

Visions 2013-14 Issue 4



Doing Whatever It Takes, and We Did!

Wow, what a great year. I began the year with a message of doing whatever it takes. As my term as president comes to an end, I have to thank all of you for your continued support in this area. I see it in all of our volunteers. You have each helped to accomplish our goals for the year. That was clearly portrayed in the chapter survey which conveyed in the 73% percent extremely satisfied results.

One of the common areas of concern was communications and ease of payment. Our crew has worked hard to fix that and we have now launched our new website. Please take some to “play around” on the website and give us feedback on your thoughts. Take note that we can now accept payment on line through PayPal. Hopefully this will make it easier for some of you to register for our programming and events.

We are looking forward to seeing more of you at our upcoming events, partially the annual GHALI event, which is our 3 day conference May 21-23. This conference not only provides great educational sessions, but outstanding networking opportunities as well. Please take a moment to review the information on the site and consider attending.

Sincerely,

Lisa Hilling
President
Northeast Ohio Chapter of HFMA

Website Update

If you are reading this newsletter, you have made it to our new website! The chapter worked with Jason Anthony Group to redesign the site and enhance functionality. Some key features include:

Mobile Device Capability: Responsive design will detect and adjust based on screen size. This ensures optimal viewing on all devices from desktop PC's to tablets and smart phones.

PayPal: We have created a chapter PayPal account and added a credit card payment option for events.

Calendar Reminders: The Upcoming Programs page now includes the ability to add an event to your Outlook or iCal calendar.

We are aware of a few issues that have surfaced over the last few weeks. These items are still being addressed:

- Some members have accessed pages from the previous site. This should be resolved by deleting temporary internet files. This can be performed through Internet Options if using Internet Explorer.

- Event Registration - A new form will be created for those interested in registering for an event and paying by check. **To register for GHALI**, please complete the registration form on the site and email to muchness1@att.net to indicate meal and networking choices. Payment can be processed via PayPal using credit card or checks can be mailed to Northeast Ohio HFMA c/o Kathy Much, 27910 Osborn Rd., Bay Village, OH 44140-2009.
- We are aware that some features do not display properly in certain browsers as they are not optimal for IE 8 or older. These items work correctly on newer systems so we hope that these will be resolved once older software is updated on our members PC's.

Please contact Chris Maeder at Christopher.Maeder@uhhospitals.org with any feedback or enhancements you recommend.

New Members - Welcome to NEOHFMA!

Please welcome our newest members to the Northeast Ohio Chapter of HFMA. Look for them at our next meeting and welcome them to our organization.

| | |
|---|---|
| David Agan PricewaterhouseCoopers | Robert F. Maurer The ROI Companies |
| Jonathan Floyd Cleveland Clinic | Ryan D. Wood Sister of Charity Health System |
| Kinberly Henderson Crystal Clinic Orthopaedic Center | Cynthia Lewis |
| Jital Patel Cleveland Clinic | Toni Shamblin Summa Health System |
| John W. Brazofsky, III Lake Health Resource Center | Jeffrey Freese KeyBanc Capital Markets, Inc. |
| Stephanie Solich | Susan Senich XCD Management Services |
| Connor Girdley KeyBank Capital Markets, Inc. | Brian M. Beirne JP Recovery Services, Inc. |
| Jill Franks, CPA Rehmann | Michael E. Kittoe Lake Health |

Welcome Back!

HFMA Members that have reinstated their Membership during this past quarter.

| | |
|---|---|
| Lori A. Mitchell Allscripts | Rebecca Newman McGladrey |
| Debra A. Nyikes Cleveland Clinic Children's Hospital | Jeffrey A. Kampman, CPA Drs. Hill & Thomas Company |
| James R. Clark Meridian Leasing | Thomas S. Campanella, FAC Baldwin Wallace College |
| Richard L. Marrapese, CPA Shamrock Companies | Richard M. Jorz Cleveland Clinic |
| Kerry Politsky Cleveland Clinic | Melissa A. Fielitz Pomerene Hospital |
| Michael P. Reese University Hospitals | Rae Ann Trego Western Reserve Health System |

HFMA's Benefits Go Even Further When You Share Them

HFMA's Member-Get-A-Member Program

HFMA members are leading the change in the healthcare finance industry. Help build the momentum. Invite your peers, your staff, and others in your organization to join the nation's leading membership organization for healthcare financial management executives and leaders - HFMA.

Recruit new HFMA members and you could win:

- HFMA apparel item, duffel bag, or smartphone accessory
- \$25, \$100 or \$150 Visa Prepaid Cards
- Cash prizes of \$1,000 or \$2,500
- Apple iPad Mini
- Grand Prize of \$5,000*

[Find out how.](#)

** Grand prize of \$5,000 will be paid as follows: \$3,000 for the winner and \$2,000 donated to a charity of their choice.*

Program Recaps

Adding Value to the Revenue Cycle
Akron Wellness General Center Akron, Ohio – February 27, 2014

On Thursday February 27th, the chapter hosted a program entitled “Adding Value to the Revenue Cycle” at the Akron General Wellness Center in Akron, Ohio. We started the session with John Rogers from Rev Care. He spoke about insurance exchanges and gave a general overview of the federal health insurance options in the marketplace focused on Ohio. He reviewed the four ways a consumer can enroll in health coverage including Navigators, In Person Assistants (IPA’s), Certified Application Counselors (CAC’s) and Agents/Brokers. He also discussed the exchange types: State Based, Consumer Assistance Partnerships and Federally Facilitated. Medicaid expansion was explained as well as the Qualified Health Plans (QHP) and levels being offered in Ohio. He finished up with the Ohio statics as that time % signed up and % of males vs. females as well as the level. The average for Ohio is trending closely to the national averages. Primarily 58% purchasing Silver plan to the national average of 62%

Colleen Deighan from the Cleveland Clinic was next with her presentation on ICD-10 Overview. She described the process they are following at the Cleveland Clinic to prepare for ICD-10. She discussed how their team is going department by department and reviewing the current codes and looking at them if they were to code with ICD-10. By doing this they can educate the physician and coders as to what they need to make sure is in the documentation for optimal coding.

Next presentation was the OHA Update/Medicare Expansion discussion given by Charles Cataline, VP of Health Economics and Policy from the Ohio Hospitals Association. He reviewed the top 10 “Hot Topics for 2014”

- 10. **Federal Sequester:** 2% Medicare Payments to Providers, Extend Medicare Cuts through March 2024
- 9. **“Rural Floor” Wage Index:** Is Fundamental Wage Index Reform Coming? Stay Tuned
- 8. **ICD-10:** Clinical documentation is more important than ever
 - 7. **Hospital Tax-Exempt Status:** IRS issued NPRM on 4/3/13, Other ACA mandates, Expect increased Media and Government Scrutiny.
 - 6. **Outpatient Observation:** Two Midnight Rule still not implemented but most hospitals following
 - 5. **Ignore**
 - 4. **DSH Formulas:** New Medicare Formula in FFY 2014 IPPS final rule, Medicaid DSH Allocations/Reductions
 - 3. **What about LTACH’s?:** 25% rule delayed again, Watch for increased LTACH medical review and coverage standards in FFY 2015, PPS Rules
 - 2. **Physician SGR Fix:** New law into effect 3/14-.05% increase vs. 20% cut and extends 1.0 GPCI floor, merge Senate and House fix bills merged.
- 1. **ACA Goes “Prime Time”**

Revenue Cycle Challenges and Solutions was the panel discussion which included the following: Shawn Stack, Assistant PFS Director for Wexner Medical Center, Ohio State University, Don Paulson, CPS VP of Revenue Cycle, University Hospitals and Phillip Wells, Director of Revenue Cycle Elyria Medical Center. Moderator Chris Milligan, Assoc VP, Human Arc and HFMA Regional Executive. The basis of this panel was to discuss the challenges facing revenue cycle and how each is preparing. The main solution for a lot of problems facing what hospitals lie in the people and the systems (IT) needed to be able to collect the proper documentation to code for optimal billing. Balancing all of this with the shift to a more consumer based product and shift from commercial payors to self-pay/high deductible plans.



Concluding the education was Raymond F Moats,, Attorney at Law, Weltman, Weinberg & Reis Co LPA. The topic discussed was TCPA and Compliance (Telephone Consumer Protection Act). The discussion was around the Act which was established in 1991 and based on the technology changes since then the Act especially for the purposes of Fair Debt Collection Practices needs to be revised.

Feel the Heat Leadership Conference:

Quicken Loans Arena Cleveland, OH – March 18, 2014

After a successful March event in 2013, the chapter returned to Quicken Loans Arena for the Feel the Heat Leadership Conference. The day featured insight from local leaders with diverse experience ranging from councilman Matt Zone to David Griffin, General Manager of the Cleveland Cavaliers.

The program began with Matt Zone sharing his insight from serving as a Cleveland councilman for Ward 15 since 2001. Mr. Zone was exposed to leadership from an early age as his parents were involved in government when he was a child. Main lessons learned from his parents were that leaders take pride in themselves and set an example. Once elected, he realized the challenges he would face as residents expected government to solve their problems. Since he could not address numerous issues on his own, Mr. Zone instituted forums where he sought input and encouraged the community to participate in decisions and contribute to neighborhood improvements.

Kristy Frieden from Positive Performance Solutions followed with a presentation titled “The ROI of Happiness: Proven Strategies for Becoming Happier & More Successful”. She focused on benefits of positive emotions and the belief that happiness causes success and achievement. She left the group with some ways to permanently improve your happiness baseline:

- **Look forward to something**
- **Infuse positivity**
- **Spend money on experiences, not possessions**
- **Perform conscious acts of kindness**
- **Exercise**
- **Focus on your strengths**

The afternoon session began with Dr. Brian Donley discussing lessons he has learned throughout his career in healthcare. Dr. Donley views leaders as inspiring visionaries who are concerned about substance. He focuses on selecting the right people to fill roles then developing their talents to their full potential. Though it may impact your team, it is important to encourage employees to move on when they are presented with an opportunity to advance their career. Dr. Donnelly also spoke about the importance of failure and how to use mistakes as a foundation for future opportunities.



David Griffin, Acting General Manager of the Cleveland Cavaliers, has over 20 years of NBA experience, including time spent with the Phoenix Suns prior to coming to Cleveland. Griffin told the group that with an NBA team or any organization, it is important to build a culture of “WE”. Regarding leadership, he

VISIONS NEWSLETTER

listed selflessness as the most important characteristic in building relationships. Following the theme from Kristy Frieden, he also discussed how positive energy is contagious. Even those on a team who are not the top performers can bring positive energy and have a meaningful impact on the group.

The presentation concluded with “C-Suite Leadership Best Practices”, led by Matt Weekly from Plante & Moran LLP. One key point was the importance of succession planning. A CareerBuilder survey indicated that 31% of organizations have no succession plan in place and 25% of respondents have been negatively impacted by not having an adequate plan when turnover occurs. A clear plan helps an organization maintain its strategic direction

and begins by recruiting, coaching and mentoring employees to be prepared for future responsibilities.



After a full day of education, members enjoyed happy hour prior to watching the Cavaliers take on the Miami Heat.



NEO HFMA Road Show at Robinson Memorial Hospital

Healthcare Reform, Insurance Exchanges, Transparency, Service Recovery and 2 Midnight Rule

VISIONS NEWSLETTER

On Thursday, April 10, 2014, the chapter hosted a program entitled “Healthcare Reform, Insurance Exchanges, Transparency, Service Recovery and 2 Midnight Rule” at Robinson Memorial Hospital in Ravenna, Ohio.

Amanda L Waesch, Esq., Brennan, Manna and Diamond, LLC started the afternoon off with “Healthcare Reform and Insurance Plan Options.” Amanda’s presentation outlined the PPACA Goals, the Individual Mandate, Employer Mandate, and Employer Reporting Requirements. In regard to exchanges, she covered the levels of coverage, the current state of the Exchange and the requirements of the exchange. Amanda concluded with insight as to how employers are evaluating their healthcare options in light of Exchanges.

“How a Service Recovery Strategy Can Impact Your Bottom Line” was presented by Toya Gorley from the CHAMPS Patient Experience/Santalucia Group. Toya shared her passion for improving the patient experience and the necessity to understand how a bad patient experience can impact the bottom line. Quantifying Hard and Soft Costs and implementing a Service Recovery Program are key to any organization.

Dan Clark, Director of Healthcare Advisory Services at McGladrey, LLP, covered Pricing Transparency. He presented a History/Overview and discussed how Empowered Consumers are impacting Pricing Transparency. He shared examples of Pricing Strategies and Considerations, Pricing Methodologies and an Impact Analysis. Organizations need to prepare for additional scrutiny and determine the best approach for strategically adjusting prices.

Don Paulson, Vice President of Revenue Cycle Management of University Hospitals addressed the ever-changing “Two Midnight Rule.” Don outlined the “logic” behind the rule and the current process of CMS’s “probe and educate”. He also shared UH’s high level objectives, documentation goals and billing concerns. The key is collaboration among all areas of the institution. Don concluded with a discussion on the Financial Impact of the Rule.

Save the Date – Upcoming NEOHFMA Programs

Log onto the NEOHFMA Website (http://neohfma.org/events_calendar.html) for more information on our upcoming programs:

2014 Gerry Haggerty Annual Leadership Institute (GHALI)

Program Date: **May 21-23, 2014**

Program Location: Sawmill Creek, Huron, OH



Mark your calendar for this great event to be held at this beautiful resort featuring three restaurants, marina, shops, pools, beautiful lakefront sand beach and a 500 acre nature preserve

To register for GHALI, please complete the registration form on the site and email to muchness1@att.net to indicate meal and networking choices. Payment can be processed via

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PayPal using credit card or checks can be mailed to Northeast Ohio HFMA c/o Kathy Much,
27910 Osborn Rd., Bay Village, OH 44140-2009.

2014 HFMA's Virtual Conference

September 18 and December 16

Experience HFMA's Virtual Conference created for healthcare finance leaders. This interactive, live 4-day event includes influential speakers, dynamic education sessions, online networking opportunities, industry solutions, and CPE credits. Attend these online events available from the comfort of your home or office.

Visit www.hfma.org/virtualconference for more information and to register for this free educational event.

National HFMA Seminars – Save the Dates

HFMA Seminars are popular, timely educational sessions to help you keep pace with industry changes, while you strengthen your individual skills. Choose between 1-, 2-, and 3-day options in three different locations:

Chicago Seminars

December 8–10, 2014

Washington, D.C. Seminars

February 18–20, 2015

Seattle Seminars

March 25–27, 2015

Las Vegas – June 22nd – 25th

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ANI 2014 - THIS IS **BIG**

BIG Name Keynotes: Atul Gawande, MD; Dan Pink; and Liz Wiseman

The **BIG** Picture: This year ANI is focused around 8 **BIG** themes. Speakers explore the issues in-depth and you leave with ideas to implement back home.

BIG Gathering: Network with 5,000 colleagues at receptions, dinners, and special events.

BIG Payoff: Up to 26 CPEs. Tons of tools and takeaways. 400+ exhibitors.

Las Vegas – November 2nd – 4th

MAP Event 2014
November 2-4
The Cosmopolitan of Las Vegas
Las Vegas, NV

Upcoming Live Webinars

Take a look at the upcoming Webinars offered by HFMA and consider sitting in on one as an easy way to get the information you need on pressing healthcare finance topics. From the comfort of your office, you can participate in a Webinar and find the strategies and tools you need to help your organization achieve success. Log onto the HFMA Website (www.hfma.org) to sign up or get more information about the topic. **The following Webinars are free to HFMA members.**

Seven Ways Patient Access Centers Boost Patient Engagement and Revenue (Wednesday, May 21, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- AJ Melaragno, President, Singola Consulting
- Fran Horner, Partner, Singola Consulting

What will be covered:

- ✓ Understand how to leverage your patient access center to support your patient engagement strategy and apply its value proposition to health systems.
- ✓ Position your patient access center to improve the overall revenue cycle and front-end processes to ensure completion of eligibility, notification, and authorization prior to visits.
- ✓ Evaluate the roles and responsibilities of the patient access center to drive revenue.

VISIONS NEWSLETTER

✓ Navigate the roadblocks to address patient experience in your organization.

Tools and Takeaways:

- ✓ Whitepaper: "Engagement: A Cornerstone of an Unparalleled Patient Experience"

Identifying Cost Savings Opportunities in Annual Travel, Expense and Invoice Processing

(Thursday, May 22, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Lynn C. Brunner, CCTE, GLP, Director, Travel & Meetings, Hospital Corporation of America (HCA)
- Zach Clayton, Director, Accounts Payable, HCA
- Joe Jacobson, Director, Healthcare Vertical, Concur

What will be covered:

- ✓ Understand the hidden risk of not managing your expense and invoice process.
- ✓ List the benefits of providing your workforce with tools that are mobile and effortless.
- ✓ Understand the power of aggregating expenses for vendor negotiations or regulatory compliance.

Medical Necessity Best Practices to Reduce Outpatient Denials and Compliance Risks

(Tuesday, May 27, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speaker:

- Pamela Sousa, Patient Access and Scheduling Director, Beth Israel Deaconess Hospital-Plymouth
- Mary Guarino, Vice President of Product Management, Craneware Inc.

What will be covered:

- ✓ Understand the differences between medical necessity and prior authorization and their effects on ICD-10 and how each plays a part in reducing denials.
- ✓ Develop a better overview of the Advance Beneficiary Notice requirements and workflow.
- ✓ Apply the pros and cons of an integrated vs. non-integrated, single-payer vs. multi-payer, and centralized vs. decentralized options to determine the best solution for your organization.
- ✓ Define vendor selection criteria to streamline the request-for-proposal process and be confident in your choice.
- ✓ State the benefits of a medical necessity solution that will motivate the patient access department to adopt the solution.
- ✓ Use metrics for monitoring denials and providing feedback to keep other team members excited and engaged.

Tools and Takeaways:

- ✓ Assessment tool to help determine your facility's compliance risk and a medical necessity vendor selection criteria list

VISIONS NEWSLETTER

Practical Roadmaps to Prepare Your Organization and the Revenue Cycle for the ICD-10 Transition

(Wednesday, May 28, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speaker:

- Cindy Cain, CPC, CPC-H, CCS-P, CHC, Senior Manager, McKesson Business Performance Services

What will be covered:

- ✓ Determine where you should be today in order to effectively transition to ICD-10.
- ✓ Develop clear expectations of the financial implications before and after the transition to ICD-10.
- ✓ Develop a contingency plan to address potential losses in productivity and higher costs

Tools and Takeaways:

- ✓ *Five Steps to Better Clinical Documentation for ICD-10*, a document emailed to all registrants and attendees following the seminar

Integrating Electronic Medical Record and Clinical Trials Management Systems to Improve Performance and Compliance

(Thursday, May 29, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Rick Rohrbach, Managing Director, Huron Consulting Group
- Tesheia H. Johnson, MBA, MHS, Chief Operations Officer, The Yale Center for Clinical Investigation
Associate Director of Clinical Research, Yale School of Medicine and The Yale Center for Clinical Investigation

What will be covered:

- ✓ Understand the potential opportunities and benefits of integrating CTMS with EMR.
- ✓ Learn how this integration can support research billing compliance and improve financial performance.
- ✓ Understand how to approach CTMS and EMR integration.
- ✓ Be aware of technical, ethical, and logistical considerations

Tools and Takeaways:

- ✓ Framework for clinical trials billing management with an integrated EMR/CTMS platform
- ✓ Sample tools and reports for various financial, operations, and compliance management topics including study feasibility, patient safety, research billing, and workload management

Back to the Future: Transcription's Past Is Coding's Future

(Tuesday, June 3, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Chris Spring, Vice President, Solution Management, M*Modal
- Ron Scarboro, Chief Operating Officer, M*Modal
- Becky Buegel, RHIA, CHP, CDIP, CHC, Education Manager, Coding Services, M*Modal

What will be covered:

VISIONS NEWSLETTER

- ✓ Leverage insights from transformation of transcription to help address today's coding shortages and simplify ICD-10 transition planning.
- ✓ Understand how different staffing and deployment models can help you expand capacity and reduce costs.
- ✓ See how process improvement tools such as coding workload balancing, reporting/dashboards, and quality metrics/monitoring can help increase performance and improve revenue cycle efficiencies.
- ✓ Understand how leveraging technology for security and privacy, automating workflows, and simplifying accessibility can help your organization reduce risks and improve productivity.

Tools and Takeaways:

- ✓ Checklist for building a high-performance HIM organization

Achieving Value Through Integrated Quality and Cost Insights

(Wednesday, June 4, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speaker:

- Chuck Manternach, Allscripts, Director – Solutions Management, EPSi Performance Management

What will be covered:

- ✓ Rationalize the capabilities and data needed to lower costs and improve quality care.
- ✓ Conceptualize how clinical and financial insights can be used to discover and prioritize opportunities to improve value.
- ✓ Understand how these insights can be used to navigate the correct course of action for delivering services to populations of patients.

Tools and Takeaways:

- ✓ Access to a white paper following the webinar, "Creating the Information-Powered Healthcare Enterprise: Surviving the Present and Building the Future of Accountable Care with Integrated Performance Management"

How Consumer-Friendly Billing Increased Self-Service Payments at El Camino Hospital

(Thursday, June 5, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Ned Borgstrom, Former CFO, El Camino Hospital
- Tomer Shoval, CEO and Co-Founder, Simplee

What will be covered:

- ✓ Describe the changing role of revenue cycle as patients become consumers.
- ✓ Build a consumer-centric framework for increasing patient engagement in your revenue cycle practices.
- ✓ Identify barriers and pitfalls to adoption of self-service payments, and the link with consumer-friendly billing.
- ✓ Evaluate processes changes needed for successful roll-out of paperless billing.
- ✓ Assess ROI and applicability of self-service payment models for other organizations.

Tools and Takeaways:

VISIONS NEWSLETTER

- ✓ Worksheet: "Assessing Your Hospital's Consumer Experience"
- ✓ White paper: "Is Your Hospital Ready for Rapid Self-service Payment Adoption?"

Using Data Analytics with Clinical Staff to Evaluate Length of Stay and Patient Satisfaction

(Monday, June 9, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Heidi Conrad, VP/CFO, Regions Hospital
- John Clark, Manager, Analysis, Regions Hospital
- Deb Bulger, Executive Director, Product Management, McKesson

What will be covered:

- ✓ Describe how high-level data can drive false conclusions.
- ✓ Illustrate the importance of having financial and analytical leadership in discussions with clinical leadership.
- ✓ Demonstrate how integrated data affects performance across any payment model including fee-for-service.

Tools and Takeaways:

- ✓ White paper: "Value-Based Care: Evaluating Contract Profitability"

A Crash Course in Cost Accounting

(Tuesday, June 10, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speakers:

- Dan Michelson, CEO, Strata Decision Technology
- Liz Kirk, Vice President of Cost Management Solutions, Strata Decision Technology
- Larry Hill, Vice President, Finance, Mission Member Hospitals

What will be covered:

- ✓ Discuss the key market factors driving hospitals and health systems to shift toward advanced cost accounting.
- ✓ Differentiate between margin and outcome management and revenue cycle management.
- ✓ Understand approaches that industry leaders take to bend the cost curve.
- ✓ Understand the importance of knowing true costs and margins for episodes of care, service lines, and populations.

Tools and Takeaways:

- ✓ 10-point checklist for maximizing your cost accounting tools and processes
- ✓ Quick-start guide for better leveraging your cost data

2015 Exchange Open Enrollment Planning: Increasing Patient Assistance and Minimizing Disruption

(Wednesday, June 11, 2014 - 3:00 – 4:30 p.m. Eastern Time)

Speaker:

- Gwynne Mesiner, Vice President, Operations, Chamberlin Edmonds

What will be covered:

VISIONS NEWSLETTER

- ✓ Navigate uncompensated care under the ACA.
- ✓ Create a plan for minimizing disruptions to cash flow while providing quality patient service.
- ✓ Create an action plan for 2015 enrollment, which will begin Nov. 15, 2014.

Tools and Takeaways:

- ✓ Access to white paper

Harnessing Data Normalization to Drive Product Savings**(Thursday, June 19, 2014 - 3:00 – 4:30 p.m. Eastern Time)**Speaker:

- Scott E. Pruyn, Director, Channel Management, McKesson Technology Solutions

What will be covered:

- ✓ Understand the methods used to conduct data normalization

Tools and Takeaways:

- ✓ Access to white paper

On-Demand Webinars

HFMA also offers on-demand webinars, which do not provide CPEs but do qualify for DCMS hours. Most on-demand webinars are free (or are only \$49) for members. There are multiple webinars available in all of the following areas of interest:

1. Accounting and Financial Reporting
2. Finance and Business Strategy
3. Legal and Regulatory Compliance
4. Operations Management
5. Payment, Reimbursement, and Managed Care
6. Revenue Cycle
7. Technology
8. HFMA 2012 Virtual Healthcare Finance Conference Recorded Programs

See national website for registration (<http://www.hfma.org>)

Puzzle

Place a different military rank in front of each of the words below to form a common two-word phrase.

PUNISHMENT

DETECTIVE

ADMISSION

E-mail your answer to Rhonda Ridenour at rridenour@avitahs.org. All correct entries will be included in a drawing and one lucky entrant will receive a \$25 gift certificate.

Previous Puzzle Answer

The charge nurse accidentally shredded the patient assignment list for the nurses on the Med/Surg floor. Use the clues below to determine each nurse's first and last name and their patient's first name, age, and health condition

- Nurse first names: Molly, James, John, Linda, Rose
- Nurse last names: Smith, Ash, Silva, Jacks, Jones
- Patient names: Mark, Emily, Liz, Andrew, Mindy
- Patient ages: 68, 15, 28, 31, 45
- Patient conditions: broken leg, heart attack, coma, pneumonia, cancer
- Emily is 31 years old
- The five nurses are:
 - Miss Ash
 - The one caring for the coma patient
 - Rose
 - The man taking care of the 68 year old patient
 - James Silva
- The five patients are:
 - The 45 year old female cardiac patient
 - The cancer patient
 - Mindy
 - The 15 year old coma patient
 - The female pneumonia patient who graduated high school about 12 years ago
- Liz is younger than Mr. Jones' cancer patient but older than Andrew
- Miss Ash's patient has pneumonia
- Smith's patient, Mindy, is younger than the cardiac patient, but older than Molly's pediatric patient.

Answer:

| Nurse | | Patient | | |
|------------|-------|------------|-----|------------------|
| First Name | Name | First Name | Age | Health Condition |
| Molly | Jacks | Andrew | 15 | Coma patient |
| James | Silva | Liz | 45 | Heart attack |
| John | Jones | Mark | 68 | Cancer patient |
| Linda | Ash | Emily | 31 | Pneumonia |
| Rose | Smith | Mindy | 28 | Broken leg |

Winner:

James Massey, Chief Financial Officer
Neighborhood Family Practice