

Visions 2014-15 Issue 3

President's Message



In the October issue of the NEO HFMA Newsletter, I asked each of you to let your voice be heard through our chapter survey. I am pleased to announce that we recently received the results and 73% of respondents are highly satisfied, surpassing our Chapter Balanced

Scorecard target by 13%.

While these results are terrific, our leadership team understands that we still have significant opportunities to improve upon the overall member experience. After all, our number one goal is to bring value to you, our members, by providing exceptional education and networking opportunities.

As I mentioned in the last issue, the feedback from this survey will guide our leadership team through the strategic planning and goal setting process for the 2015-16 chapter year. However, I would like to highlight the common themes that we will strive to address during the remainder of **this** chapter year.

The areas you would most like to improve are as follows:

- 1) The educational topics addressed at chapter programs – The most popular topics identified were trends and outlook for local healthcare industry, State legislative and regulatory update, and changes in Medicare reimbursement policies. The program committee is hard at work trying to incorporate these topics into our upcoming events.
- 2) The location of chapter programs – While we strive to be as geographically diverse as possible, this is one of the biggest challenges our chapter faces. Over the next three months we are working to host events in Akron, Parma and Cambridge to name a few. If you work for or closely with a provider we are always looking for opportunities to hold provider hosting road shows at your location (these events are free for all employees

2014-2015 Chapter Sponsors

Presidential Sponsors

Ernst & Young
First Credit Inc., (FCI)/RevCare
HW&Co.
Human Arc
JP Recovery Services, Inc.
McGladrey

Platinum Sponsors

Brennan, Manna & Diamond, LLC.
Fenner
Fifth Third Bank
Plante & Moran, PLLC
Revenue Group/HRS

Gold Sponsors

CompMed Analysis
Fidelity National
Net Revenue
PNC Healthcare

Silver Sponsors

Bruner-Cox, LLP
Cirius Group, Inc.
Crowe Horwath LLP
KPMG
ProAssurance
Receivables Management Partners
The Wellington Group, LLC

Bronze Sponsors

BKD, LLP
Calfee, Halter & Griswold LLP
Emrhein & Associates
Helvey & Associates
Meridian Leasing Corporation
Parallon
Quadax, Inc.
The Shamrock Companies Inc.
UCB, Inc.

of that health system!). All we need is use of your auditorium and our programming committee can take care of the rest. Please feel free to contact me or our Programming Chair, Nadia Vincenti with interest. Contact information is available via the following link: <http://www.neohfma.org/chapter-leaders/>.

- 3) Chapter Networking Opportunities – The timing of this feedback could not be better. One of our goals this year was to offer evening networking events. The two events planned for this chapter year are just around the corner. We hope you will join us on April 2nd as the surging Cleveland Cavaliers host the Miami Heat. Later that month on April 22nd we will be celebrating the 60th Anniversary in style at the Northfield Park Rocksino.

The chapter survey is a great tool for providing feedback to our leadership, but it only occurs every 365 days. Please don't wait until next year to share your wonderful ideas. I encourage each of you to contact our chapter leaders at any time to provide feedback and ideas. Better yet, I encourage each of you to join a chapter committee and help drive the change you would like to see.

Thank you all for your ongoing support of the Northeast Ohio Chapter!

Sincerely,

Justin Williams
President
Northeast Ohio Chapter of HFMA

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.

Regan Zuercher FirstCredit, Inc. / RevCare	Valerie DeCaro
Shlomo Heifetz Presque Isle Medical Technologies	David Ring Center For Neuro And Spine
Joseph Carrabine HMS	Lia Bennett
Halli J Sell Trinity Hospital Twin City	James Large QuadraMed
Michelle M Cordiak, CRCR Revenue Group	Kathy A Hartman
Craig R. Salvadore FirstCredit / RevCare	Tainiya James Centers For Dialysis
Brandon Gillespie WMC Physician Practices LLC	Barry Sprenger Human Arc
Robert E. Tonkinson, Jr. Catholic Health Partners	Mike Plazk
Steve E Orasko, III Akron Children's Hospital	Christy L Erb Bruner-Cox LLP
Taylor A Pedone Weiser Mazars	James Mirasola Trinity Health System

Welcome Back!

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

Willie H. Oglesby, III Kent State University, College of Public Health	Thomas D. McConnell McConnell Associates, LLC
Jon R. Englander, CPA MedCom Solutions	Gary E. Thome, CPA North Ohio Heart Center
Gregory L. Palmer, FHFMA NorthCoast HealthCare Solutions	Donald L. Kepner ACMC Health System
Jeffrey J. Mordaunt Stout Risius Ross	Dion A. Giordano Lake Health
Sonia Salvino UH Case Medical Center	Carol E. Polley University Hospitals Health System
Sandy Wells EMH Regional Healthcare System	Christine E. Acreman, CHFP The Surgical Hospital At Southwoods
Sherrie Bearden Compmed Analysis	Anna Marie Rogers The Sevenex Group
Christina Janus Metrohealth Medical Center	Laura L. Minder Ernst & Young LLP
Matthew J. Garvey McGladrey LLP	Art S. Juarez Emdeon
Scott Winter Ziegler Investment Banking	Stephanie Solich
Steve Jensen Lifeways	Henry Gardner, CHFP
Anthony L. Rigler Robinson Memorial Hospital	Niki V. Cromes Medcom Solutions
Michael Fiorilli Cleveland Clinic Foundation	Kathleen A. Hartman
Tony C. Gold Health First	Margery Mazoh Cleveland Clinic Foundation
Heidi Kodicovic University Hospitals	Andrey Dubrovsky University Hospitals
Bruce Giambattista The Hope Center for Cancer Care	Jennifer M Matota, CRCR Keybank
Colleen A. Andrews University Hospitals	J. William Kutschbach Howard Wershale & Co.
Mary Ann Gindi Cleveland Clinic Foundation	Angela L. Capretto OptumInsight
Darren T. Mauch MedAssets	Michelle L. Lindeman Akron Children's Hospital



Re-Cap of the 2014 Holiday Event:

First off let me say thank you to our incredible Networking Committee! You all donated so much time and efforts for this event and it went very smoothly.

Our Holiday Event was held on December the 11th at the Cleveland Botanical Gardens.



The 98 attendees enjoyed the “Tour of the Glow Gardens and Glasshouse Winter Show”. This made for a really nice atmosphere for all that attended.

Our 50/50 raised \$647.00 towards our charity, Buckeye Chapter of National Multiple Sclerosis Society. Our winner donated his portion of the winnings back to the charity. Heidi Weaston was the representative for the charity and spoke briefly on what they do for the community.

We had 10 award recipients this year and Bill Emrhein did the honors for us in presenting these awards. Congratulations to all of our honorees this year.

Kathy Much was given quite the sendoff towards her retirement.



Debora Guillermo presented Kathy with an engraved Wendell August Forge tray with stand as a gift from our chapter and her years of dedication and time were engraved on the tray.

Justin Williams, our President started the honoring of Kathy by presenting her with the “Chapter Life Membership” award.

Don Paulson was our next speaker and he had us all laughing and crying about some of his stories of him and Kathy working together over the years.



Suzanne Tschetter then added to the honoring of Kathy by having us all sing “The Christmas

Song” (Chestnuts Roasting on an Open Fire). Suzanne also shared some of her fondest memories of Kathy too.

Last, but not least, came Chris Milligan. Chris shared some of his favorite times with Kathy and her dedication and organizational skills that have kept our chapter going over the years.

Kathy Much, we ALL thank you for all you have done for us and our NEO HFMA Chapter!



**60th
Anniversary**

“Passing on a Legacy” April 22, 2015

Our chapter’s 60th Anniversary Event will be held at the Northfield Rocksino, in the Club Velvet Comedy Club from 6pm-9pm.

Cost for the event will be \$60.00 per person and will also provide those attending with 1 hour of education credit.

You will NOT want to miss this exciting event!

We have a great panel of speakers that have been confirmed and they will share their stories of how HFMA has enriched and enhanced their careers.

Our sub-committee for the event is working on decorations, agenda, and slideshow for the event.

If anyone has any pictures from the past 60 years, please contact Debora Guillermo at Debora.Guillermo@ey.com so that the pictures can be used for the event.

Come and join us for reminiscing, networking, food and fun! Some surprises too!

Our invitation is being constructed by Robin Beeman and we will be sending these out soon. We look forward to seeing you all as we come to celebrate our 60 years together!

Sincerely,

Michelle Earich, CPhT
NEO HFMA Networking Chair

Certification: We're Taking Off!

By Kelly Linson, MBA, CPA, FHFMA



The NEOHFMA chapter is proud to congratulate two more of our talented members for recently earning Certified Healthcare Financial Professional (CHFP) status. **Christi Caister** from Robinson Memorial Hospital and **Kristen Shoup** from Wooster Community Hospital are now our most recent certified members. Kristen and Christi will join our growing list of 26 certified members of the Northeast Ohio chapter (NEOHFMA). Congratulations Christi and Kristen!

Certification is the first step towards becoming a Fellow of the Healthcare Financial Management Association (FHFMA). As recognized industry leaders, HFMA Fellows act as ambassadors to the profession by raising the standard of practice through consistent participation in professional development activities and service to the healthcare finance industry. The certified members and Fellows listed below encourage you to join our ranks!

Christine E Aucreman, CHFP	James F. O'Donnell, FHFMA
Rebecca A. Baytos, CHFP	Gregory L. Palmer, FHFMA
William J. Bogdan, FHFMA	Donald G. Pangrac, FHFMA
Christi Caister, CHFP	Don P. Paulson, FHFMA
Cynthia A. Dormo, FHFMA	Rhonda L. Ridenour, CHFP
Thomas E Henderson, CHFP	Patty M. Salsman, CHFP
Geoffrey Allen Himes, FHFMA	Lacy K Sharratt, CHFP
Frank M. Klaus, FHFMA	Kristen T Shoup, CHFP
Kelly R. Linson, FHFMA	Keeth F. Stone, FHFMA
Chris Maeder, FHFMA	Michael A. Szubski, FHFMA
Robert S. Matitia, FHFMA	Eugene A. Thorn, III, FHFMA
Susan B. Mekinda, FHFMA	William L Trexler, CHFP
Karen J. Mihalik, FHFMA	Michael R. Vehovec, FHFMA
Brian C. Nestor, FHFMA	Sandra J. Wolfskill, FHFMA

As always, for more information or to inquire about becoming a CHFP please contact one of the certification co-chairs:

Kelly Linson - (440) 816-8071
Klinson@swgeneral.com

Brian Nestor – (216) 844-7797
Brian.Nestor@UHhospitals.org

Program Recaps

Healthcare Innovation Strategies & ACA: Global Center for Health Innovation November 13, 2014

On Thursday, November 13th the chapter hosted a program entitled “Healthcare Innovation Strategies ACA” at the Global Center for Health Innovation in Cleveland. Karen Mihalik and Sarah Stamp from the Cleveland Clinic shared their experiences with innovation in a provider setting. Recent efforts have been focused on translating emerging devices, therapies and diagnostics into commercially viable solutions. These innovations have resulted in 2,500 patent applications, 450 royalty licenses, 67 spin-off companies and the creation of over 1,200 jobs. They encouraged attendees to seek royalties or product discounts from current vendors in exchange for suggesting or assisting with the launch of product enhancements.

The next speaker was Mark Votruba, Associate Professor of Economics and Director, MSM-Healthcare program at the Weatherhead School of Management, CWRU. His presentation focused on strategic considerations for employers to consider related to the employer coverage mandate included in the ACA. One option for employers to consider is offering coverage through SHOP (Small Business Health Options Program) exchanges. These exchanges allow an employer to contribute a fixed amount toward plan premiums while employees have a greater variety of plans from which to select. The employee can then pay the difference between the full cost of the plan and the amount contributed by their employer.

Don Paulson, Vice President of Hospital Revenue Cycle at University Hospitals presented “A Provider’s Perspective on ACA Part 2 - Employer Plans”. In an effort to reduce costs, employers have been shifting towards high-deductible health plans, with 81% of large employers offering such plans for 2015. The adoption of these plans has also grown rapidly as just 8% of employees enrolled in high-deductible plans in 2009, jumping to 26% in 2014. In many instances, this shift has burdened providers with increased patient balances and bad debt as patients do not promptly pay co-pays and deductibles. At UH, this problem led to enhanced collection processes includes POS collection, financial counseling, a revised charity policy and legal action in some cases.

The afternoon session included Jeff Korzenik from Fifth Third Bank sharing his views on the U.S. economic outlook. He believes that stock and bond markets can be volatile and are subject to react based on media interpretation of data headlines and key events. In the long term, all business cycles end when there is no further room to grow. This can be caused by capacity constraints as industries cannot increase production or an insufficient supply of labor. Labor will be a key factor in 2015 as the labor participation rate has fallen since the recent recession and may not return to historic levels as aging baby boomers leave the workforce permanently.

Aly DeAngelo from the Ohio Hospital Association spoke on the topic of “Connecting Patients to Coverage”. Statistics show that Ohio has seen a surge in Medicaid enrollment as the program had 430,932 enrollees in November 2014, exceeding plans for 366,000 enrollees by June 2015. Other data showed that 69% of OHA member hospitals reported an increase in Medicaid patients in 2014 with 80% seeing an increase in high-deductible plans. Aly also mentioned some potential pitfalls for enrollees selecting plans on an exchange as these plans can be subsidized based on income levels. Incorrect information could result in inflated subsidies for which an enrollee would be responsible to repay.

The education ended with Tony Colarossi from Plante Moran sharing an employer perspective on the ACA. He stressed that while there are different requirements for coverage, the ACA will impact both large and small employers. Fines of \$2,000 per employee can be levied for not offering coverage or receiving an exemption. He also mentioned that employers concerned about negative implications of the ACA should research exemption options as there are several circumstances which could serve as a trigger to prevent enforcement of penalties.

After the presentations the attendees enjoyed networking, cocktails, and hors d’oeuvres.

Save the Date – Upcoming NEOHFMA Programs

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

PFS HFMA & AAHAM Adding Value to the Revenue Cycle

Thursday, February 19, 2015

[Akron General Health & Wellness Center West](#)

4125 Medina Road
Akron, Ohio

Program Cost:
Advanced Registration:
Members \$100
Non-Members \$120

Ohio CPE Credit: 8.0
HFMA Certification Credit: 8.0

Registration is Open Now!

Topics and speakers:

Presidents Message- State of the Chapter

*Justin William, HFMA
Sandy Pepper, AAHAM*

Patient Experience- Your Revenue Cycle and Loving What You Do

Casey William, VP, Direct Healthcare Sales

ICD-10 Changes Everything in the Revenue Cycle- Beyond HIM

Day Equsquizza, President, AR Systems

Patient Financial Services- Patient Focus from Start to Finish

Don Paulson, VP, Revenue Cycle Management, University Hospitals

Going to the Finals- Leading Your Team to Success

*Mark Schabel, CEO,
Receivables Management Partners,
Randy Tempest, Sr. Director, Sales & Client Relations*

The Three P's: Processes, Patients, and Payments- How to Optimize Cash Flow

*John Cook, Chief Client Officer,
Professional Recovery Consultants*

Utilizing Outsourcing Solutions in Non-Patient Facing Tasks

*Betty Mercurio, MSM, Pre-Access Dept Manager III, Cleveland Clinic
Kenneth Stroll, VP Business Development, United Collection Bureau*

Networking / Cocktails /Hors d'oeuvres

Educational & Networking Event



"Leading the Charge"

Quicken Loans Arena

Full day of Leadership program followed by networking with the opportunity to attend MAC basketball game

Thursday, March 12, 2015

Stay Tuned For More Information!



NEO HFMA Networking Event



April 2, 2015

**Cleveland Cavaliers
vs.
Miami Heat**

**"All-You-Can-Eat Seats"
Quicken Loans Arena**

Networking Event starts at 6:00 pm

Stay Tuned!



The Central & Northeast Ohio Chapters
are proud to sponsor:
Medicare Boot Camp™

Presented by:
HCPro

When: April 20 - 24, 2015:

Mon-Thur 8:00am - 5:00pm & Fri, 8:00am - 1:00pm

Where: Salt Fork Lodge &
Conference Center,
Cambridge Ohio

What: A 4.5 day intensive course on Medicare coverage, billing, coding and payment for acute care hospitals. It gives you the knowledge and tools to find the answers to your most pressing Medicare issues. After you participate in the course, you will be able to:

- Submit accurate claims to Medicare
- Prevent missed revenue and denials
- Maintain compliance
- Increase productivity

Cost: \$1,000.00 per participant, which includes continental breakfast, lunch and discounted room rates at Salt Fork.

Participation is limited to 35 attendees. To register or for more information, please contact:

Kathy Much, Chapter Coordinator at muchness1@att.net or 440-835-1186
An invoice will be provided if needed

Or Register online at:
<http://www.neohfma.org/upcoming-programs/>

Northeast Ohio HFMA

Celebrates our 60th Anniversary!

Northfield Park Rocksino

Club Velvet Room

April 22, 2015



SAVE the DATE!

2015 Gerry Haggerty Annual Leadership Institute:

Healthcare Sustainability in a Transparent Market

May 13 - 15, 2015

The Double Tree Hotel

3663 Park East Drive

Beachwood, OH

HIGHLIGHTS

*Keynote Speaker: Josh Mandel, Treasurer of Ohio

*Vendor Selection Panel

*New Networking Activities!

Stay tuned for more information!

National HFMA Events— Save the Dates

orlando
june 22-25

hfma
national
institute

get
connected

register by 2/27
save \$150

Join us for the leading healthcare finance conference.

More information at <http://www.hfma.org/ANI/Home/>

2015 HFMA's Virtual Conference

Live Education February 5, 2015

http://www.hfma.org/VirtualConference/Education_Sessions/

It's an event you don't want to miss! Plus, it's **free for HFMA members**. Non-members (who are new to HFMA) can register for \$175, which includes an HFMA membership valid through May 31, 2015.

Topics Include:

- Key Strategies for Success in the Consumer Era of Health Care
- Medicaid Update: An Overview of Payment Innovation and Coverage Expansion at the State Level
- Reconfiguring Cost Structure: Findings from HFMA's Value Project

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:

Washington, D.C. Seminars

February 18–20, 2015

Seattle Seminars

March 25–27, 2015

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.**

Revisiting Lessons Learned from the ICD-10 Testing Front Lines

Tuesday, Feb. 3 — 3:00 – 4:30 p.m., EDT

Speaker

- Cindy Cain, BS, CPC, CPC-H, CCS-P, CHC, Senior Manager, BPS Consulting, McKesson

This webinar will cover:

- ✓ Describe the challenges of ICD-10 implementation
- ✓ Determine your organization's readiness for implementing ICD-10
- ✓ Understand the important steps necessary to improve clinical documentation

Tools and Takeaways:

- ✓ ICD-10 eGuide booklet (HFMA will email the booklet to attendees following the webinar)

Navigating a Return on Investment to Transition to Value-based Care

Tuesday, Feb. 17 3:00-4:30 p.m. EDT

Speakers

- Carrie-Ann Mobley, Sr. Business Process Consultant, McKesson
- Brian Hamilton, Sr. Consultant for BPO Operations, LiveVox Inc.

Moderator

- Dusty Whitesell, Chief Evangelist , LiveVox Inc.

This webinar will cover:

- ✓ Describe classic barriers to effective self-service and approaches to overcoming these barriers
- ✓ Analyze contact results to define self-service strategies that increase recovery rates, reduce staffing pressures, and improve the consumer journey
- ✓ Improve your understanding about the latest compliance concerns and approaches to TCPA risk mitigation, as well as how to be better prepared for an uncertain regulatory environment
- ✓ Describe insight into what's next in pro-active, multi-channel self-service

Tools and Takeaways:

- ✓ Summary of takeaways from the webinar highlighting self-service and automation best practices
- ✓ Whitepaper: "How Cloud Is Helping Revenue Cycle Operations Overcome the Classic Hurdles to Effective Self-Service and Compliance Risk Mitigation"

Improving Revenue Cycle Performance through Self-Service While Mitigating Staffing Requirements and Compliance Risks

Wednesday, Feb. 18 — 3:00 – 4:30 p.m., EDT

Speakers:

- Claire M. Costello, Managing Director, National Philanthropic Practice Executive, U.S. Trust
- Matthew Laufman, SVP, Senior Nonprofit Advisor, U.S. Trust

This webinar will cover:

- ✓ Understand the high net worth donor psychographics relative to philanthropic giving, patterns and habits, motivations, characteristics, and implications for future giving

Tools and Takeaways:

- ✓ 2014 U.S. Trust Study of High Net Worth Philanthropy Survey

Implications of Final IRS 501(r) Rules for Hospitals

Thursday, Feb. 19 — 3:00 – 4:30 p.m., EDT

Speaker:

- ✓ Preston Quesenberry, JD, MA, Office of Chief Counsel, Branch Chief, EO Branch of the TE/GE Division, Internal Revenue Service

This webinar will cover:

- ✓ Understand the changes from the proposed to final rule for both the financial assistance policy and CHNA
- ✓ Understand the impact to hospital revenue cycle operations of the 501(r) financial assistance policy and billing requirements created by the final rule
- ✓ Comply with the final rule

Achieving Payment Clarity: How Gwinnett Medical Center's Collections Program Inspires Positive Financial Results and Patient Loyalty

Wednesday, March 4 — 3:00 – 4:30 p.m., EDT

Speakers:

- ✓ Cathy Dougherty, Vice President of Revenue Cycle Management, Gwinnett Medical Center
- ✓ John Holyoak, Director of Product Management, RelayHealth Financial

This webinar will cover:

- ✓ Recognize the impact of a positive patient financial experience

- ✓ Leverage a patient-facing organizational structure that utilizes multiple departments acting as a cohesive team to facilitate improved balance after insurance collections
- ✓ Design a patient collections program using technology, trained staff, and simple tools to collect patient balances earlier and more often in the revenue cycle

Pre-Eligibility Screening of Your Supply Chain Data

Thursday, March 19 — 3:00 – 4:30 p.m., EDT

Speaker:

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

This webinar will cover:

- ✓ Perpetually reduce supply item proliferation
- ✓ Develop sustainable methods to improve transparency
- ✓ Control procurement with formulary-based requisitioning methods

Kudos

Congratulations to **Christi Caister, CHFP** and **Kirsten Shoup, CHFP** on successful completion of the HFMA certification examination.

Congratulations to the following award recipients! These members were honored at the Holiday Party in December:

- **Founders Medal of Honor:** Thomas McConnell
- **The Frederick T. Muncie Gold Award:** Donald Urbanscik & Lisa Hilling
- **Reeves Silver Merit Award:** Justin Williams
- **Follmer Bronze Merit Award:** Kelly Linson, John Click & Brian Gillette

The Founders Merit Award Series encourages continuous active participation at the local and national levels based on the following point system.



The William G. Follmer Bronze Award is awarded after an individual has earned 25 member points. This award is named after William G. Follmer, who is credited with the creation of the American Association of Hospital Accountants (AAHA) (now HFMA).

The Robert H. Reeves Silver Award is awarded to an individual who has earned 50 total member points. Reeves, an organizing member of the AAHA, was elected president of AAHA in 1956 and was instrumental in creating the structure of AAHA.

The Frederick T. Muncie Gold Award is presented to a member who has earned a total of 75 member points. This award honors Frederick T. Muncie, an organizing member of the AAHA, and the first president of the association (1947-1949). Muncie also assisted in the organization of the first AAHA chapter (First Illinois).

The Founders Medal of Honor was added in 1986 and is conferred by nomination of the Chapter Board of Directors. This prestigious award recognizes an individual who has been actively involved in HFMA for at least three years after earning the Muncie Gold Award, has provided significant service at the chapter, regional and/or national level in at least two of those years, and remains a member in good standing. A chapter may nominate members for this award at any time during the year.

We're excited to share your achievements so please send any updates Chris Maeder (Christopher.Maeder@UHHospitals.org)

Puzzle

Three HFMA members paid \$50 to share a \$150 hotel room at ANI. Later, the manager realized he had failed to give them the \$5 conference discount so he gave the bellboy 5 one-dollar bills to return to the group. The bellboy returned one dollar to each of the members, but kept two for himself. So, the members paid \$147 for the room, plus the \$2 to the bellboy for a total of \$149. Where did the extra dollar go?

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/Riddle Answer

What has a tongue, can't walk, but gets around a lot?
Shoes

Winner:

Michelle Earich, Business Development Director, The Wellington Group, LLC