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The BOTTOMLINE

October 2009

Oklahoma Chapter

President's Letter

Fall always seems to be a season of change. While writing this article, I found several quotes on change I liked. Ralph Waldo Emerson said "We change whether we like it or not". Mahatma Gandhi said "Be the change you want to see in the World". And on the lighter side "Change is inevitable-except from a vending machine" is a quote from Robert Gallagher. Currently, healthcare is facing tremendous change, both in our own organizations and on a national level. That is both an exciting and frightening statement. This is exciting because we, as HFMA members, can be a part of this change. Our organization, through our members, has a voice loud enough to be heard in Washington D.C. When we (as HFMA members) come together, we have the technical knowledge to solve problems and avoid crises. However change can also be very frightening. Our own hospitals are looking seriously at all expenses, including staffing. We have all known people who have recently lost their positions in healthcare due to the recession. Change is also frightening because politicians are looking at issues which can impact hospitals' financial stability. This includes a one-payer system and not-for-profit status for hospitals. This is a time when our HFMA membership is most valuable. HFMA's vision is "To be the indispensable resource for healthcare finance." I have learned a great deal from my experience in HFMA. HFMA, through its articles in *HFM* magazine, has kept me knowledgeable about current industry topics. HFMA, through the speakers we have brought into our local chapter, has kept me knowledgeable on the issues that impact my hospital and the other hospitals in our state. HFMA, through my contacts with other members, has given me a network of people to call when I need guidance on issues I am now facing as a CFO. I encourage you to use your HFMA membership and get the most you can out of your experience with HFMA. It is an asset that will continue to become more valuable with the upcoming changes we will see in healthcare both this year and in the years to come.

On Wednesday, November 11, 1:00 p.m. – 5:00 p.m., at the Cox Convention Center in downtown Oklahoma City, we are holding our annual fall leadership training conference (LTC). We would love to have volunteers participate with the leadership team and committee chairs in planning future educational programs, addressing membership needs, facilitating strategies for membership retention and last but not least help plan future social events. If you have wanted to get involved with the Chapter, this is a great way to start. You will have the opportunity to network with other healthcare professionals and learn more about the Oklahoma chapter. There is a registration form for the LTC included in this newsletter. Come join us and become part of the team to help make our Chapter better for everyone. Our fall meeting is held during the Oklahoma Hospital Association Annual Convention. This year's program, held Thursday, November 12 from 8 a.m. – 12 p.m., will be addressing the topic "Provider-Based Clinics."

I look forward to seeing you at the LTC and OHA program in November.



Amy

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KICK OFF TO BETTER DENIAL MANAGEMENT

Four steps you can take this fall to improve your denial management program

By Alex Penn, PNC Healthcare



Before you continue reading this article, answer this question. How much is 5% of your gross revenue? Do you know the number? On average, hospitals lose anywhere from 3% to 10% of gross revenue per year due to billing inconsistencies, underpayments and denied claims, so 5% of gross revenue is a reasonable estimate of the cost of your facility's denials. According to a study by America's Health Insurance Plans, 14% of claims submitted to payers are denied and one out of every seven claims has to be resubmitted, appealed, or written off. There is an abundance of evidence that suggests that a better approach to handling denials and underpayments could add substantially to a hospital's bottom line. This article will discuss four process improvement steps your hospital could adopt immediately to improve the efficiency of your denial management process.

- **DEFINE DENIALS:** How do you define a denial? It seems like a simple question, but unfortunately many hospitals do not have a standard definition of a denial. The key to fixing denials is understanding the magnitude of the problem. You cannot understand the magnitude of the problem without having a clear definition of what a denial is. Since nonpayment from a payer can stem from numerous factors, the definition of a denial is not as clear as you might think. Some healthcare providers have a very narrow definition of denials, such as counting only clinical denials. Others define denials more broadly as not receiving revenue for any service for which you expected to receive revenue. Without clearly defining what a denial means for your organization, it will be very difficult for you to truly assess the current scope of your denial issues. But, more importantly, it could inhibit your ability to craft a successful game plan to improve your denial management process in the future.
- **ESTABLISH METRICS AND A PLAN:** If you do not know where you are going, you will never get there. This is a famous saying that is very applicable to improving your denial management process. Once you have your standard definition for a denial, then you need to conduct a current assessment of your denial process. You need to ask questions such as:
 - What is your denial rate?
 - How many clinical and technical denials do you handle monthly?
 - Who are your top five payers in terms of denials?
 - What are your five to ten most frequent adjustment codes?

There are plenty of measurements you can use to understand your current situation. After you evaluate your current state, leverage those same measurements to create your short term and long-term goals. A critical step in ensuring you reach those goals is to implement a process to monitor your progress. A quarterly review of your progress and goals should provide enough information to judge the success of your plan.

- **DEDICATE RESOURCES:** As hospitals shift more focus to improving their denial process, a growing trend is to create a stand-alone denial management team. Too many hospitals treat denial management as a “part-time” responsibility where their patient accounting staff tries to juggle denial management along with all of the other numerous responsibilities on their plate. However, more hospitals are realizing that in order to effectively manage their denials and capture all of the revenue that is due to them, they must commit dedicated resources to the process. Denial management teams are typically tasked with the responsibility of capturing, monitoring, and conducting trend analysis on denials. In addition, they are responsible for conducting regular meetings with different stakeholders such as Admissions, Case Management, Nursing, and the Business Office to ensure that there is alignment on the issues and that the appropriate steps are taken to rectify the denials.
- **OFFER INCENTIVES:** A fourth tip is to consider providing your denial management team, and potentially the stakeholder departments that are ultimately responsible for implementing procedures to reduce denials, financial incentives for reaching specific goals. Providing incentives is an effective way to motivate the team and demonstrate the hospital’s commitment to reducing denials. Holding employees accountable and rewarding them for reducing the overall denial rate or reducing the denial rate for your critical payers is a productive way to keep them engaged and ultimately to provide a major financial benefit to your hospital as well.

Agreeing to a standard definition of a denial, defining a set of long term goals, developing a dedicated denial management team, and giving employees incentives for reaching their goals are four steps you can take immediately to improve your denial process. Hospitals frequently look for new denial management tools to jumpstart their denial management process. While denial management tools are vital for helping hospitals aggregate and analyze denial data, they are no substitute for having a well thought out long-term plan and a solid internal denial management process.

Alex Penn is Assistant Vice President with PNC Healthcare, covering national healthcare clients in the Texas, Illinois, Nebraska, Oklahoma, Arkansas, South Dakota, North Dakota, Montana, and Wyoming markets. His previous experience at PNC includes managing PNC’s healthcare clearinghouse operation in Tulsa, Oklahoma, and project management assignments in PNC’s finance department. Penn’s previous corporate experience includes seven years at Deloitte Consulting where he was a manager in Deloitte’s system implementation practice. For additional information, or to comment on this article, email alex.penn@pnc.com.

HFMA-Oklahoma Chapter Save The Dates 2009-2010

November 11, 2009 – Mini-LTC, OKC

November 12, 2009 – HFMA Presentation on Provider Based Clinics at OHA Convention

November 11-13, 2009 – OHA Convention & Trade Show - OKC

November 15-17, 2009 – Region 9 Conference - New Orleans

January 28-29, 2010 – Winter Program - Tulsa

February 12, 2010 – Cost Report Training - Tulsa

February 19, 2010 – Cost Report Training - OKC

April 29-30, 2010 – Annual Meeting - OKC

June 20-23, 2010 – ANI, Nashville

July 29-30, 2010 – Summer Conference - Tulsa



***Mini-Leadership Training Conference
November 11, 2009 ~ 1:00 to 5:00 p.m.
Cox Convention Center***

Name: _____

Employer: _____

Title: _____

Address: _____

City, State & Zip: _____

Phone: _____ E-mail address: _____

HFMA Membership #: _____

Please send your registration form to:

Amy Marsh

e-mail: MarsAL@Integris-Health.com



OHA Annual Convention

Come join us at the OHA Annual Convention November 11-13, 2009, at Cox Convention Center in downtown Oklahoma City. The Oklahoma HFMA session will be Thursday, November 12, from 8:00 a.m. – 12:00 p.m. You may email Shelly Bush at bush@okoha.com for registration information.

Our topic will be Provider-Based Clinics. Presenters are Ralph Llewellyn, CPA, CHFP, Partner and Sherry Schmitt, CPA, Manager, both from Eide Bailly, LLP.

Provider-based clinics have increased in popularity as providers have discovered the financial opportunities that can exist under this billing methodology. While the financial improvement may appear attractive, the additional reimbursement comes with a cost and may not be the best model for all providers. The regulations and billing requirements surrounding this reimbursement methodology are complex and should not be taken lightly. In addition, increased focus by the OIG and CMS has increased the scrutiny of these arrangements. This session will focus on the differences between provider-based clinics and other reimbursement models, the potential improvement in reimbursement, and regulatory and billing requirements to be reviewed when considering this reimbursement methodology.



Medicare Cost Report Training

Craig Steen, Heather Nichol and Bill Clark from BKD's National Health Care Reimbursement Team will be presenting and answering your questions on understanding the flow of the Medicare cost report worksheets, the importance of data maintained by the hospital for the cost report, and information regarding Medicare bad debts, DSH and rural designation process. An in-depth review of significant cost report worksheets and using the cost report as a management tool to contribute to your facility's overall reimbursement environment.

The seminar will be presented in Oklahoma City and Tulsa on the following dates (locations to be determined). Please plan to join us at one of the following:

- ✓ Tulsa – February 12, 2010
- ✓ Oklahoma City – February 19, 2010

HFMA REGION 9

7th ANNUAL CONFERENCE

19 HOURS CPE

Sponsor #00713 Texas Gulf Coast Chapter HFMA

NEW ORLEANS NOVEMBER 15-17, 2009

The AMA Perspective on Healthcare Reform

Dr. James Rohack - President, American Medical Association

FASB Accounting Update | Reimbursement Update | RAC Audits

Overview of U.S. & International Healthcare | Capital Markets Update

Creating an Effective Payor Report Card | Pricing Transparency

New Models for Hospital/Physician Partnerships | Revenue Cycle Challenges

Point of Service Collections | Leadership Development & Mentoring

HFMA Certification:

Core Coaching Course | Accounting/Finance & PFS Specialty Courses



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www.hfmaregion9.org

HFMA REGION 9 CONFERENCE 2009 AGENDA AT A GLANCE

Sunday, November 15				
1:30 - 5:00 pm Exhibit Setup Grand Ballroom C	12:30 - 6:30 pm Conference Registration Grand Ballroom Foyer (5th Floor)			
	1:00-4:00 pm HFMA Core Certification Coaching Course John Montano, HFMA - Arizona Solutions, LP Joe Wevers - Nat. South. Credit Bureau	1:00-4:00 pm FASS Accounting Update Reimbursement Issues James W. Cagle, CPA - HORNE LLP Steven W. Hood, CPA, HFMA - Memorial Hermann William [B] Galinsky, CPA, HFMA - Smith & White	1:00-4:00 pm Leadership Mentoring: How To Use What You've Already Got To Grow and Develop Your Employees Ann Paul - Solara Management, LLC Richard D. Wagner, CPA, HFMA - Eckhardt	
	4:00 - 5:30 pm General Session: The State of Healthcare Richard L. Clarke, DPA, HFMA - President & CEO, Healthcare Financial Management Association (HFMA)			
	5:30-7:00 pm Welcome Reception & Exhibits Grand Ballroom C			
Monday, November 16				
7:00 am - 7:30 pm Exhibits Open Grand Ballroom C	7:00 am - 7:00 pm Conference Registration Grand Ballroom Foyer (5th Floor)			
	7:30 - 8:15 am Buffet Breakfast Grand Ballroom C			
	8:00 - 10:00 am HFMA Update and Executive Roundtable Discussion Catherine A. Anderson, HFMA, CPA - HFMA National & Baylor University Medical Center Phyllis Cowling - United Regional Health Care System Jay S. Harris - CHRISTUS Health Robert D. Ramsey, Jr., HFMA, CPA - Our Lady of the Lake Regional Medical Center			
	10:00 - 10:30 am Refreshment Break Grand Ballroom C			
	10:30 am - 12:00 pm International Healthcare: A Focus on Africa Phyllis Cowling - United Regional Health Care System Clary Tenno - Medical Centers of West Africa			
	12:00 - 1:00 pm Buffet Luncheon Grand Ballroom C			
	1:00 - 2:00 pm A Washington Legislative & Regulatory Update: What's Happening to Medicare? Larry Goldberg - Grant Thornton LLP			
	2:00 - 3:30 pm Creating An Effective Payer Report Card Julie Topp Baylor Health Care System	2:00 - 3:30 pm RAC Audits Jenna Jordan Health Management Associates, Inc.	2:00 - 3:30 pm Leadership Mentoring: Developing Your Employees Ann Paul - Solara Management, LLC Richard D. Wagner, CPA, HFMA - Eckhardt	2:00 - 3:30 pm HFMA Specialty Certification Course: Accounting & Finance John Montano & Joe Wevers
	3:30 - 4:00 pm Refreshment Break			
	4:00 - 5:30 pm New Models for Hospital/Physician Relationships Chris J. Marino, MBA, JWH, Health Directors, LLC	4:00 - 5:30 pm Revenue Cycle Current Issues Alice Carpenter Catholic Health Initiatives	4:00 - 5:30 pm Leadership Mentoring: How To Make Yourself an Indispensable Resource Todd Dixon - Audity Healthcare Ted French - Audity Healthcare	4:00 - 5:30 pm HFMA Specialty Certification Course: Patient Financial Services John Montano & Joe Wevers
5:30 - 7:00 pm Conference Reception Grand Ballroom C				
Tuesday, November 17				
7:30 - 10:00 am Exhibit Breakdown Grand Ballroom C	7:00 am - 12:30 pm Conference Information Desk			
	7:30 - 8:15 am Buffet Breakfast Grand Ballroom Foyer			
	8:00 - 9:00 am Pricing Transparency: The Consumer's Perspective Mita McCallad - INTERO Health		8:00 - 9:00 am Point of Service Collections Alberto Casas - J.P. Morgan Treasury Services	
	9:00 - 10:30 am Capital Markets Update Andrew J. Mazza - Kohn, Hest & Associates			
	10:30 - 11:00 am Refreshment Break			
	11:00 am - 12:30 pm The AMA Perspective on Healthcare Reform J. James Rohack, MD - American Medical Association / Cook & White Clinic			



HFMA REGION 9 CONFERENCE 2009 REGISTRATION

November 15-17, 2009 | Sheraton New Orleans Hotel

New Orleans, Louisiana

Please complete this form and return to:

HFMA Region 9 • PO Box 631206 • Houston, TX 77263-1206

If paying by credit card, fax form to: 713.776.1308

Badge & Contact Information (one form per registrant please)

Name (to appear on badge) _____

Company/Organization _____

Title _____

Address _____

City _____ State _____ Zip _____

Business Phone (_____) _____ Fax (_____) _____

E-mail _____

HFMA Chapter _____ Member# _____

Are you attending the Core Certification Review Course? Yes No

Are you attending the Accounting & Finance Specialty Course? Yes No

Are you attending the Patient Financial Services Specialty Course? Yes No

Are you attending the Leadership/Mentoring Courses? Yes No
(limited to 30 attendees)

Conference Fees:

Full Conference - HFMA Members \$ 275 / Non-Members \$375

Add \$50 for registration after October 23

Full payment must be received or postmarked by October 23 to qualify for the early registration price.

Payment:

My check# _____ in the amount of \$ _____ is enclosed.

Please charge my: Visa MasterCard American Express

Card Number _____ Exp Date _____ / _____

Print Cardholder's Name _____

Signature _____

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Verification Code _____ Billing Zip Code _____

Conference Hotel

Sheraton New Orleans

500 Canal Street
New Orleans, LA 70130

Make Reservations Early

October 23 is the cut-off date for reservations at the HFMA group rate:

\$181 Single or Double (plus taxes)

\$201 Club Level

Overnight Parking - \$30.00

Please note: this room block will sell out prior to the cut-off date.

On-Line Reservations at:

www.starwoodmeeting.com/book/hfmaa or call 504.525.2500

CPE Credit

Up to 19 CPE credit hours are available depending on your reporting jurisdiction and the number of sessions attended. CPE credits are sponsored by the Texas Gulf Coast Chapter of HFMA, sponsor #00713 of the Texas State Board of Public Accountancy. TSBPA credits are generally honored in other states. Sign-in sheets and certificates provided. No prerequisites.

Dress

Casual business attire is appropriate for all sessions and events.

PLEASE NOTE: Hotel meeting rooms tend to be cold - it is strongly recommended that you bring a jacket, sweater, or light wrap.

Terms & Cancellations

- **Through October 23, 2009:**
Full refund with written or email cancellation
- **October 24 through November 2, 2009:**
Refund, less a \$75 service fee with written or email cancellation
- **After November 2, 2009:**
Substitutions, but no cancellations or refunds.

Be A Region 9 Sponsor/Exhibitor

HFMA Region 9 covers seven HFMA Chapters in five states: Arkansas, Louisiana, Mississippi, Oklahoma, and Texas. These Chapters serve over 3,500 HFMA members and reach well over 5,000 healthcare professionals with education programs, meetings, newsletters, and outreach.

Each year since 2003, the HFMA Region 9 Conference has drawn attendees from throughout the region and nationally.

For information on Sponsoring/Exhibiting see: www.hfma-region9.org/pages/sponsors or call us at the number below.

Contact

HFMA Region 9
P.O. Box 631206
Houston, TX 77263-1206
713.776.1314 tel | 713.776.1308 fax
info@hfma-region9.org
www.hfma-region9.org





Congratulations to the following Oklahoma Chapter member who passed a certification exam:

Ryan Breedlove
Hillcrest Healthcare System – Patient Financial Services

Enhance your career potential by becoming a Certified Healthcare Financial Professional (CHFP). The first step is to take one of the two required exams. **All active members are eligible to take the certification exams.** You do not have to wait until you are a member for two years to take an exam. The Oklahoma Chapter has purchased study guides for the Core Program and the four (4) specialty exams: Accounting & Finance, Patient Financial Services, Managed Care and Physician Practice Management.

For more information about the HFMA certification program or to check-out one of the study guides, please contact:

Linda J. Short
Certification Committee Chairperson
Phone: 405-936-5876
Email: Linda.Short@Mercy.net

YOU CAN BECOME A CHFP – START TODAY!



ANI Conference

Member Get-A-Member Program

As a current HFMA member, you are in the best possible position to share your experience as a member and help impact HFMA's future.

HERE'S HOW THE 2009-10 MEMBER-GET-A-MEMBER (MGAM) PROGRAM WORKS

- Recruit one or two new members who begin their membership between June 1, 2009, and April 30, 2010, or former* HFMA members who reactivate their membership between August 1, 2009, and April 30, 2010, and you will win your choice of an HFMA apparel item (approximate retail value of \$25) or a \$25 Fuel Visa® Prepaid Card.** Fuel cards can be used at the gas station of your choice or anywhere Visa debit cards are accepted worldwide.
- Recruit three or four new and/or former* HFMA members and you will receive a \$100 Visa prepaid card good anywhere Visa debit cards are accepted worldwide. You will also be entered into a drawing among all those recruiting three or four to receive a \$1,000 cash prize.
- Recruit five or more new and/or former* members and you will receive a \$150 Visa prepaid card. You will also be entered into a drawing among all those recruiting five or more to receive a \$2,500 cash prize.

2009-2010 MEMBER-GET-A-MEMBER MAKE A DIFFERENCE GRAND PRIZE

- For every new or former* member you recruit, you will receive one entry into the drawing for the Member-Get-A-Member Make A Difference Grand Prize worth \$5,000. You will receive \$3,000 in cash for yourself and a \$2,000 donation in your name to the charity organization of your choice.
- You will receive one entry in the drawing for each new member or former* HFMA member you bring in (or bring back).

*Sponsors will receive credit in the Member-Get-A-Member campaign for former members who reinstate (reactivate) their memberships between August 1, 2009, and April 30, 2010. Sponsors will also continue to receive credit in the Member-Get-A-Member campaign for new members who join (or have joined) between June 1, 2009 and April 30, 2010.

** Cards are issued by Citibank, N.A. pursuant to a license from Visa U.S.A. Inc. and managed by Ecount, a Citi company.

The more members you sponsor, the greater your chance to win!

Welcome New Members



Victor Flores II	Hillcrest Healthcare
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Steve Stewart	Memorial Hospital of Texas County
Brent Martens	Accounting Principals
Karen Hansen	
Joseph Morris	Haskell County Healthcare System
Debra Nussbaum	Integrated Medical Delivery, LLC
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louise@americancollectionservices.com

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 Fort Worth, TX 76104
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sleach@mashinc.com
www.mashinc.com

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aaron.mulroy@passporthealth.com
www.passporthealth.com

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www.thessigroup.com

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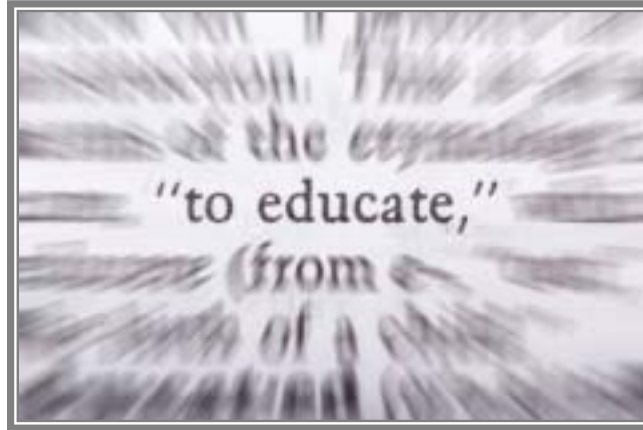
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Many, Many Thanks to our corporate sponsors.
 We couldn't do it without you!!

Get Published

We are always looking for articles from our members. Do you have an article on a current financial healthcare topic? Please send it to cwilliams@bkd.com.



Photographers Wanted

Are you an amateur photographer, or maybe just someone with a camera phone? We would love to publish your exciting HFMA pics in the Bottom Line. We are looking for pictures of our members at events. So next time you go to an HFMA event, bring your digital camera and take some pictures. Email them to cwilliams@bkd.com.



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