believe we're already looking toward the fall with its beautiful colors, many football and baseball games to watch and kids back in school! In addition, the fall months bring you as HFMA members so many opportunities to enjoy outstanding programming and networking experiences. Be sure to watch for upcoming events available to you at the local and national level that will help you keep up to date on the latest in healthcare finance as well as to allow you to network with other HFMA members.

The monthly Region 8 webinars are again in full swing. This year they are scheduled for the third Tuesday of each month from 12:00 noon – 1:30 pm through April 2012. Be sure to put a placeholder on your calendar for these great webinars. They are an excellent way for you and your staff to participate in an outstanding educational event with minimal expense. The Region 8 chapter leaders have committed to providing these webinars at a cost of \$50 or less per connection.

The fall is also a perfect time for you to begin to work toward achieving certification in HFMA. There are two levels of certification. The first level is the Certified Healthcare Financial Professional, CHFP. This is achieved with three to five years of healthcare financial management experience, a current and active HFMA membership, and through the successful completion of a standard examination. The second level of certification is FHFMA, a Fellow of the Healthcare Financial Management Association. After successful achievement of CHFP status, the FHFMA can be earned with five years of HFMA membership, a bachelor's degree and by volunteering your time in the healthcare finance field and/or in HFMA. The reasons to believe you can and should achieve certification in HFMA:

1. It will demonstrate that you are a proven leader in your organization.
2. It will demonstrate your commitment to healthcare industry.
3. Employers tend to look for the HFMA certification when evaluating potential employees.
4. Survey results show a strong link between HFMA certification and career advancement.

Please contact your chapter's Certification Chairperson for additional information about becoming certified, as well as whether your chapter offers any form of financial assistance to chapter members for the study materials and/or the exam.

Thank you again for the opportunity to serve Region 8. In the winter edition of the Region 8 Connection, I will provide an update on recent meetings with the chapter Presidents and Presidents Elect. When you see your chapter leaders at meetings and networking events, please thank them for their tireless efforts leading the chapters on to what is sure to be an exceptional year! I welcome your questions and comments, any time! My telephone number is 314-523-8771 and my email address is Teri_Reger@ssmhc.com.

Teri Reger, FHFMA, MM
HFMA Region 8 Regional Executive 2011-2012





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 at Avadyne Health

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

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 spokes persons for your organization.

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

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



2012 OIG Work Plan Provides Compliance Focus For Providers

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

Introduction: The Office of Inspector General of the United States Department of Health & Human Services (the "OIG") released its Fiscal Year 2012 Work Plan on October 5, 2011. The Work Plan identifies new and ongoing reviews and activities that the OIG plans to pursue in the next 12 months. Providers who read the HFMA Newsletter are aware that the majority of the OIG's resources are directed toward safeguarding the integrity of the Medicare and Medicaid program. The OIG is charged with detecting and preventing fraud, waste, and abuse, and identifying opportunities to improve program economy and efficiency, as well as holding accountable those providers and suppliers who do not meet program requirements or violate Federal law. The 2012 Work Plan provides a small glimpse into the OIG priorities for 2012. Although the actual Work Plan is over 175 pages, it is well-organized, and easy to review. Some of the key areas of emphasis are summarized below:

Home Health Services:

- Review of missing or incorrect patient outcome and assessment data.
- Review of compliance with coverage and coding requirements, including requirements that patients must be homebound, need intermittent skilled nursing care, physical or speech therapy, or occupational therapy, be under the care of a physician, and be under a plan of care that has been established and periodically reviewed by a physician.

Hospitals:

- Review of Medicare claims to determine which types of facilities, such as SNFs or rehabilitation facilities, are more frequently transferring patients with certain diagnoses that were coded as being present when patients were admitted.
- Review of hospital same-day readmissions.
- Review of Medicare claims for inpatient stays for which the patient was transferred to hospice, and examine the relationship between the hospital and the hospice provider
- Medicare payments for patients with other insurance coverage.

Nursing Homes:

- Review of SNF implementation of Medicare Compliance plans as part of their day-to-day operations.
- Review of nursing homes' emergency plans and emergency preparedness.

Hospices:

- Review of hospice marketing practices, and their financial relationship(s) with nursing facilities.

Medical Equipment and Supplies:

- Review of credentials of providers submitting custom-fabricated orthotic and prosthetic claims.
- Frequency of replacement of supplies for durable medical equipment.
- Review of payments for home blood glucose testing supplies, diabetic testing strips and lancets, to identify questionable billing.

Physicians:

- Review of physician-owned distributors of spinal implants, especially those distributors that provide spinal implants to hospitals.
- Review of place of service coding errors.



Legal Lines Corner

Continued

Other Providers and Suppliers:

- Review of increase in Part B imaging services payments.
- Review of appropriateness of payments for sleep studies.
- Review of dialysis facilities.

This article just scratches the surface on the multitude of issues that the OIG intends to address in the upcoming year. Providers are urged to review the actual Work Plan at <http://oig.hhs.gov/reports-and-publications/workplan/index.asp>.

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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 sjvogels@lashlybaer.com. The firm's website is www.lashlybaer.com.

This article is for informational and educational purposes only. Hospitals, individual physicians and other providers should contact their advisors for assistance.

Region 8 Fall President's Meeting

Submitted by: Barbara Smallwood

I was fortunate enough to attend the Region 8 Fall President's Meeting in September. This yearly meeting provides opportunity to network with fellow Presidents and Presidents elect. Providing feedback to regional and national HFMA leaders on the direction of the organization. I really appreciate the Greater St. Louis Chapter the opportunity to attend this meeting..

Teri Reger, our current Regional Executive (RE), planned, led the meeting, and provided the FPM agenda. Mike Dewerff the Regional Executive Elect (REE), of the Iowa Chapter will lead the meeting next year. Randy Hoffman from the Nebraska chapter was elected by the current President elect for the Regional Executive Elect (REE) next year.

Our chapter members should be very happy that our Region is one of the most efficient and well prepared regions for the FPM. After we returned we received e-mails from Patricia Kosar, HFMA National Education Coordinator, Melinda Hancock, and National Board Member. They were both impressed with the dedication and creative energy of Regional 8. Patricia stated "It's was nice to see people examine issues from many diverse viewpoints and maintain a thoughtful and respectful discussion".

Thanks to Teri and Mike for their leadership.



Greater St. Louis HFMA Events

- November 17** **Financial Leaders CPE day—CPA/HFMA**
Millennium Hotel St. Louis (Downtown)
- December 8** **Holiday Party**
Sam's Steakhouse (10205 Gravois Rd.)
- January 18** **Winter Coding Class**
Location TBD
- January 19** **Governmental Payor Update**
St. Clare Health Center (Fenton, MO)
- February 10** **Evidence Based Revenue Cycle Improvement**
Lunch-n-Learn at BJC
- February 23** **Legislative Update Including New Member Orientation**
St. Luke's Hospital (Chesterfield, MO)
- March 29** **Insurance Payor Panel**
SSM Health Care Corporate Offices
- April 18** **Compliance Track for CPE**
- May 11, 2012** **Diamond Anniversary Event**
The Palladium (old City Hospital!)
Black-tie optional
For more information, contact Anniversary Committee Chair,
Jerrie Weith, jweith@amdcpa.com

Webinar Schedule

- December 13** **Winning Under Reform**
Presented by PNC
- January 10** **Financial Planning**
Presented by Crowe
- February 14** **Financing Technology**
Presented by Winthrop Resources
- February 16** **Web Road Show: So What? How to Communicate What Really Matters**
Work Skills Training - Part 1 of III

Board Meeting Dates

November 17, 2011 – 5:00 p.m.

(immediately following the conclusion of the Financial Leaders CPE Day)
Millennium Hotel - 200 S. Fourth St., St. Louis, MO

Please email Barb at barbara.smallwood@samcstl.org 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.)**



Believe to Achieve