

## From our President...



Happy New Year!!! As I write this, the football season is winding down and the Super Bowl is right around the corner. It reminds me of what a great team we have within HFMA.

**“TEAM”** Together Everyone Achieves More. I believe that TOGETHER we can truly achieve anything. Being part of the HFMA TEAM has been a fabulous journey. HFMA has indirectly provided one of the BEST TEAMS I have had the opportunity to be a part of. As I talk with other members, officers and colleagues, I realize that I am not alone in this reflection. The Greater St. Louis chapter is a great TEAM. HFMA can provide resources to help you develop your “Play Book”. Get involved and make the best of your membership. Please reach out and become part of our TEAM.

Regardless of whether you are a sports fan, be a fan and love the Association of which we are a member. Become a part of a “team” of dedicated healthcare professionals. “Believe to Achieve”, we all have talents and not one of us can do it ALL. It definitely takes a TEAM.

An exciting event that has taken place this month is our annual election for the Board of Directors and Officers for 2012/2013. These newly elected officers and directors will be formally installed at our 60<sup>th</sup> Anniversary Gala on May 11<sup>th</sup>, 2012. Please help me in congratulating the incoming board and join us for this celebration.

President	Barbara Smallwood	St. Anthony's Medical Center
President-Elect	Thomas Sale	Passport Health
Vice President	Rebecca Welker, FHFMA, CIA	Chan Healthcare Auditors
Treasurer	Steve Moro, CPA	Rubin Brown
Secretary	Connie Stimpson	Kramer and Frank, PC
Director	Dawn Crump	SSM Healthcare
Director	Anthony Houston, FACHE	SSM Healthcare
Director	Scott Johnson, FHFMA, CPA	St. Luke's Hospital
Director	Brandon Koehler, MBA	St. Anthony's Medical Center
Director	Brian McCook	Anders Minkler and Diehl LLP
Director	Amy Richter, MBA, CPA, FHFMA	Hospice of Southern Illinois

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**



**Believe to Achieve**

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## HFMA Officers 2011-12

### **President**

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

### **President-Elect**

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

### **Vice President**

**Tom Sale**  
Passport Health Communications  
[ThomasSale1@aol.com](mailto:ThomasSale1@aol.com)

### **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@hcstl.com](mailto:sue@hcstl.com)

### **Past President**

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

## Board Members 2011-12

**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)

**Brian McCook, CPA**  
Anders Minkler & Diehl LLP  
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**Dawn Crump**  
SSM Health Care  
[dawn\\_crump@ssmhc.com](mailto:dawn_crump@ssmhc.com)

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

## Committee Chairs 2011-2012

### **Archives Committee**

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

### **Awards Committee Chair**

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

### **Co-Chair**

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

### **Certification Committee**

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

### **Diamond Anniversary Committee**

**Jerrie Weith, FHFMA, CMPE**  
Anders Minkler & Diehl LLP  
[jweith@amdcpa.com](mailto:jweith@amdcpa.com)

### **Financial Review Committee**

**Mark Hinsen, CPA**  
Anders Minkler & Diehl LLP  
[mhinsen@amdcpa.com](mailto:mhinsen@amdcpa.com)

### **Membership Committee Chair**

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

### **Co-Chair**

**Joanne Hollett**  
Craneware, Inc.  
[j.hollett@craneware.com](mailto:j.hollett@craneware.com)

### **Member Directory Committee**

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

### **Networking Committee**

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

### **Newsletter Committee**

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

### **Nominating Committee**

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

### **Program Committee Chair**

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

### **Co-Chair**

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

### **Sponsorship Committee Chair**

**Dianna Murphy**  
St. Anthony's Medical Center  
[dianna.murphy@samcstl.org](mailto:dianna.murphy@samcstl.org)

### **Co-Chairs**

**Kathy Hughes, FHFMA**  
St. Anthony's Medical Center  
[kathy.hughes@samcstl.org](mailto:kathy.hughes@samcstl.org)

### **Don Rapp**

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

### **Webmaster Committee**

**Chastity Werner**  
Anders Minkler & Diehl LLP  
[cwerner@amdcpa.com](mailto:cwerner@amdcpa.com)

### **Yerger Awards Committee Chair**

**Karen Schechter**  
St. Anthony's Physician Organization  
[Karen.schechter@samcstl.org](mailto:Karen.schechter@samcstl.org)

### **Co-Chair**

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

### **Financial Advisory Board**

**John McGuire**  
[jpmstl@yahoo.com](mailto:jpmstl@yahoo.com)



**Believe to Achieve**

## **From the Editor...**

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

I was recently named the 13th partner of my firm, Anders Minkler & Diehl LLP, I have been here for 10 years and could not be more excited to assume this position. I truly believe that I would not have reached this position in my career without the help of colleagues like each of you. The valuable relationships I've gained and lessons I've learned through my membership with HFMA are unmatched. Those relationships and lessons have made me a better professional and I would like to give a personal "thank you" to everyone for helping me achieve my goals.

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

Publication Dates and  
Deadlines:

[Spring Issue](#)

**April 11**  
Deadline for Articles

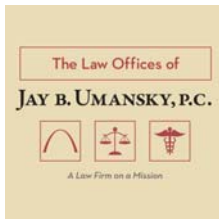
**April 30**  
Publication Date

# 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



## New Member Profiles

Submitted by: Scott Thomas

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

**Jessica Adams**, Mercy Health Network

**Vicki Bill**, SSM Healthcare

**Mark Cagwin**, BJC Healthcare

**Christopher Caver**, GE Healthcare

**Kari Clark**, Ascension Health

**Todd Crippin**, VHA of MidAmerica

**Michael Dimarco**, The Outsource Group

**Chris Froelker**, BKD

**Brock Gibson**, Anthelio Healthcare Solutions

**Tina Gray**, St. Louis University

**Jill Hatfield**, Sisters of Mercy Health System

**Charles Kean**, Unibased System Architecture

**Kelley Kramer**, Abbott Laboratories

**Sara Lauer**, Mercy Health Network

**Cynthia LeRouge**, St. Louis University

**Bryan LeMoine**

**Karen Novak**, Washington University Medical Center

**Paul Ogier**, Lutheran Senior Services

**Martin Payne**, FirstSource

**Melissa Pisoni**, Berkeley Medical

**George Pruitt**, Kforce Professional Staffing

**John Russell**, Kerber, Eck, & Braeckel

**Debra Smith**, SSM Healthcare

**Mary Souris**, St. Louis University

**Stephen M. Taylor, CPA**, LarsonAllen, LLP

**Michael Warren**, Molina Healthcare

**Dan Washburn**, SSM Corporate

### Jeff Bell

Amerinet

Vice President, Strategic Accounts

#### Tell us about your job responsibilities:

Responsible for managing a team of Strategic Account Executives who focus on new business development, and account management activities for key accounts.

#### Education:

East Carolina University –

BSBA Marketing and Business Administration

Univ. of Chicago Business School

Univ. of Michigan Business School

#### Hobbies/Interests:

Golf, fishing, sporting clays, and enjoying time on the beach.

#### Why did you join HFMA?

To stay current on various financial issues affecting hospitals.

Networking





# New Member Profiles

Submitted by: Scott Thomas

## Rachel Donlan, MBA, FACHE St. Luke's Hospital Physician Relations/Business Development

### Tell us about your job responsibilities:

Physician medical staff business development, growth of key service areas, physician satisfaction and engagement, identify and resolve barriers to increase overall volumes.

### Education:

BA, Business Administration (2001) & MBA – Lindenwood University (2004)

**Family:** Married

### Hobbies

Traveling, golf, running

### Why did you join HFMA?

Ongoing education & growth in healthcare finance

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

I come from a large family – I am one of six children



## Grant Henderson BJC –St. Louis Children's Hospital Surgical Services Business Manager

### Tell us about your job responsibilities:

As Business Manager of Surgical Services for St. Louis Children's Hospital, I have responsibility for strategic planning, and financial management of 15 operating rooms, Trauma Services, Same Day Surgery and Recovery. This includes Capital Planning, Budgeting, Cost Accounting, Billing and other general management functions.

### Education:

BA – Benedictine College  
MBA – Washington University in St. Louis

### Family:

Married, 2 Children

### Hobbies:

Audio Books: Currently listening to "Havana Nocturne - How the Mob owned Cuba" --- this beats AM/FM radio commercials and with the public library involved is more cost effective than satellite radio.

Fantasy Football

Travel

### Why did you join HFMA?

To take advantage of the learning opportunities. I'm new to this industry so the material

available is very beneficial.

I also wanted to be part of an organization of professionals who are within the same function and can share ideas and experiences.

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

I grew up on a 6,000 acre corn and soybean farm in Iowa. My Scottish ancestors (Henderson) arrived on this piece of land in 1867. My father and older brother continue the operation and have expanded over the years.





# New Member Profiles

Submitted by: Scott Thomas

## Elizabeth Macheca SSM Healthcare Senior Cost Accountant

**Tell us about your job responsibilities:**

I am responsible for collecting and organizing data for statistics, overhead allocations, charge code analysis, and revenue reconciliations. I coordinate with IHT, G/L, hospital operations, and operational managers. I am also responsible for process improvement and documentation, ad-hoc follow up and reporting, and analysis of pro fee departments. My team provides cost data to our finan-

cial decision support, operational managers, and leadership.

**Education:**

B.S. -Accounting, UM St. Louis. M.B.A. -Finance, Webster University

**Family:**

My husband and I have 4 children ranging from age 1 to 20.

**Hobbies:**

I am an avid cyclist. I also enjoy hiking, camping, skiing, wine, and traveling. I

listen to music all the time, different styles and genres.

**Why did you join HFMA?**

I wish to gain more knowledge of healthcare finance, and take advantage of the networking opportunities. I am interested in pursuing the CHFP certification in the future.

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

I sometimes commute to work by bicycle, and I love folk music!

## Crystal Morris St. Anthony's Medical Center Director Finance & Budgeting

**Tell us about your job responsibilities:**

Responsibilities include oversight of Accounts Payable, Payroll, Decision Support, Financial Reporting, and Operational/Capital Planning functions.

**Education:**

BBA, Accounting & General Business

**Hobbies**

Enjoy writing poetry, reading, and scrapbooking.

**Why did you join HFMA?**

I joined HFMA because I believe it will provide me with additional insight into the Healthcare industry and also provide development that will help me to be a more, well rounded leader. I also feel that it provides a great opportunity to network with other healthcare professionals.

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

Most people do not know that HFMA is the very first professional organization I have ever joined in my career. I have taken advantage of educational opportunities and accompanied others to various events, but this is "my" first professional membership ever.





# New Member Profiles

Submitted by: Scott Thomas

**Suzanne Bolin**  
The Outsource Group  
Regional Sales Manager

**Tell us about your job responsibilities:**

Covering a Midwest US territory for the leading healthcare accounts receivable management company in the country focusing on new business development, consultative selling, and contract negotiations specializing in Outsourcing/Revenue Cycle Management.

**Education:**

Licensed Practical Nurse/St. Louis Community College-Meramec

**Hobbies:**

Reading, biking, fishing, volunteering breast cancer awareness groups

**Why did you join HFMA?**

Learning opportunities, networking

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

Proud mother of two kids who attend Parkway South Middle and Carman Elementary as we

reside in West St. Louis County, MO. Experienced angler for 20 years fishing all across the US mostly for trout & a variety of saltwater fish species.



**Coleen M. Schick**  
BJC Healthcare  
Director, Revenue Management, Government Payers

**Tell us about your job responsibilities:**

Currently, BJC is in the process of consolidating our individual hospital business offices into a CBO environment. Within that endeavor, a new government payer team has been created and I will be responsible for developing the operation to support standardized training, billing and collection practices.

**Education:**

Attended St. Louis Community

College-Meramec; have started plans to attend BJC's degree program through their educational partnership with St. Louis University.

**Family:**

Married; one daughter who is a senior at Kansas University majoring in Music Therapy

**Hobbies:**

Gardening and antique shopping

**Why did you join HFMA?**

HFMA provides a great opportunity to network with other revenue managers/directors in various healthcare and CBO environments to develop and share best practice operations.

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

I've always wanted to experience flight in a fighter jet!





# New Member Profiles

Submitted by: Scott Thomas

**Lauren Metzler**  
The Audit Group, Inc.  
Account Manager

**Tell us about your job responsibilities:**

Through a comprehensive analysis of vendor accounts, we determine

where errors occurred, their root cause, cost of errors, and provide recommendations for corrective actions. Creating and maintaining solid relationships with new and current clients. Our purpose is

to help hospitals save.

**Education:**

The University of Missouri

**Ryan West**  
SSM Healthcare  
Corporate Financial Consultant-Operations Finance

**Tell us about your job responsibilities:**

Process Improvement, Strategic and Financial Planning, Operational Analysis, Benchmarking, and Revenue Cycle Operations

**Education:**

BS – Elon University  
Master, Health Services Admin. – Xavier University

**Family:**

I married my wife, Amy West, January 2010.

**Hobbies**

golf, running, church, and working around the house

**Why did you join HFMA?**

HFMA is a great tool to continue to educate myself on the healthcare financial management industry. It will serve as a resource for industry guidance and best practices.

Also, since I am new to St. Louis, I hope to use HFMA as a networking opportunity to

meet people in the St. Louis market.

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

I grew up 20 miles from Canada in Upstate New York.



**David Winkler**  
DISC Corporation  
Director of Solution Sales

**Tell us about your job responsibilities:**

Responsible for the development and marketing of business process solutions and services for a variety of clients in the health-care, manufacturing and services industries.

**Education:**

BS, Business Administration - Purdue University

**Family:**

Married, three boys

**Hobbies:**

Golf, sports, & hanging out with family

**Why did you join HFMA?**

Networking and educational opportunities.

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

Assumed responsibility for family genealogy tree after passing of uncle who was avid researcher into family history.



## HFMA Greater St. Louis Diamond Anniversary Sponsorship List

Sponsorship Level	Company
<b>Benefactor</b>	CACI First Source Greater St. Louis Chapter Past Presidents Health Capital Consultants, LLC Ranken Jordan
<b>Advocate</b>	Managed Care Professionals
<b>Partner</b>	AMD Health Care Services DivDat MDS The Law Offices of Jay B Umansky, P.C. Kramer and Frank, PC Consumer Collection Management Berlin-Wheeler Receivables Management Hawthorn Physician Services Corporation
<b>Supporter</b>	Anthem Blue Cross and Blue Shield Account Resolution Corporation Availity-RealMed CHAN Healthcare Auditors Commerce Bank Emdeon Enterprise Bank Gateway EDI Precision Practice Management Innova Health Solutions Jefferson Regional Medical Center Ven Houts-Ernst & Young
<b>Friend</b>	Appraisal Concepts, Inc. CompuMail Healthcare Consulting of St. Louis, LLC RubinBrown LLP



## HFMA Greater St. Louis Chapter Survey Results

Chapter Survey results are in. Greater St. Louis Chapter of HFMA received one of the highest satisfaction scores. Thank you to everyone that participated in this survey. It is truly appreciated. The program committee and board of directors will look to the comments to help plan the next chapter year.



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

# 60 YEARS

Submitted by: Marty Sorenson  
Diamond Anniversary Committee

### The Fifth Decade

The Fifth Decade (1992 to 2002) was a decade of **challenges** and **opportunities**.

John McGuire shared some thoughts about this decade from his perspective as a Greater St. Louis Chapter member as well as his view from the top as the Chairman of our National Association in 1994-95. The **challenge** of balancing the escalating demands for healthcare services with the continual changes in the reimbursement system certainly kept us all occupied. Many saw Integrated Delivery Systems as a way to make fundamental changes in healthcare, and there were certainly **opportunities** for professional growth as financial managers became involved in new businesses and new roles in those businesses.

**1992-93** Our fifth decade began with **Donald Fitzgerald** assuming this critical leadership role as our 42nd president. He brought with him a dry wit and a quiet dignity. His year began with a bang as we celebrated the 40th Anniversary of our Chapter. Don indicated that "Besides being a wonderful evening, it was a great opportunity to celebrate and honor the leaders of our Chapter who have led us in prior years along with installation of the new leadership team. The event reminded us of the significant contributions that our Chapter has made to HFMA and to our profession."

"The greatest thing about my year was that I was BEFORE Linda Davidson and didn't have to follow her act." The Chapter continued to enjoy excellent growth and the membership climbed to 441. For her efforts in achieving this new high, Don presented Susan Losby with a President's Award.

The main focus of our Chapter continued to be the provision of the highest quality of educational programs to our members. Our program committee, chaired by Nancy Droesch, lived up to the Chairman's theme of "Accept the Challenge" and we received the National Chapter Achievement Award for providing a full range of educational programs to our membership.

**1993-94** Our 43rd President was **Linda Davidson**. Her installation (coronation) began with Don Stone and Marty Sorenson on bended knee presenting her with a dozen roses each and with the hope that this would keep her from saying "off with their heads." Also in conjunction with her inaugural address we were treated to an impromptu fireworks display in the background. (*Editor's note - tongue in cheek: this was not the only fireworks we would see during her reign.*) John McGuire shared his favorite memory of Linda years prior to her coronation (installation), when she was in charge of the Chapter Awards Banquet. At the conclusion of the banquet she thanked everyone for coming, but she especially thanked the guests of the members "who spent the entire evening watching live people they didn't know, receive awards named after dead people they didn't know."

To begin her year she called in a favor and persuaded Janet Montgomery to chair the Program Committee. This resulted in a 93% increase in registrant hours which was the highest in the Gerald League along with an 80% growth in program hours, which was also the highest in our league. These achievements were recognized at the ANI when the Chapter won the Outstanding Achievement Award for Chapter Education and Linda presented Janet with a President's Award in recognition of her hard work in this area.

Jayne Singleton chaired the Membership Committee and our membership increased by 35 from 441 to 476, which was the largest increase in our league with a membership retention rate of 90%. This earned us two National Awards and Jayne also received a President's Award.

We received National awards for two of our projects. One of the projects spearheaded by Pat Anderson analyzed the St. Louis area wage index. The results of this project saved area hospitals \$23 million in Medicare reimbursement. Linda presented her with a President's Award, along with the sincere gratitude of the primary beneficiaries.

Don Stone was once again the Editor of *Gateway Gatherings* and as you would expect we also received National recognition for his contributions with a First Place Outstanding Chapter Achievement Award in the Gerald League. Never at a loss for words, Don commented "As with all interactions between Linda and me, she ordered me to win the National Newsletter Award, and I did. No big deal when given the proper incentive, as only Linda can."



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

# 60 YEARS

During her tenure as President of the Chapter, eleven members became certified which was 7th out of the 70 chapters nationwide. She also implemented a sponsorship program, motivated the Board to approve a new leadership structure with a President-Elect position which began in 94-95, and on the 7th day she rested. As a result of her leadership and the hard work of our membership, the Chapter received the GLD Award of Excellence (2nd place in our League) with a total of 259 GLD points (the all-time high for our Chapter in the GLD competition). Linda said "Other than that, we really didn't do much."

**1994-95** Our 44th President was **M. Christopher Buckley** and as Don Fitzgerald had indicated, he was in an unenviable position following Linda Davidson as she would be a tough act to follow and Chris agreed that his biggest challenge would be to follow her wildly successful year. Additionally, John McGuire remarked, "Chris had the dubious honor of leading the Chapter during my year as National Chairman, in addition to this role he was also covering for me at Jewish Hospital while I was on the road with HFMA."

But, the Chapter did receive a 2nd Runner-Up Award of Excellence in the Gerald League and were the Gerald League winners in Membership Recruitment, Membership Retention, Pro Action!, and, of course, a First Place Newsletter Award was received by our *Gateway Gatherings* Editor Roxie Nieroda. For their contributions during this year Bill Bull, Nick Higgins, and Vince Via received President's Awards.

**1995-96** This was the year that **Richard Kleiner** became our 45th President and the Chapter also benefitted from Chapter members who served in a National leadership role. Jack Wolf was Chairman of the Managed Care Forum Advisory Group, Chris Buckley served on the matrix, and Linda Davidson was elected as a National Director.

I asked Linda to provide us with some insight regarding her two years of service on the National Board. She indicated "These were active times at the National level and it was a great opportunity for me to work with the National staff and other HFMA leaders from across the country. Key items addressed during my tenure on the Board included significant changes in the certification programs, the approval of the Davis Chapter Management System, development of the HFMA knowledge network resource, and a revised HFM journal format."

During this year our membership rose to an all-time high of 522. This represented a 9.2% growth rate and the Chapter won Gerald League Awards for Membership Recruitment and Membership Retention. Jim Bollman received a President's Award in recognition of his effective leadership of the Membership Committee.

The Chapter also received National recognition and the Gerald League award winner in the Proaction! category, for our Administrative Burden Survey. This endeavor was directed by Ven Houts and began as a local effort to explore ways to improve the administrative process associated with the Medicare Program. It was expanded by HFMA into a National Proaction! effort the results of which were utilized by the OMB to make changes to the Medicare Cost Report. For his hard work in this area Ven received a President's Award.

Our Projects Committee, headed by Jayne Singleton, won the League project competition and she received a President's Award in recognition of this accomplishment. Vince Via got his President's Award for the excellent programming associated with our annual Winter Workshop. Another accomplishment which Rich was justifiably proud of was the Sponsorship Program which generated more than \$39,000 in funds and this allowed the Chapter to reduce the cost of educational programs to our members to \$30 per program.

**1996-97** "Wow!" "What a year" said **Jerrie Weith** our 46th President. "I may be partial, but I still think that my installation (at the Stadium Club) was the best ever held." In addition to her installation, our National Association was celebrating its 50th year of operation with a Chairman's theme of "50 years of Leading and Learning." Our President and CEO, Dick Clarke, made the following comments. "The early years were tough and I think that Bob Shelton's acorn to oak analogy is very fitting. Once the acorn took root the tree really grew. We came from a very humble beginning and we have grown from 16 members in 1946 into an organization of over 31,000 members with international ties. I think the progression of our growth has been very astounding."

"A year of change, that's what 96-97 was!" said Weith. It turns out that it signaled the beginning, in our Chapter, of what was becoming commonplace throughout HFMA - board upheaval. Two Board Members and her Newsletter Chair resigned their positions and Jerrie was on the road 70% of the time. Luckily, Vince Via stepped up to the plate as Newsletter Chair and did double-duty that year as a Director. "And I will always be grateful to Bill Colletta for all the extra things he did that year. We survived it all, but little did we know that this type of moving around would become commonplace."



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

# 60 YEARS

Jerrie tried several new things during her year. She instituted a Specialty Programs Committee (separate from the Program Committee and Chaired by Joe Salmo) and Joe provided an essential leadership role for that committee and the Program Committee as well. A Chapter brochure was also published and utilized for membership recruiting and the acknowledgement of our sponsors.

John McGuire commented "I remember that Jerrie was a bundle of energy always pushing to make the Chapter better and better. She always responded best when there was a challenge to face." And she rose to this challenge and led us to a great National awards year. The Chapter received the Chapter Achievement Award along with awards for Outstanding Membership Recruitment and Outstanding Membership Retention and we ended the year with a membership of 511. Vince Via brought us the last of our First Place Newsletter Awards as this award program was discontinued. A President's Award was earned by Barb Zielinski who piloted the implementation of the National T.I.M.E. (Tracking, Information, Management & Everything Else) software. Jayne Singleton also received a President's Award.

Jerrie commented that "96-97 signaled the end of the GLD awards program - may it rest in peace."

**1997-98** "No matter what I do, the members will make it right" said **Jacqueline Bonness** our 47th President as she expressed the confidence in the committees which she had assembled. She also conveyed her appreciation for the support they provided which resulted in four Yerger Awards at the ANI along with the wonderful memories.

Our collaborative efforts with three other chapters at the Winter Workshop earned us a National Award for Outstanding Excellence in Education. This event was organized by Jill John-Curtis. We received another Yerger for Innovation in Implementation of the Davis Chapter Management System (which replaced the GLD Program) and Janet Montgomery was recognized for her contributions in this area. The award for Improvement in our Governance Structure was spearheaded by Linda Davidson and her contributions were recognized by Jackie with a President's Award. The Chapter was also recognized for its Improvement in Financial Stewardship. Another area of exceptional performance was in certification. The efforts of the Certification Committee, chaired by Randy Just, were responsible for mentoring the largest number of certification applicants nationwide.

Jackie's year concluded with a membership of 511, an increase of 16% in attendance at our educational meetings, and 17 members were honored with Founders Awards for their service to HFMA and the Chapter. On a more somber note Sister Margaret Mary Jarvis passed away during this year. She was a Charter Member of our Chapter and served wherever she was needed. She was an Officer, Board Member, and Committee Chair but was famous for the care she took in the preservation of our Chapter Archives.

**1998-99** "Our members' involvement and the number of volunteer hours were astounding" stated our 48th President **William Colletta**. In addition to four National awards this level of enthusiasm produced the following: a professional and user-friendly web page; a significant increase in educational registrant hours; development and implementation of an Advertising Committee; financial results which exceeded the budget; increased collaborative efforts with other organizations.

While the Chapter's successes were truly remarkable, Bill recognized that membership recruiting and retention had become a major area of concern. Despite concerted efforts by the Membership Committee our Chapter membership declined to 447 during the year. It appeared to him that there was a definite trend toward only one person in each organization with HFMA membership, representing that entity.

On the plus side, the Program Committee Co-chaired by Carl Mathews and Joe Salmo provided 16 quality events covering a wide variety of topics. The combination of topics and the timing of events produced impressive attendance results. Registrant hours per member were up 74% and there was a 71% increase in attendance. Although member attendance declined, our attendance by non-members rose by 286%. This earned the Chapter a Hottum Gold Award for significant improvement in educational performance. Additionally, the Chapter held its first all-day session in quite some time and the success of this program brought special recognition to the Chapter with a Yerger Award.

A Yerger Award was also received for the efforts of Roxie Neiroda who explored opportunities to co-sponsor programs with organizations outside of HFMA. And yet another Yerger Award was received for the development of the Chapter's web page through the efforts of Jayne Singleton, this also earning her a President's Award. Special-interest committees were instrumental in contributing to the success of our programs. Of particular note were two events coordinated by Deborah Hopper and her Managed Care Committee which drew 170 attendees. Bill recognized her exceptional efforts in this area with a President's Award.



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

# 60 YEARS

**1999-2000** Our Chapter crossed over into a new millennium with our 49th President **Roxie Nieroda**. "Overall this year was a resounding success" Roxie commented, "thanks to the commitment of our Officers, Board Members, and the many dedicated members who make this Chapter work." This commitment was recognized at the ANI with four awards.

The Chapter received a Silver Award of Excellence which recognized our attainment of 8.05% level of certification in our Chapter membership. As a result of programming enhancements, we increased the number of programs from 16 to 21 and in recognition of a 19.6% increase in registrant hours we received a Hottum Bronze Award. Sheila (Kuenvle) Washington and the members of her Program Committee can be justifiably proud of their contributions which have continued the standard of programming excellence that our members have become accustomed to. A Special Recognition Award was received for the introduction of the innovative breakfast roundtable discussion group called Compare Notes. This was the brainchild of Jerrie Weith and provided a forum for our members to exchange ideas about timely topics. She was also given a President's Award for this contribution. Additionally, our collaboration efforts especially the organization of the first annual Mid-America Conference, spearheaded by Jayne Singleton, also earned us a Yerger Award and she received a President's Award as well.

**2000-01** Our 50th President, **Rose Dunn**, echoed the feelings of John McGuire. She felt that her year was filled with both **challenges** and **opportunities**. She felt that the mission of our Chapter was carried out in an exemplary manner as the committee members met the educational and professional needs of our members while all were dealing with Y2K, BBA, HIPAA, MSP, and APC's. During her tenure, we received six National Awards, offered 26 educational programs, and published five high quality newsletters providing our members with timely information in a cost effective manner. This achievement earned Editor Debbie Malvin a President's Award.

Adding to our certified membership by more than 9% earned us a Gold Award of Excellence. Along with that our programming efforts brought us a Stagl Silver Award of Excellence for Education, a Hottum Award for Significant Improvement in Education, a Yerger Award for Multi-Chapter Outstanding Performance in Education, a Yeager Award for Outstanding Performance in Collaboration, and won for Outstanding Performance in Improvement. A Managed Care Forum Member Excellence Award was also received due primarily to the efforts of Sheila Howard and Steve Reynolds. They planned another successful program with over 100 attendees.

A President's Award was given to Carole Campbell for her overall support especially with the Mid-America Trade Show. Although our membership declined to 382, representing a decrease of another 7%, Rose felt this was due to organizational cutbacks and competition for members with other specialized organizations. On a more positive note Jayne Singleton received her 6th President's Award for all the contributions she made in developing an outstanding website and the effectiveness of her communications with our members. She also served as the principle representative to the Mid-America Trade Show and filled a vacancy as chair of the Sponsorship Committee in addition to her Board duties.

In January of 2001 Keith T. Eickenhorst, CPA (our 1980-81 President) passed away. He was an active member of our Chapter and served a full year as our President plus an additional two months of the Clarence Mackey term when he died in office.

**2001-02** In April of 2002 the Chapter celebrated 50 years of service to our members (our Golden Anniversary) with **James Crites** as our 51st President. No awards were received during his year. A sincere expression of appreciation is due to President Elect **James Arcipowski** for providing most of the information related to this period of our history. Jim also revitalized the sponsorship program which stabilized the Chapter's financial position. In conjunction with this a Vendor to Member Directory was published which allowed vendors to get their names and product or services before the membership while generating over \$4,000 in new revenue for the Chapter. Rose Dunn was given a President's Award for getting this accomplished.

Other achievements included initiation of the electronic distribution of our *Gateway Gatherings* newsletter. Glenn Kraft and Lara Penn collaborated to accomplish this and both received President's Awards in recognition of this. Gerry Bamburger received his President's Award for the "Legal Lines" articles in our newsletter, which he has authored for many years. For his contributions chairing the Medical Group Management Committee Paul Doelling also received a President's Award.

A gala 50th Anniversary celebration was held on April 26, of 2002 at Windows on Washington and featured the installation of our 2002-03 officers & directors, poetry by Don Stone, and historical perspectives from each decade. Additional President's Awards were given to the 50th Anniversary Committee Chair Jerry Garrett and to all of the following members of his committee – Jim Arcipowski, Bill Colletta, Linda Davidson, Don Fitzgerald, Deborah Hopper, Joe Salmo, Marty Sorenson, and Jerrie Weith.



## Region 8 Connection



Submitted by: Teri Reger, FHFMA

Greetings HFMA Region 8 Friends and Colleagues!

In my Fall 2011 newsletter article, I mentioned how exciting that time of year is with the kids going back to school and baseball games to go to . . . well I must say, it was fun being a St. Louis Cardinals fan this year!! It is also fun being a member of HFMA. Your chapter leaders have done a very nice job putting together high quality educational programs and great networking events. If you haven't done so already, please take the time to get to know your chapter leaders, thank them for their dedication to the chapter and get involved in your chapter's activities. Believe in yourself and the skills you could bring to a leadership role. Believe to Achieve! You'll find that by getting involved you'll gain so much more from your membership!

I had the pleasure of meeting with the Region 8 Chapter Presidents and Presidents-Elect, the HFMA Regional Executive Council Chair and an HFMA staff member at our annual HFMA Fall Presidents Meeting in September. We had lively discussions about a variety of topics, all to ensure that the Region 8 chapters have the tools and information they need to be successful. Mike Dewerff, the Region 8 Regional Executive-Elect and I continue to collaborate monthly with the Presidents-Elect and Presidents, providing a forum for ongoing brainstorming and sharing of ideas across the region.

From a National perspective, one of the major initiatives being led by HFMA is the Value Project. "Through HFMA's Value Project, healthcare finance leaders are joining their clinical partners to shape this transformation" of the shift towards value in health care. HFMA has compiled many reports, webinars and tools to help providers respond to their customers' increasing demand for value. More information on the Value Project can be found at <http://www.hfma.org/valueproject/>.

Thank you again for the opportunity to serve Region 8. I welcome your questions and comments, any time! My telephone number is 314-989-6859 and my email address is [Teri\\_Reger@ssmhc.com](mailto:Teri_Reger@ssmhc.com).

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





### Can External Call Centers Benefit Hospital's Access Departments?

By: Steve Chapla, Director Third Party Solution at Avadyne Health

Healthcare reform places additional challenges at the door of providers. The Patient Protection and Affordable Care Act, as it is currently written, establishes compliance requirements related to financial screening impacting patient billing and potential financial assistance. Experts have professed that such screenings, to meet these requirements, need to be done on the front end of the revenue cycle. This will place additional responsibilities and challenges on our Access areas.

Providers will need to find ways to be more efficient and provide quality service for less cost. In addition there is, for lack of a better phrase, the "consumerism impact" on healthcare delivery that is requiring providers to take a more patient centric approach. This means enhancing the patient's overall experience and increasing the level of satisfaction the patient has with their healthcare provider. These tasks will require the complete involvement and cooperation of all clinical and administrative departments within a healthcare organization.

For the Patient Access Departments, their primary objectives will need to include;

- A more patient centric approach to all interactions
- Increased patient's satisfaction with the provider
- Reduction of net operating expenses
- Increased level of financial and clinical screening
- Established clear financial and clinical expectations for the patients
- Reduced level of re-work in post-treatment revenue cycle functions
- Reduced payer denials
- Increased cash collections

Is it time we re-think how Access departments have approached work flow and process?

Revenue Cycle executives have long discovered the benefits of critical outsourced functions used in the back end of the Revenue Cycle. Can some of these resources serve the Access areas? Consider external call center operations a resource in achieving the objectives facing the Access Departments.

Current pre-access processes require extensive telephone interactions that while are often redundant, require staff with specific communication skills with expertise in discussing financial responsibilities. The process requires accessibility for patients that volumes often create cost efficiency challenges. Staff interpersonal skills are essential to successful patient interactions but often not available or developed with access department personnel. The latest technologies are often cost prohibitive or even beyond the resource capabilities usually found in Access Departments.

Some of the functions within Patient Access that would benefit from a call center operation would include;

- Patient Scheduling
- Medical necessity screening
- Pre-registration
- Pre-certification of services
- Eligibility and benefits verification
- Financial screening and counseling
- Pre-service collections

These pre-access functions can have a significant financial impact on a facility and just controlling denied claims can increase net revenues by over 2%. The reduction in re-work within the business office can also be impacted by over 60%.

A properly structured call center operation can provide the following benefits;

- Increased patient and physician satisfaction
- Standardized processes for all service areas and locations
- Timely efficient scheduling
- Expedited registration
- Improved financial metrics/lower costs and increased reimbursements
- Reduction in payer denials
- Expanded hours of operations
- Skilled staff specialized in patient communications



## Continued

- Financial counseling specialists
- Staffing complement with cross training to meet variable volume demands
- Technology including IVR's, call recording and predictive dialing
- Presumptive charity screening technology with hospital specific criteria
- Management knowledgeable in high-volume call operations

As with the development of any operational process the identification and monitoring of key metrics is critical. Here are some best practices and metrics an effective pre-access call center would achieve.

### **Scheduling**

- 100% of non-emergent patients are scheduled
- All cases are scheduled at a minimum of 12 hours preferably more, in advance of service
- All surgeries are verified against inpatient only list
- Collection of all information prior to surgery in accordance with clinical criteria
- Medical necessity is validated to prevent ABN's
- "OK to delay" criteria is established with physicians

### **Re-Registration**

- 95% of all scheduled patients are pre-registered
- 100% of all pre-registered patients have insurance eligibility and benefits verified
- Identify specific service lines requiring verbal verification beyond electronic verification and obtain 100%
- 100% pre-certification on all required patients
- 98% Patient demographic data quality

### **Patient/Guarantor Communications**

- All non-covered services are explained to 100% of patients impacted
- 95% of all out of pocket costs are requested from patient/or as guided by patients prior payment history
- 80% of POS collection potential achieved
- 100% of patients with outstanding AR will be counseled
- Charity care guidelines explained to 100% of applicable patients

### **Call Center Operations**

- 80% of calls answered within 20 seconds
- 50 second average call hold time
- <5% abandoned call rate
- 98% complete resolution on 1 call

While the benefits may be overwhelming, the success of moving to an external call center model have many factors to consider, as well as understanding important stake holders. It is critical you understand the barriers to success. The physicians may feel they are less involved over their patient's treatment or will be left out of critical communications with their patients. Management may feel a loss of control or that an outsourced service may have an adverse public relations impact. Hospital clinical departments may feel they are losing control and will be negatively impacted. Most importantly will the marketplace or patients view this negatively and that they are dealing with individuals that are not interested in them. All important points to consider as you develop the project plan for such a venture.

Begin by performing an analysis of your current operations and determine the current and future financial impact you are experiencing. A GAP analysis will allow you to identify the potential of your Access Departments as well as impact of future revenues as the result of enhanced patient experiences. Process design with key stakeholders will be important to achieve buy-in and ensure the most appropriate processes are being developed. Develop implementation plans and always over communicate to minimize misinformation. It is also important to identify your external partner and bring them into the planning process as early as possible. This ensures a high commitment level and the development of a true "partnership environment."

Access Departments like all operational areas within hospitals will need to consider solutions to challenges that may differ from approaches in the past.

Steve Chrapla, Director of 3<sup>rd</sup> Party Solutions for Avadyne Health and a member of the First Illinois HFMA Chapter, can be reached at (847) 395-7655.



**Provision of Complimentary Transportation Services  
To Patients: Good Business or Regulatory Nightmares**  
By: **Stuart J. Vogelsmeier, J.D.**  
**Lashly & Baer, P.C.**

As hospitals are aware, HIPAA added a fraud and abuse provision which provides that a person who offers or transfers to a Medicare or Medicaid patient something of value that the person knows or should know is likely to influence the patient's selection of a particular provider may be liable for civil monetary penalties of up to \$10,000 for each act (referred to as the "CMP"). One issue that hospitals have struggled to answer is whether providing complimentary transportation is likely to be subject to the CMP.

The OIG has not developed a regulatory safe harbor or exception to the CMP for complimentary transportation by hospitals. The OIG stated the following in 2002: "Offering valuable gifts to beneficiaries to influence their choice of a Medicare or Medicaid provider raises quality and cost concerns. Providers may have an economic incentive to offset the additional costs attributable to the giveaways by providing unnecessary services or by substituting cheaper or lower quality services".

In 2005, the OIG stated, "The plain language of the CMP prohibits offering free transportation to Medicare or Medicaid beneficiaries to influence other selection of a particular provider, practitioner or hospital." However, at the same time, the OIG stated that hospitals can offer free local transportation of nominal value, which they have interpreted as no more than \$10 per trip, or \$50 in the aggregate on an annual basis.

In December of 2002, the OIG announced that they are considering developing some type of regulatory safe harbor or exception. This safe harbor, however, has never been published. While they evaluate the possible regulatory solutions, the OIG has said that they will not impose sanctions on hospital based transportation programs that:

- Were in existence on August 30, 2002.
- Provide transportation on a uniform basis without charge or at reduced charges to all patients and families.
- Provide transportation only to and from the hospital.
- Provide transportation only within the hospital's primary service area.
- Do not claim the costs of the transportation on cost reports or shift the costs to Medicare.
- Do not provide ambulance transportation.

There were two OIG Advisory Opinions during 2011 on this topic which shed only a slight bit more light on the issue. (Advisory Opinions are binding only on the parties who requested the opinions, and they cannot be relied upon by third parties. These opinions are, however, instructive on the OIGs enforcement policy).

Advisory Opinion 11-02 approved a plan to provide complimentary van transportation service to patients from physician offices located on, or contiguous to, the hospital's campus to the hospital if the patients required further treatment and cannot transport themselves. While the aggregate value of the transportation services to each patient could exceed \$10 for one trip or \$50 on an annual basis, this opinion does have very unique facts:

- The patients would not be transported to locations off the hospital's campus.
- The program anticipated transporting approximately 100 patients and their families per year.
- The average transport would be approximately one-fourth of a mile.

*Continued on next page*



## Continued

Advisory Opinion 11-16 approved a hospital's sophisticated transportation plan to transport pediatric patients with catastrophic illnesses to an internationally known children's research hospital for the purpose of participating in clinical research trials. Although 70 percent of the patients were transported over 35 miles, this transportation plan stands on its own because:

- The OIG felt it was implausible to think that the hospital, already faced with more qualified patient applicants than it can accommodate, provided the transportation services to generate additional referrals when the hospital receives less than 25 percent of the cost of providing care through payments from third party payors.
- The hospital focused on treatment and cures of catastrophic diseases in children, and the OIG felt that such services typically are not susceptible to overutilization.
- The vast majority of the hospital's patients are on clinical research protocols not offered elsewhere. Therefore, it was deemed unlikely that the hospital's provision of transportation services would cause a patient to seek services at this hospital at the expenses of another facility.

In addition to the factors discussed by the OIG in the recently issued Advisory Opinions, the OIG has also considered the following factors when examining complimentary local transportation programs:

- The availability of economical public transportation.
- Whether or not the free transportation is advertised.
- Whether the free transportation is targeted at profitable treatments or patient populations.
- Whether luxury transportation is offered.
- Whether the free transportation services are available only to individuals who have no reliable and regular means of transportation.

We are aware that some hospitals have documented compliance with the \$10/\$50 value threshold by obtaining competitive bids for transportation services and by issuing patients "tripticks" under which the patient can obtain up to five, \$10 rides per year. In absence of compliance with the \$10/\$50 threshold, hospitals have sought to meet the six conditions announced by the OIG (set forth above) in December of 2002. If a hospital arrangement cannot satisfy those six conditions, other arrangements will be subject to a case-by-case review under the CMP to ensure that no improper inducement exists.

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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](mailto:sjvogels@lashlybaer.com). The firm's website is [www.lashlybaer.com](http://www.lashlybaer.com).

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

# Greater St. Louis HFMA Events

- February 10**     **Evidence Based Revenue Cycle Improvement**  
7:30 AM CST – 9:30 AM CST – St. Clare Health Center  
11:30 AM CST – 1:30 PM CST – BJC HealthCare  
3:30 PM CST – 5:30 PM CST – SSM Corporate Offices
- February 23**     **Legislative Update Including New Member Orientation**  
8:00 AM CST—11:30 AM CST  
St. Luke's Hospital (Chesterfield, MO)
- March 29**         **Insurance Payor Panel**  
SSM Health Care Corporate Offices
- April 18**         **Compliance Track for CPE**
- May 11**           **Diamond Anniversary Event**  
The Palladium (old City Hospital!)  
Black-tie optional  
For more information, contact Anniversary Committee Chair,  
Jerrie Weith, [jweith@amdcpa.com](mailto:jweith@amdcpa.com)
- May 16-18**       **HFMA Spring Conference**  
Joint Conference: Greater St. Louis and Show-Me  
Harrah's Casino-St. Louis  
777 Casino Center Drive  
Maryland Heights, MO 63043

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## Webinar Schedule

- 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
- March 13**         **Maximum Efficiency**  
Presented by American Express, 12:00 pm - 3:30 pm
- March 15**         **Web Road Show Part II**  
12:00 pm - 1:00 pm

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## Board Meeting Dates

**February 16, 2012** – 3:00-5:00 p.m.  
SSM Healthcare  
1015 Corporate Square Dr., 2nd Floor  
St. Louis, 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.)**



**Believe to Achieve**