



The BOTTOMLINE

Oklahoma Chapter

July 2005

A Word from Our President



Oklahoma HFMA – Where Do We Go From Here?

As excited as I am about the chapter’s results for 2004-05, I must admit to being a little anxious about how we can meet and exceed them in 2005-06. But then I step back, think about the members of our board, the incoming committee chairs, and our volunteers, and I realize the sky is the limit with this group!

Before I get to our plans for 2005-06, let me briefly go over the highlights of the chapter’s accomplishments in the recently ended year:

- The chapter exceeded 400 members for the first time, ending with 405 as of 4/30/2005. Our membership growth of 10.05% qualifies us for a **Gold** Award of Excellence for Membership Growth.
- The chapter retained 88.50% of its new members, which qualifies us for a **Gold** Award of Excellence for New Member Retention.
- The chapter had seven certification exams passed for a **Silver** Award for Excellence for Certification.
- The chapter increased attendance at chapter meetings by 19.45%, which results in being awarded the **Henry Hottum** Award for Educational Performance Improvement.
- With the increased attendance, the chapter provided 15.57 hours of educational programming per member, resulting in the **John M. Stagl Silver** Award for Excellence in Education.

The Board and several committee chairs and volunteers met prior to our April program to discuss the strategic plan for the 2005-06 chapter year. As we have for the last three years, we focused our plan on three main goals – Programming, Participation and Leadership. If we achieve our goals, the chapter would qualify for four gold awards in membership growth, new member retention, certification and education, as well as the Henry Hottum award. More than that, the chapter would gain new members, provide quality, timely programs attended by members and many non-members and provide rewarding leadership opportunities for the next generation of leaders in the organization. Please take a moment to review the summary of the Chapter’s 2005-2006 Strategic Plan later in this newsletter.

The real goal for the chapter will always be to meet the needs of our membership. I hope that you will contact me or any board member and tell us what we can do for you. As I look to the challenge ahead, I am encouraged by the following quote from George S. Patton: “Accept the challenges so that you can feel the exhilaration of victory.” May you all be victorious today!

Becky Speight

President 2005-06

What’s Inside?

- President’s Message..... 1
- Meet Your OHFMA Officers & Directors.....2
- Oklahoma Awards at ANI President’s Dinner.....2
- ’04-’05 Chapter Member-Get-A-Member Winner2
- ’05-’06 Member-Get-A-Member Campaign3
- Bob Junger Golf Tournament4 – 5
- Annual Summer Conference Agenda.....6 - 7
- Welcome New Members8
- Executing Your Strategic Plan8 – 10
- OHFMA ’05-’06 Strategic Plan10
- Highlights from ANI 200511 – 12
- Meet Our Sponsors.....13 – 14
- Coming Fall Attractions..... 15

Meet Your OHFMA Officers and Directors



Installation of officers took place on April 28, 2005, and was conducted by Steve Rose, Region 9 Regional Executive, from Conway, Arkansas. The directors and officers present (from left to right) were: Louise Littlejohn, 1st Year Director; Karen Reynolds, 1st Year Director; Bob Sayles, 1st Year Director; Staci Sudberry, 2nd Year Director; Angela MorningStar, 2nd Year Director; Jeff Mincher, Treasurer; Vicki Lacy, Secretary; Tamie Osburn, Vice President; Karen Hendren, President Elect; and Becky Speight, President. Not present was Rex Van Meter, 2nd Year Director.

Oklahoma Receives Awards at the ANI Annual Chapter President's Dinner

Becky Speight, 2005-2006 President, and Rick Kelly, President 2004-2005, represented the Oklahoma Chapter Monday evening, June 27, at the Rivola Ballroom in the Paris Hotel, Las Vegas. The chapter received the C. Henry Hottum Award for Educational Performance Improvement; the Silver Award of Excellence for Education; the Silver Award of Excellence for Certification; and Gold Awards of Excellence for New Member Retention and Membership Growth.

HIP, HIP HURRAY FOR OUR TEAM!!!!!!!!!!

Joyce Zimowski, outgoing National Chairman and Richard Rodriguez, current National Chairman, pose with Rick Kelly, Chapter President 2004-05, at the Chapter President's Award Ceremony.



2004-2005 CHAPTER MEMBER-GET-A-MEMBER WINNER!!!



Congratulations to the winner of OHFMA's Member Get a Member campaign, **Shasta Manuel**, Director of Finance at Tulsa Regional Medical Center. Shasta sponsored four new members this year and when asked by Connie Proctor, our membership chair, why she signed up so many people, she replied that much of her staff is new to health care and "what a better way to learn it than through HFMA"!

We continue to look for people who could benefit from membership in HFMA to join our chapter and here is how you can participate.

See the article on this year's Member-Get-A-Member campaign beginning now through September 30 and a second campaign through March 31.



Oklahoma Healthcare Financial Management Association 2005-2006 Member-Get-A-Member Campaign

Hello Members!

It is a brand new year, and we are excited about the opportunity to get more people involved with OHFMA. To provide incentive to our current members to recruit some new members, we will have TWO Member-Get-A-Member campaigns this year.

The first campaign kicks off today and will run until September 30, 2005. Each new member, as well as their sponsor, will be entered in the drawing. The winner of the drawing will receive \$750 towards attending the Region 9 meeting in New Orleans December 1 & 2, 2005.

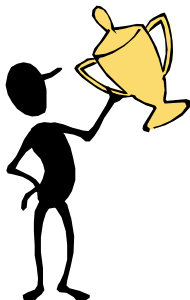
The second campaign will begin on December 1, 2005 and run through March 31, 2006. As before, all new members, as well as their sponsors, will be entered in the drawing. The winner of the drawing will receive FREE registration to ANI in Orlando June 25 - 29, 2006.

Here are the rules:

1. On their membership application, the new OHFMA member must enter your membership number showing you as their sponsor. National HFMA must have you listed as the sponsor.
2. To be considered a "new" member, they must not have been a member for the HFMA 2004-2005 fiscal year (June 1, 2004 through May 31, 2005).
3. The new OHFMA member must sign up after the start date of the contest.
4. Due to time constraints, the grand prize is nontransferable.

The Board of Directors will be responsible for resolving any disputes. Any questions about contest rules should be forwarded to Connie Proctor, membership chair, Connie.Proctor1@integris-health.com.

GOOD LUCK!



OHFMA Bob Junger Golf Tournament
Benefiting the Donald Plant Scholarship Program
Cherokee Hill Golf Club
July 27, 2005

Tournament Background

Bob Junger, FHFMA, and OHFMA Past President, has been one of the most dedicated and instrumental members in our local chapter. This golf tournament is held each summer in his honor and it serves as the primary fund-raising event for our chapter's scholarship program. Bob created the scholarship program in memory of Donald Plant, who was a former CFO of Saint Francis Health System and one of the most loyal and active supporters of OHFMA. This is the 7th year for the tournament.

Donald Plant Scholarships are awarded annually by the OHFMA Board to students working in the health care industry that are pursuing degrees in finance or accounting. Last year OHFMA awarded \$500 scholarships to four deserving students. Since its inception, OHFMA has awarded more than \$5,000, and the chapter plans on continuing its efforts to support this worthy cause.

Golf Course

This year the tournament is being held at the new Cherokee Hills Golf Club located off the intersection of Interstate-44 and 193rd E. Ave. in Catoosa, Oklahoma. (*The course is just east of the Tulsa city limits.*) Players will be in for a real treat this year. Cherokee Hills is part of the Cherokee Casino complex and has been rated as one of the best courses in Oklahoma by the Oklahoma Golf Association.

Reception & Golf Awards

Immediately following play, golfers and conference attendees are invited to enjoy some food and drinks at the course clubhouse. The exact time the reception starts depends on how challenging the players find the course, but the event should start around 6:30 p.m.

Prizes

As in years past, the first and second place teams will be awarded a cash prize. We will also have a cash prize for one lucky "Mystery Place" team so that everyone has a chance at winning regardless of their golfing prowess. Additionally, players will have an opportunity to win skill prizes on the course as well as door prizes at the reception.

Corporate Sponsorships

The Golf Committee would like to offer a "THANK YOU" to our current tournament sponsors:

HOLE sponsors

BKD, LLP – Lloyd Haggard
HCFS, Inc. – Don McCown
Bank of America – Robert Dudley

SKILL PRIZE sponsors

Cardon Health Network – Scott Willey
The MASH Program – Cheryl Kaufmann
The Midland Group – Laura Steele
Works & Lentz, Inc. – Deborah Miller

Hole sponsorships are available for \$100 and skill prize sponsorships are \$50 each. If you would like to become a sponsor for this event, please contact Rick Kelly at (918) 494-9297 or Louise Littlejohn at (800) 864-4396 x121 to discuss what opportunities are available for your company.



**The 7th Annual Bob Junger
OHFMA Golf Tournament
Benefiting the
Donald Plant Scholarship Program**

Wednesday, July 27th
Cherokee Hills Golf Club, Catoosa, Oklahoma
1:00 p.m. - Shotgun Start, Scramble Format
\$85 per player or \$340 per team

Round up your foursome and enjoy an afternoon of golf at Cherokee Hills Golf Club. If you don't have a foursome, send your entry and you'll be paired with others to form a team.

Name: _____ Phone Number: _____

Company: _____

Address: _____

Foursomes: Please assign me to a foursome
 My foursome is listed below (excluding myself)

1. _____
2. _____
3. _____

Fax Entry Forms to Rick Kelly at (918) 494-9299

Mail Payment to Karen Hendren at:
Stillwater Medical Center
c/o Karen Hendren
P O BOX 2408
Stillwater, OK 74076



If you would like to sponsor a hole or a prize for the tournament or if you have any questions, please call Rick at 918-494-9297.

**All registration forms and entry fees must be received by Wednesday,
July 20th to ensure your spot.**

OH, THOSE CRAZY DAYS OF SUMMER!

**Plan to Attend OHFMA's Annual Summer Conference
July 28 & 29, 2005
Renaissance Tulsa Hotel and Convention Center**



This conference promises to be an exciting time to take a break from the summer heat and enjoy networking and educational updates in the relaxing environment of the Renaissance. The informative agenda listed below will be topped off with our featured speaker, John Madden, presenting his "Leap Don't Sleep" philosophy.

(Don't forget to make plans to participate in the Bob Junger Memorial Golf Tournament on Wednesday before the conference)

Thursday, July 28th

7:30 – 8:00 a.m. **Registration & Continental Breakfast**

8:00 – 9:00 a.m. **Oklahoma Legislative Update**

What happened in this legislative session? What do we know about the Federal Medicaid Matching Program? What impact will it have on my facility? What's coming up in November and next year? How can I make a difference?

Patti Davis, Executive Vice President of the Oklahoma Hospital Association, will answer these questions and more in this informative session.

9:00 – 10:30 a.m. **Medicare Update**

Topics include: Inpatient psych PPS, Inpatient rehab 75% rule, Electronic remits, National Provider Identifier, and also answers to your questions. Get the latest, straight from the fiscal intermediary.

Representatives from Chisholm Administrative Services will be on hand to discuss upcoming changes and answer questions you may have about covered Medicare services.

10:30 – 11:00 a.m. **Networking Break**

11:00 – 12:00 a.m. **MMA Section 1011 – Reimbursement for Emergency Services Provided to Undocumented Aliens**

This presentation will offer specific information regarding who is eligible for services and how to document eligibility, what services are eligible to receive reimbursement, how to enroll to receive reimbursement and the time requirement to submit claims. A question and answer session will conclude the presentation.

Cathleen Ryan, attorney and Regional Director, The Midland Group

12:00 – 1:30 p.m. **Lunch & Networking**

1:30 – 3:00 p.m.

Auditing for HIPAA Compliance

Your policies and procedures are in place, employees have been trained, physical and electronic safeguards have been implemented, so now how are you really doing with HIPAA compliance? This presentation will take you through the steps necessary to build an audit plan and ensure compliance with the HIPAA standards.

William Denison has more than 25 years of experience in the health insurance industry. He is the CIO for one of Oklahoma’s largest risk management companies and a consultant to health care providers and health industry organizations on HIPAA compliance and project planning.

3:00 – 3:30 p.m.

Networking Break

3:30 – 5:00 p.m.

Breakout Sessions

Session I – Funding Health Care Facility Needs

As the need for capital increases, hospitals find it more and more difficult to maintain adequate capital levels and new technology. This presentation will provide discussion on ways to creatively fund facility infrastructure and capital renewal needs with a focus on Build, Renew, Maintain, and Redirect capital and risk, while improving both the facility and financial performance.

Kevin Conley, Regional Director, Sodexo Asset Management Group

Session II – PFS Forum – Point of Service Collections

“No Shirt, No Shoes, No Service”

Implementing point of service collections can be very challenging for any health care facility. Participants will experience a real solution based on a real health care facility. This case study demonstrates how revenue cycle executives can be successful and maintain good public relations.

Gary Prala, MBA, Senior Vice President, Cymetrix

6:00 – 8:00 p.m.

Social & Networking Event

Our *Corporate Sponsorship Committee* is hosting an evening social on behalf of the many sponsors of OHFMA. As always it promises to be a good chance to see old friends and make new ones!

Friday, July 29th

7:45 – 8:30 a.m.

Registration & Continental Breakfast

8:30 – 11:30 a.m.

“Leap, Don’t Sleep!”

How To Get Different Results by Doing Something Different

Today we live in a world of constant and radical change. What was the norm last year may not work today. We face unusual and difficult challenges in this fast-paced world. Different demands are made on our time, our talents and our lives. John’s presentation will show you:

- *How to take a different approach to solve big problems – and often with humor*
- *How to distinguish your business from others by killing mediocrity in service*
- *Why we need to review our expectations about people and events*
- *How to become less reactive and more proactive in our endeavors*
- *How to enjoy personal success through the development of others*

John Madden is a member of the National Speakers Association and the American Society for Training and Development. He is the author of “Leap, Don’t Sleep!” His style is upbeat, educational, and humorous.

Eleven (11) hours of Continuing Education Credit are available.

If you have any questions or need additional information, please contact Karen Hendren at (405) 742-5729 or via e-mail at khendren@stillwater-medical.org.

Welcome New Members

the **Business of Caring**

Since April 2005 Newsletter

Kevin Baldwin	PricewaterhouseCoopers, LLP
Tamra Bales	INTEGRIS Grove General Hospital
Jeremi Buchfink	BKD, LLP
Tracy Burton	Bone and Joint Hospital
Tammie Coon	Healthfirst
Kristi Crenshaw	Hillcrest HealthCare System
Samuel Cupps	Hillcrest HealthCare System
Robert Dudley	Bank of America
Loren Fjone	Mercy Health Center
Naomi Goldberg	Tulsa Regional Medical Center
Lisa Holdbrook	Healthcare Partners Investments, LLC
Wanda Jones	INTEGRIS Health
Christi Lawrence	Hillcrest Medical Center
Amy Marsh	INTEGRIS Health
Bryan Pearson	Morgan Financial Group
Donna Thrasher	Hillcrest Specialty Hospital
Charlie Vest	Valley View Regional Hospital

The April edition of the "Bottom Line" included 10 resolutions for the strategic planning process. The following article published in the June 7 edition of H&HN Online Magazine, provides an interesting insight for the successful execution of a strategic plan in any organization.



Executing Your Strategic Plan

By Alan M. Zuckerman

It's one thing to design a strategic plan. But to see it become a reality, leaders need to devise a workable plan, choose the right managers, involve the whole organization and monitor the process.

Most hospitals and health systems, like many other businesses, have made strategic planning one of their business management tools. But how many health care executives can honestly say that their organization realized the goals of its strategic plan?

Outside of health care at least, the answer is not many. In *Execution: The Discipline of Getting Things Done*, Ram Charan argues: "Execution is the great unaddressed issue in the business world today. Its absence is the single biggest obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes."

Executives and senior managers seem to know more about planning than doing, so it's not surprising that organizations excel at planning and struggle with execution. But probably a greater problem is that leaders often fail to appreciate the difficulty of implementation and the executive oversight it demands. When the strategic planning is over, many executives--thinking they're off the hook until the next round of planning--breathe a sigh of relief. These executives believe, erroneously, that implementation is "beneath them" and best left to lower-level staff. But the opposite is true. Making strategy work is harder than making strategy. Executives must be engaged in implementation or there is little likelihood that the plan will succeed.

Hospitals and health systems can realize the benefits of strategic planning if they are willing to commit the resources to carefully plan, execute and monitor its implementation. The

Successful Plan Execution

Understand that plan execution starts during preplanning.

The tone, content and approach of an organization's strategic planning process all influence the likelihood of its success. Involve key stakeholders--board members, board planning committee members, physicians, other clinicians, senior and other managers, and planning staff. Communicate the importance of the strategic planning process: Make sure that everyone understands the benefits--community, financial, product/market and operational--of a well-executed plan.

Consider execution while formulating strategy. Execution is not something to worry about later--it must be an underlying theme during strategy formulation. However, execution worries should not dampen the creative spirit of strategy formulation. Instead, execution issues must be one of the many "planning" and "doing" considerations that occur during strategic planning. Think about whether high-level strategies can be broken down and executed at the organization level. You should be able to align individual actions with organizational strategies.

Mark the implementation phase in a formal, celebratory way. As planning concludes and execution begins, organizations should select a formal approach for communicating to their staff that implementation is beginning. Assign specific implementation activities, and discuss any further analysis (financial, architectural, etc.) that needs to be conducted. Most importantly, plan an inclusive rollout event to show that the planning is complete and a new era is beginning. A celebratory occasion can help draw attention, raise expectations and build enthusiasm that will be needed during implementation.

Choose execution leaders wisely. Having the right leaders with the right skills in place during plan execution can be the difference between success and failure. According to Donna Sollenberger, president and CEO of the University of Wisconsin Hospital and Clinics, "I've been involved in developing great plans where little happened because the leaders were incapable of implementing the plan." When you're selecting execution leaders, carefully consider skill level, ability to engender strategy ownership, and capacity for communicating. Ensure that leaders have the tools, resources and training they need. More importantly, give them the time to finish the job--a chief complaint among execution leaders is a shortage of time. Lastly, make sure that leaders can resist the urge to meddle. When staff members are managing implementation well, leaders need to get out of the way.

Drive the plan down into the organization. Strategy execution is most successful when it is seen as an organization wide effort rather than an executive office exercise. Individuals throughout the organization must be given clear directions about what they are expected to achieve and held accountable for achieving those tasks. Build implementation tasks into performance objectives and give rewards when they are completed. Using implementation subcommittees--with no more than 12 members--may help.

Millions of dollars are spent each year to create strategic plans. But plans that fail to be implemented well or not at all do more than waste money. Employees may become cynical about senior managers' skills and dedication, community good will may be squandered, and physicians may become even more disenfranchised. The saying "Whatever is worth doing at all, is worth doing well" applies all too well to strategic planning. If it's worth the time, money and energy to conduct a strategic plan, then it's worth ensuring that the plan is executed well.

following nine steps to successful plan execution will help leaders who want their strategic plans to do more than gather dust on a bookshelf.

Consider having these subcommittees in place during the strategic planning process, then transitioning them to a new role in implementation. George Lynn, president and CEO of New Jersey's AtlantiCare, involves middle managers in setting goals: "The targets that middle managers select are often tougher to achieve than those that senior management might select, and they are more reliable because management has ownership of them." Hospitals and health systems may also need to train individuals and subcommittee members.

Watch out for the warning signs of execution failure. Some common red flags that implementation is not progressing as it should include: persistent political infighting, a loss of focus, a sense of inertia, pervasive resistance to change, and a disconnect between planning objectives and operational realities. If any of these issues seem to be cropping up, quickly defuse the situation and aggressively pursue getting implementation back on track.

Communicate, communicate, communicate. "You can't do it enough," says Sollenberger. Strategy execution involves even more people than strategy formulation, making communication crucial. Establish a common message about the strategic plan, make printed copies of the plan available, and provide Web site updates and internal printed communications. Lastly, the CEO and other senior managers should meet with physicians and staff directly to provide feedback and respond to concerns about strategy execution.

Have a monitoring system in place. To track the implementation schedule, budget and progress, use a monitoring system your organization finds relevant, accurate and useful. Consider using a system that also measures the intangibles--management effectiveness, innovation and potential for further progress. A good monitoring system will help you review the progress of the plan's implementation. The review should help organizations ensure that progress is being made, priorities stay on track, obstacles to progress are resolved, and resources are reallocated, if needed.

Consider moving from strategic planning to strategic management. Strategic planning is criticized for its detachment from day-to-day operations and its inability to produce real, sustainable change in organizations. Many organizations are finding enormous value in transitioning their organizations from periodic strategic planning to more systematic approaches that are carried out regularly and are integrated with other core management processes. This powerful new tool, called strategic management, has clear benefits: Integration (rather than coordination) with finance and operations, and day-to-day management occurring within a strategic framework rather than in separate management processes. Organizations that use strategic management often find that their organizational culture starts adapting to change more easily.

Alan M. Zuckerman, FACHE, FAAHC, is director of Health Strategies & Solutions Inc., a health care consulting firm headquartered in Philadelphia. The second edition of his award-winning book, *Healthcare Strategic Planning*, was recently published by Health Administration Press.

This article first appeared on 2005-06-07 in HHN Magazine online site.

Oklahoma HFMA 2005-06 Strategic Plan

One of the charter requirements each year is for the chapter to submit to National a strategic plan for the upcoming year by June 1. We are currently beginning the fourth year of our five-year strategic plan initiated during Ann Paul's term as chapter president.

A strategic planning session was held prior to the April program and attended by the Board and several committee chairs and volunteers. The three main goals for the chapter are Programming, Participation and Leadership.

Some of the strategies we will use to reach these goals will include:

Programming

- Offer educational opportunities with varying durations and formats to address several different levels of members, from CFOs and accounting staff, to patient financial services, compliance and health information
- Provide an increased number of break-out sessions, some of which will be targeted for business office and patient financial services staff, hospital and health system compliance directors, health information and other hospital personnel
- Consider partnering with other chapters or health care organizations to provide additional educational opportunities for members

Participation

- Encourage greater participation by chapter leaders and past presidents through the revitalization of our committee structure and offering opportunities to serve as mentors for new members or greeters at meetings
- Provide incentive opportunities for the Oklahoma chapter Member-Get-A-Member campaign. The chapter's Member-Get-A-Member campaign for 2005-06 has already kicked off (see Exhibit A).
- Continue expansion and improvements to the Mentoring Program, which kicked off in April 2005
- Host at least one HFMA 101 session during an educational meeting to provide new members and nonmembers an opportunity to learn more about HFMA and the Oklahoma chapter
- Provide opportunities for certification training and offer testing locations during the year
- Challenge current chapter leadership to get certified during the upcoming year
- Create a social committee to work with corporate sponsorship to provide unique and fun networking events during each meeting

Leadership

- Identify potential new chapter leaders through the Mentoring Program and Mini-LTC sessions
- Conduct two chapter Mini-LTC sessions that include potential new member leaders along with the current chapter officers and board members
- Have every board member serve in a mentoring role to at least two new members

If we achieve our goals, the chapter would qualify for four gold awards in membership growth, new member retention, certification and education, as well as the Henry Hottum award. If anyone would like to review the Strategic Plan, please contact Becky Speight at rspeight@bkd.com.

Noteworthy Highlights from ANI 2005

Editor's comment: *This year's theme from HFMA National is "The Business of Caring". Amid the hustle and bustle of exciting Las Vegas, the point was underlying in many of the educational sessions to examine what we do as finance managers to reach for excellence in our processes by keeping focus on our patients.*

Mission—"The Business of Caring"



"Elvis" was in the building on Monday as ANI attendees received assistance on making their way to the general session.

A Surprise from Apollo 13

ANI attendees got a pleasant surprise at the opening general session this morning. Gene Kranz, scheduled keynote speaker, was unable to join us at ANI. But in his place, attendees were treated to Jim Lovell and Fred Haise, crew of Apollo 13. A standing ovation greeted the two, who shared their experiences on Apollo 13 and the lessons in leadership from accepting and overcoming adversity. The Apollo 13 mission, captured in the popular film by director Ron Howard, shows the link between a visionary idea and the ability to achieve powerful results.

Lovell and Haise summarized the lessons from Apollo 13: Be prepared, act quickly (a good idea now is better than a perfect idea too late), make and follow a plan, use your best people, remove bottlenecks by giving those people full authority, experiment and innovate, have a foundation of values, and be confident you will succeed.

One attendee commented: "A 20 billion dollar space program, and the major problems were solved with tape, plastic tubing, a box, and an old sock. How often we encounter problems that can be fixed with basic tools."

Attendee Session Review

Session review from attendee Bethany Williams.

The Session "The Path to Tomorrow's Revenue Cycle" Puts a Fresh Perspective in the Hands of the CFO & Revenue Cycle Directors

Think your organization is a best performer when looking at the numbers? So did two high-performing organizations highlighted in this session led by Bobette Gustafson. Well, that is they thought they were best performers until they looked at the data from a different perspective. This session reviewed "traditional" key indicators used by health care organizations to determine if they really help organizations answer that age-old question, "Why did your A/R days go up?"

The revenue cycle is a compilation of 35-45 steps, many of which may not have identified nor tracked in the past. Steps in the cycle often waterfall. An inaccurate step early on in the cycle could put the collection of the entire account at risk.

Wayne Walthall from Hillcrest Health System in Tulsa, Oklahoma, and Aaron Crane from Salem Hospital in Salem, Oregon, reviewed their approach to a data centered audit to arrive at organizational opportunities for improvement.

- Perform an audit picking a date from six months in the past
 - ✓ Ensure cross representation of pertinent financial classes and patient types
 - ✓ Review both open and closed accounts. Audits on open accounts only misrepresent the data showing a review of only the problem accounts.
- Identify the "steps" in your revenue cycle
 - ✓ The revenue cycle starts at the scheduling date. Sometimes this date isn't present in your system. If so, identify that the data is missing and mark the window of opportunity in days. How many days did you have to verify the data or perform the task?
 - ✓ Count the days between steps. This will be valuable data to determine necessary improvements in the process.
- Review the results
 - ✓ What is average number of days that the payer pays their clean claims? This clean claim rate by payer will help your organization know when to begin account follow up.
 - ✓ How can you eliminate unnecessary steps? Gustafson introduced the idea that having staff reviewing face sheets and insurance card data for keying errors is a wasted effort. The data is already old the day after the card is printed.
- Think about the data
 - ✓ Do you realize that there are 86 form locators on a UB92? Gustafson challenged CFO's to sit down with their staff and a UB92 to answer the following two questions:
 - What is the data in the field referring to?
 - What is the source of the data?

We have conditioned ourselves to expect that it won't be done right the first time.

ANI Attendees Run for the Health of It in Las Vegas

The desert brush and palm trees of Nevada's Sunset Park in Green Valley provided a scenic backdrop for the early birds who participated in this year's "Run for the Health of It!" 5 K Tuesday morning.

The fun run was sponsored by United Healthcare powered by Exante Financial Services. Members of the LasVegasRunningTeam.Com assisted with registration and time keeping.

A light wind and clear sunshine greeted the 110 runners who wound their way through the park. First across the finish line in 19 minutes and 55 seconds was David Griffiths, a controller with Regional West Medical Center in Scottsbluff, Neb. At 20

minutes and 54 seconds was Jim McAvoy, FHFMA, director, finance, NorDx Laboratories, Saco, Maine, in second place. At last year's ANI in Nashville, McAvoy had finished in third place. The third place runner this year was 22-year-old James MacQuarrie of Wexford, Penn., at 21 minutes and 18 seconds. MacQuarrie is a spectator at ANI, attending with his father.

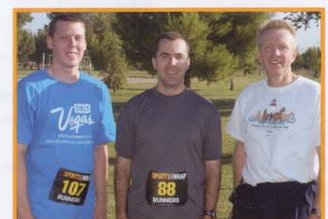
For the women, first place went to Karen Hendren, FHFMA, CPA, CFO at Stillwater Medical Center, Stillwater, Okla., at 25 minutes and 11 seconds (16th place overall). Second place women's was Tina Naimie, FHFMA, CPA, CFO, New London Hospital, New London, N.H., at 26 minutes and 36

seconds. Naimie is the immediate past president of HFMA's New Hampshire Chapter. Ashley Simon Clifton, CHFP, CPA, CFO, Kansas Surgery and Recovery Center, Wichita, Kan., brought the third women's finish at 26 minutes and 48 seconds.

First, second, and third-place winners will receive gift certificates to FootLocker by mail, for \$50, \$30, and \$20, respectively. After the race, runners listened to music and enjoyed water and a fresh fruit buffet.



Jowdy
Tina Naimie (second), Karen Hendren (first), and Ashley Simon Clifton (third) took top place in the women's division.



Jowdy
James MacQuarrie (third place), David Griffiths (first place), and Jim McAvoy (second place) were the top runners for the day.

Meet Our Sponsors

Platinum Level (\$2,000)

BKD, LLP
Two Warren Place
6120 S. Yale Ave., Ste. 1400
Tulsa, OK 74103
www.bkd.com

Lloyd Haggard
918-584-2900
918-584-2931 Fax

lhaggard@bkd.com

HCFS, Inc.
14285 Midway Rd., Ste. 280
Addison, TX 75001
www.hcfsinc.com

Don McCown
800-394-4237
972-720-0381 Fax
dmccown@hcfsinc.com

Bank of America, N.A.
211 N. Robinson Ave., Second Floor South
Oklahoma City, OK 73102
www.bankofamerica.com

Robert D. Dudley
405-230-4945
405-230-4089 Fax
robert.dudley@bankofamerica.com

Gustafson & Associates, Inc.
P.O. Box #7
Deerton, MI 49822
www.gustassoc.com

Wayne Walthall
918-742-3636
918-742-3630 Fax
w_walthall@gustassoc.com

Gold Level (\$1,200)

Cardon Healthcare Network, Inc.
25231 Grogans Mill Rd., Ste. 100
The Woodlands, TX 77380
www.cardonhealthcare.com

Scott Willey
281-296-8911
281-681-3429 Fax
swilley@cardonhealthcare.com

The MASH Program
1227 West Magnolia Ave., Ste. 450
Fort Worth, TX 76104
www.mashinc.com

Cheryl Kaufmann
479-970-5307
479-331-2592 Fax
ckaufmann@mashinc.com

The Midland Group
5020 W. 15th St., Ste. C
Lawrence, KS 66049

Laura Steele
785-840-9676
785-840-9677
lauras@midlandgroup.com

Works & Lentz, Inc.
3030 NW Expressway, Ste. 225
Oklahoma City, OK 73112-5434
www.worksandlentz.com

Deborah Miller
405-942-2211
405-942-2370 Fax
dmiller@worksandlentz.com

OHFMA Corporate Sponsors 2005

Sponsorship Status June 30, 2005

Meet Our Sponsors

Silver Level (\$750)

American Collection Services, Inc.
3100 SW 59th Street
Oklahoma City, OK 73119
OH

Louise Littlejohn
405-682-8088 ext. 121
405-682-8044 Fax
louise@americancollectionservices.com

CAC Financial Corp
2601 NW Expressway, Ste. 1000E
Okla. City, OK 73112-7238

Jim M. Peters
405-425-1560
405-425-1588 Fax
jpeters@cacfinancial.com

CBSA Collections
P.O. Box 1448
Stillwater, OK 74074-4068

Teresa Axton
800-324-0781 ext. 3442
800-848-7559 Fax
teresa@collectpro.com

Community Partners, LLC
5810 E. Skelly Dr., Ste. 1400
Tulsa, OK 74135
www.community-partners.com

Mark W. Liston
918-392-1994
918-392-1995 Fax
mark@mwlp.com

MEDCLR, Inc.
3010 Ira Young Dr., #606
Temple, TX 76504
www.medclr.com

Gene Deutscher
254-773-0691
254-493-7988 Cell
gene@medclr.com

QUE Financial
P.O. Box 16327
Fort Worth, TX 76162
www.quefinancial.com

Cheryl Price
817-361-6051
817-292-8320 Fax
cprice@quefinancial.com

Senex Services Corp.
3500 DePauw Blvd., #3050
Indianapolis, IN 46268
www.senexco.com

Lisa M. Haug
314-843-6619 St. Louis Office
hauglm@senexco.com

Bronze Level (\$300)

Central States Recovery
PO Box 3130
Hutchinson, KS 67504-3130
www.csrecovery.com

Chuck Lyon
800-779-0419
620-663-3116 Fax
clyon@csrecovery.com

Credit Collections, Inc.
2915 N. Classen, Ste. 100
Okla. City, OK 73106
www.cciokc.com

Kenna Coker
405-290-2064
405-290-2043
swillis@cciokc.com

D-MED Corporation
5520 W. Plano Parkway, Ste. 200
Plano, TX 75093
www.d-medcorp.com

Dudley Medlock
800-695-2404, 972-733-6900 ext. 210
972-733-6901 Fax
dmedlock@d-medcorp.com

OHFMA Corporate Sponsors 2005

Sponsorship Status June 30, 2005

We value and appreciate our participating corporate sponsors. If you or your organization is interested in becoming a corporate sponsor for OHFMA, please contact Louise Littlejohn, Corporate Sponsors committee, at (405) 682-8088 ext. 121.

COMING ATTRACTIONS THIS FALL



The OHFMA Fall Program will be held in conjunction with the annual Oklahoma Hospital Association Convention. Mark your calendar for November 9 to attend! Here's a preview:

HFMA 101 – We are excited about this education opportunity for new chapter members or those of us who desire more information on the value that HFMA can bring to you and your career. HFMA 101 is not only an orientation to HFMA National but it will also allow you to tap into the resources and opportunity that is available to all members at the national and local chapter level.

FEATURED SPEAKER – Joseph Zebrowitz, MD

Dr. Zebrowitz is executive vice president of Executive Health Resources (EHR). In this role, he has developed EHR's suite of Clinical Revenue Cycle Management services – endorsed by the AHA as “Best in Class.” EHR's programs focus on clinical denial reduction, length of stay management, and physician education through daily physician-to-physician interaction and education. EHR's physicians currently work with more than 70 hospitals nationally on an ongoing basis.

Dr. Zebrowitz has worked as a physician advisor and medical director at more than 30 EHR client hospitals, leading clinical denial management and length of stay programs, quality initiatives, documentation and compliance programs, and independent peer review processes. In addition, he has served as interim medical

director at Health Choices HMO's and been integral to providing solutions in payer-provider contract disputes.

Prior to joining EHR, Dr. Zebrowitz was a founder and vice president of strategic alliances at eHealthContracts, now Concuity Inc., a health care technology firm that developed an electronic database for capture and analysis of health care contracts, used nationally by more than 50 hospitals. Dr. Zebrowitz developed the company from its inception, wrote the original business plan, secured more than \$12 million in venture capital, and recruited a senior management team of highly respected health care executives. He also was responsible for creating relationships with other vendors and organizations that would bring synergistic value to Concuity's customer base.

Prior to Concuity, Dr. Zebrowitz was a practicing

obstetrician/gynecologist at Abington Memorial Hospital in Pennsylvania. In addition to his clinical responsibilities, Dr. Zebrowitz spearheaded the customization of multiple obstetric clinical information systems and directed physician education programs associated with the implementation of these systems. He has published extensively in both clinical and basic science research journals, and has received numerous awards including 1998 Outstanding Endoscopic Surgeon from the American Association of Gynecologic Laparoscopists.

Dr. Zebrowitz received his medical degree from Temple University School of Medicine and a bachelor's degree from the University of Pennsylvania. He also attended the Wharton School of Business at the University of Pennsylvania, where he is a frequent lecturer.

**OHFMA Leadership
2005-2006**

OFFICERS

President

Becky Speight
(918) 584-2900

rspeight@bkd.com

President Elect

Karen Hendren
(405) 742-5729

khendren@stillwater-medical.org

**Vice President &
Newsletter Editor**

Tamie Osburn
(918) 787-2502

t_osburn@gustassoc.com

Secretary

Vicki Lacy
(405) 297-7159

lacyv@emsa.net

Treasurer

Jeff Mincher
(405) 936-5653

jmincher@ok.mercy.net

DIRECTORS

Angela MorningStar
amorningstar@ccok.com

Bob Sayles
bsayles@hillcrest.com

Karen Reynolds
karen.reynolds@integris-health.com

Louise Littlejohn
louise@americancollectionservices.com

Patricia Andersen
pandersen@okoha.com

Rex Van Meter
rex.vanmeter@integris-health.com

Rick Kelly
rekelly@saintfrancis.com

Staci Sudberry
ssudberry@bkd.com

HFMA & THE INFORMATION AGE

Are you currently receiving "HFMA Wants You to Know," a weekly email for HFMA members? If not, and you would like to receive a free subscription, send an email to memberservices@hfma.org.

The Oklahoma Chapter has implemented email distribution of the chapter newsletter and other updates. We will continue to mail newsletters to those members for which we have no email address. If you do not receive the email version and would like us to have your email address on file, please email Karen Hendren at khendren@stillwater-medical.org.

If you need to change your member demographic information, including your email address, contact memberservices@hfma.org.

WE WANT YOUR FEEDBACK!

Do you have ideas on topics for upcoming educational programs? Are there ways we can serve you better either through networking opportunities or educational initiatives? Other comments or suggestions?

Call or e-mail:

Becky Speight ● (918) 584-2900
rspeight@bkd.com

Karen Hendren ● (405) 742-5729
khendren@stillwater-medical.org

OHFMA Committee Chairpersons

Audit	Steve Dorsett	stevepphcc@cox.net
Certification	Linda Short	linda_short@ssmhc.com
Corporate Sponsors	Louise Littlejohn	louise@americancollectionservices.com
Golf Tournament	Rick Kelly	rekelly@saintfrancis.com
	Brian Marks	bmarks@hcfisinc.com
Job Placement	Ed Casteel	eacasteel@saintfrancis.com
Managed Care	Ann Paul	paula2@aetna.com
Management Practices	Ann Paul	paula2@aetna.com
	Angela MorningStar	amorningstar@ccok.com
Medical Group Practice	Andrea Rizer	arizer@springerclinic.com
Membership	Connie Proctor	Connie.Proctor1@integris-health.com
Mentoring Committee	Lloyd Haggard	lhaggard@bkd.com
Newsletter	Tamie Osburn	t_osburn@gustassoc.com
Program Committee	Karen Hendren	khendren@stillwater-medical.org
Scholarship	Angela MorningStar	amorningstar@ccok.com
Social Committee	Angel Hill	angel.hill@integris-health.com
Website	Ed Casteel	eacasteel@saintfrancis.com



EDITORIAL POLICY

The statements and opinions appearing in articles are those of the author and do not necessarily reflect the view of the Oklahoma Chapter, the Healthcare Financial Management Association, or the editor. The editor reserves the right to edit material and accept or reject contributions whether solicited or not. All correspondences are assumed to be released for publication unless otherwise indicated.

© 2005 OHFMA

ADDRESS COMMUNICATIONS TO:

Tamie Osburn, CHFP
Gustafsn & Associates
1022 Ahnawake
Grove, Oklahoma 74344
Phone: (918) 787-2502 ♦ Fax: (918) 787-9211
E-mail: t_osburn@gustassoc.com