

Healthcare Financial Management Magazine

2000 Articles Indexed by Topic

Accounting Principles and Practices

FASB Statement No. 136 Clarifies Transfers of Assets. Randall W. Luecke, CPA, CMA, and David T. Meeting, DBA, CPA, March: 58-61.

Accounting and Accountability: Observations on the AHERF Settlements. Stephen J. Weinstein, JD, October: 70-73.

Ambulatory Care/Home Health Care

Ambulatory Surgery: Next-Generation Strategies for Physicians and Hospitals. Tracy K. Johnson, CHC; Craig E. Holm, CHE, CHC; and Scott D. Godshall, Esq., January: 48-51.

Home Health Agencies Should Prepare for Prospective Payment. Richard Gundling, FHFMA, CMA, February: 72-73.

Getting Tough with Home Health Accounts Receivable. Lisa Cantone, RN, MSM, CLNC, and Ann Bullock, April: 44-49.

Home Health Programs Will Continue to Add Value under PPS. Jeannee Parker Martin, RN, MPH, and Katheen J. Dodd, MHA, April: 30-33.

HCFA Tightens Eligibility Requirements for Provider-Based Status. Mohan V. Kirtane, MSIE, MA, CHE, June: 64-68.

Benchmarking

Benchmarking Facilitates Process Improvement in the Emergency Department. Martin S. Karpel, FHFMA, FACHE, May: 54-59.

Achieving Superior Productivity. Paul A. Fogel, MBA, August: 50-54.

Capital Formation

Off-Balance-Sheet Financing Can Generate Capital for Strategic Development. Fred D. Campobasso, June: 37-39.

Career Development

Making Diversity a Reality. Howard T. Jessamy, January: 67.

Investing in the Human Resource. Richard L. Clarke, FHFMA, February: 16.

Update Your Skills to Advance Your Career. Richard J. Henley, FHFMA, FACHE, March: 14.

Executive Skills Propel CFO Careers. Richard A. Swan, MSHA, March: 68-69.

Leadership Skills Help Financial Managers Achieve Career Success. Robert B. Kowalski, MS, and Manie W. Campbell, April: 50-52.

Shift Happens. Richard J. Henley, FHFMA, FACHE, April: 14.

Credentials and Their Impact on Career Advancement. Carson F. Dye, FACHE, June: 80.

Learning from Our Customers. Connie S. Cape, FHFMA, CPA, July: 14.

The High-Touch Financial Manager. Connie S. Cape, FHFMA, CPA, August: 14.
The Changing Role of Internal Auditors in Health Care. Donald E. Edwards, PhD, MBA, CPA; Jimie Kusel, PhD, MBA, CPA, CIA; and Thomas H. Oxner, PhD, MBA, CPA, August: 62-64.
Integrity Is Integral to Career Success. James W. Gauss, August: 89.
Broader Range of Skills Distinguishes Successful CFOs. Michael F. Doody, September: 52-57.
New Information Technology Opportunities Challenge CFOs. Michael J. Corey, September: 75.
Achieving the CFO Position. Dan Ford, November: 84-85.

Cost Containment/Management

Building a Demand-Driven, Vendor-Managed Supply Chain. Stan Haavik, MBA, MS, February: 56-61.
Quality vs. Costs? A Survey of Healthcare Purchasing Habits and Concerns. July: 68-73.
Your Organization Should Consider a Cash-Balance Pension Plan. Norman H. Godwin, PhD, and Kim G. Key, PhD, August: 56-61.
Improving Pharmacy Supply-Chain Management in the Operating Room. Joyce A. Thomas, PharmD, CACP; Vicki Martin, RN; and Stacey Frank, December: 58-61.
Performance-Improvement Strategies Can Reduce Costs. Christine Ramsey, MPA; Susan Ormsby, PhD, CPA; and Treba Marsh, DBA, CPA, December (Resource Guide): 2-6.
Vendor Listing by Category, December (Resource Guide): 32-74.

Digital Perspectives

Providers Need E-mail Security Management. James J. Moynihan, MBA, January: 64.
Technology Links Providers to Outsourced Billing Firms. Gene Reed, March: 73.
HIPAA Compliance Offers Human Resource Department Savings. James J. Moynihan, MBA, April: 82-83.
Fine-Tuning Information Systems to Enhance Performance. Richard A. Perrin, May: 100-102.
Automated Compliance Checker Helps Ensure Billing Accuracy. James J. Moynihan, MBA, July: 78.
Evaluating ASP Pricing Models and Contract Terms. Fran Turisco, MBA, August: 80-81.
ASPs Can Assist Compliance Efforts. Gene Reed, September: 72.
New England Payers, Providers Collaborate on HIPAA Compliance. James J. Moynihan, MBA, October: 82.
Mobile Computing Is Next Technology Frontier for Healthcare Providers. Fran Turisco, MBA, November: 78-80.
Electronic Security Standards Due to Come on Line. Gene Reed, December: 70.
(See also Information Technology)

Executive Insights

Focused on the Big Picture: An Interview with Jerry P. Widman. May: 30-33.

Balancing a Large Scale of Responsibility: An Interview with R. Milton Johnson. June: 33-34.
“Best-in-Class”: An Interview with John T. Bigalke. July: 31-33.
The Five-Word CFO Job Description: An Interview with Lowell W. Johnson. August: 29-32.
No Guarantees, Only Opportunities: An Interview with Rodney J. Lisonbee. September: 29-32.
Setting a Strong Pace in a Race without End. October: 29-32.
Top-Rated Rural Hospital Makes Patients Its Priority. November: 31-36.
Restoring Trust and Purpose Are Health Care’s Greatest Challenges. December: 29-32.

Fraud and Abuse

OIG Announces New Safe Harbors. January: 10-11.
OIG Addresses Confusion over EMTALA. January: 11.
Ensuring Ethical Governance in Your Organization. Richard J. Henley, FHFMA, FACHE, January: 14.
OIG Approves Coupon Arrangement, Rejects Lab Discounts. February: 11-12.
Don’t Go with the Flow. Richard J. Henley, FHFMA, FACHE, February: 14.
New and Clarified Safe Harbors May Ease Certain Provider Transactions. D. Louis Glaser, Esq., and Christine E. Bloomquist, Esq., February: 43-47.
OIG Reports HCFA Overpayments to Managed Care Plans Continue. March: 9-10.
OIG’s Advisory Opinion Recognizes Government’s Push for Telemedicine. March: 11.
Antikickback versus Stark: What’s the Difference? Robbi-Lynn Watnik, JD, March: 66-67.
Fraud Alert Addresses Physician/ Supplier Rental Agreements. April: 10.
Healthcare Settlements Constitute More than Half of Qui Tam Recoveries. April: 11-12.
Will Your Compliance Plan Pass the Effectiveness Test? Lawrence A. Fogel, April: 54-57.
OIG Offers Providers Incentives to Voluntarily Disclose Noncompliance. May: 9-10.
Nursing Home Compliance Guidance Offers Small Facilities Advice. May: 11.
Making Corporate Compliance Programs Work. Michael J. Chibbaro, CPA, and Catherine Colyer, JD, May: 60-65.
OIG Publishes Final Rule on CMPs. June: 9.
OIG Issues First Proposed CMP Safe Harbor. June: 9-10.
OIG Offers Guidance on the Legality of Telemedicine Arrangements. Ellen E. Stewart, JD, FHFMA, MSHA, June: 71-72.
OIG Issues Safe Harbor to Protect Certain Ambulance Restocking Arrangements. July: 10-11.
System Deficiencies Lead to Duplicate Payments for Home Health Services. July: 11.
Full Amnesty Could Encourage Provider Self-Disclosure. Michael M. Mustokoff, Esq.; Robin L. Nagele, Esq.; and Jonathan L. Swichar, Esq., July: 48-54.
Cost-Effective Compliance for the Small Provider. Frank P. Fedor, JD, July: 56-60.
OIG Won’t Prosecute Outpatient PPS Errors. August: 9.
OIG Issues Draft Physician Guidance and Additional CIA Guidance. August: 9-10.
OIG Saves Government \$9.5 Billion in First Half of FY00. August: 11.
An Integral Approach to Compliance. Thomas G. Goddard, JD, MA, August: 41-47.

OIG Warns against Up-Front Rebates, Prebates, and Signing Bonuses. September: 10.
DOJ Obtains Settlements on Two Major Legal Actions in Florida. September: 11-12.
Stacked Penalties Raise Stakes in Fraud and Abuse Prosecutions. Robert Fabrikant, JD, and John Wester, JD, September: 46-50.
Internal Investigations: A Proactive Approach to Compliance. Alexander Schillaci, Jr., CPA, and Laurie Radler, RN, MPA, September: 58-60.
ASPs Can Assist Compliance Efforts. Gene Reed, September: 72.
Medicare Coverage Decision Could Trigger New Fraud Investigations. October: 9-10.
Vencor Enters Integrity Agreement with OIG. October: 11.
Well-Planned Due Diligence Can Protect Buyers of Healthcare Entities. Lee W. Doty, JD, and Amy T. Campbell, JD, October: 56-58.
OIG Issues Compliance Guidance for Physician Practices. November: 9.
OIG Questions Managed Care Organizations' Investment Income. November: 10.
OIG Finds Slight Improvement in Laboratory Billing Practices. December: 11.

Government: Federal, State, and Local

Healthcare Research and Quality Act of 1999 Signed into Law. February: 21.
NLRB Says Resident Physicians Can Organize. February: 22.
To Err Is Human: To Forgive, Un-American. Jeanne Schulte Scott, JD, February: 26-27.
President Clinton Promotes Expansion of CHIP and Programs for the Uninsured. March: 10.
HHS Updates Poverty Guidelines. April: 9-10.
PWBA Strengthens Procedures to Improve ERISA Reporting Compliance. April: 11.
Budget Surpluses, or You Should Have Seen the One that Got Away. Jeanne Schulte Scott, JD, September: 27.
HHS Releases Limited English Proficiency Guidance. October: 10.
Elect to Get Involved. Connie S. Cape, FHFMA, CPA, November: 14.

Group Practice Management

Equity MSO Benefits Hospital and Physicians. Jeffrey A. Peters, January: 56-58.
Cost Analysis Helps Evaluate Contract Profitability. Rhonda W. Sides, CPA, February: 63-66.
Rescuing the Hospital-Sponsored Group Practice. John S. Ray, MHA, and Howard Kirz, MD, MBA, March: 62-65.
Telemedicine Can Lower Costs and Improve Access. Betty L. Charles, April: 66-69.
Capital Financing Options for Group Practices. Bill Galtney, May: 86-88.
OIG Offers Guidance on the Legality of Telemedicine Arrangements. Ellen E. Stewart, JD, FHFMA, MSHA, June: 71-72.
Soft Landings: Dissolving a Physician Network. C. Thompson Hardy III, MHA, FACMPE, August: 66-67.
The Evolution of Hospitalist Programs. Tom Hardy, MHA, FACMPE; Glenn Levy; and Terry Murphy, September: 63-68.
The Challenges of Practice Management: An Interview with James Heffernan. October: 75-78.
Preemptive Financial Strategies Help IPAs Avoid Insolvency. Jim Karling, CPA, and Leslie Silberman, MBA, November: 64-66.

How to Break Even on an Acquired Primary Care Network. Marc D. Halley, MBA, and Robin L. Lloyd, MPA, November: 69-74.
Joint-Venture Proposals Strengthen Hospital-Physician Relationship. Michael Rovinsky, MBA, December: 62-65.

Healthcare Reform

HIPAA Is Coming, But Is the Sky Falling? Jeanne Schulte Scott, JD, April: 26-27.
The Need for Healthcare Reform. Richard L. Clarke, FHFMA, October: 16.
Bipartisan Support for Tax Credits Could Relieve the Uninsured. Jeanne Schulte Scott, JD, October: 26-27.
Political Platforms, Campaign Promises, and Health Care. Jeanne Schulte Scott, JD, October: 66-68.
The Year 2000: How Did We Do? Connie S. Cape, FHFMA, CPA, December: 14.
Singing the Blues in the Key of "C." Richard L. Clarke, FHFMA, December: 16.
Healthcare Financial Management's Healthcare Outlook. December (Resource Guide): 7-11.

HFMA

Strategic Planning for HFMA. Richard L. Clarke, FHFMA, January: 16.
Board Approves Committee Fund Recommendation. January: 24.
HFMA Enhances Managed Care Forum Benefits. January: 24.
Nominees for 2000-2001 HFMA Board Announced. February: 24.
2000 CFO Exchange Focuses on Leadership Challenges and Solutions. February: 24.
HFMA Learning Solutions Offers Business Education Online. March: 24.
APC Audioteleconference Sets Record. March: 24.
ANI Speakers Focus on Change. March: 24.
HFMA Certification.Com. Richard L. Clarke, FHFMA, April: 16.
Freeman Urges New Approach to Managed Care. April: 24.
Online CHFP Exams to Be Offered through Chapters. April: 24.
Facing the Future. Richard J. Henley, FHFMA, FACHE, May: 14.
HFMA's New Strategic Plan. Richard L. Clarke, FHFMA, May: 16.
New Partners Increase HFMA Learning Solutions' Service Portfolio. May: 24.
APC Assistance Available at www.hfma.org. May: 24.
HFMA Board Member Katherine DeGrande Dies. May: 24.
2000 ANI Preview. May: 67-84.
Imagine the Possibilities. Connie S. Cape, FHFMA, CPA, June: 14.
The Value of Sponsorship. Richard L. Clarke, FHFMA, June: 16.
HFMA Announces Board of Examiners for 2000-01. June: 26.
Robert Craven Named to HFMA's Board of Directors. June: 26.
Cape: Imagining the Possibilities for Health Care and HFMA (Chairman's Profile). June: 45-52.
New Principles and Practices Board Members Appointed for 2000-01. July: 26.
Knowledge Network Fee Structure Set. July: 26.
Patient-Friendly Billing. Richard L. Clarke, FHFMA, August: 16.
HFMA Honors Robert B. Taylor with the Morgan Award. August: 24.
Dick Davidson Receives HFMA's Board of Directors Award. August: 24.

2000-2001 HFMA Leadership Directory. August: 69-77.
Realizing All the Benefits of HFMA Membership. Connie S. Cape, FHFMA, CPA, September: 14.
Protect America's Health Care. Richard L. Clarke, FHFMA, September: 16.
HFMA Best Article for 1999-2000 Is Announced. September: 24.
HFMA Recognizes Chapter Excellence with Davis Chapter Management Awards. September: 24-26.
Certification Turns Possibility into Reality. Connie S. Cape, FHFMA, CPA, October: 14.
HFMA and AHA Will Work Jointly to Simplify Hospital Billing. October: 24.
Region 11 Symposium to Focus on Health Care's Future. October: 24.
HFMA Joins Coalition to Protect America's Health Care. October: 24.
Principles and Practices Board Celebrates 25 Years in Existence. October: 25.
HFMA 1999-2000 Annual Report. October: 93-100.
HFMA-AHA Patient-Friendly Billing Project Convenes Task Force. November: 26.
HFMA Conferences Explore Compliance Priorities and Managed Care Initiatives. December: 24.
Clarke Discusses Patient-Friendly Billing on NPR. December: 24.

Industry News

Plan Rate Hikes to Hit Double Digits in 2000. January: 18.
Hospital Operating Margins Still Declining. January: 18-19.
GE Medical Systems to Acquire MECON. January: 19.
Capitation Leads to Higher Revenue, Provider Expenses. January: 19.
Venture Capital Investments in Healthcare Industry Lag. January: 19-20.
Managed Care Report Cards Not Yet Affecting Enrollment. January: 20.
AMA Incurs \$10 Million Operating Loss. January: 20.
Health Insurance Premiums Up 4.8 Percent. January: 20.
Studies Find Many Physicians Lie for Coverage. January: 21.
Accounting Errors Blamed for Harvard Pilgrim Collapse. February: 20.
Few Commercial Lenders Favor Healthcare Industry. February: 20-21.
Consumers Prefer PPOs to HMOs or POS Plans. February: 21.
HMOs Lose \$1.25 Billion in 1998. February: 22.
Physician Web Use Nearly Doubles Since 1997. February: 22.
Trouble Persists for Healthcare Insurers. February: 23.
Study Finds MSA Growth Stagnant. February: 23.
Healthcare Mergers and Acquisitions Slide to Lowest Level in Four Years. March: 20.
Survey Projects 12 Percent Rise in Healthcare Costs. March: 20-21.
Fresenius Settles Fraud Charge for \$486 Million. March: 21.
Healthcare Industry Credit Downgrades to Continue. March: 22.
Empowered Consumers Challenge Healthcare Industry. March: 22.
Survey Respondents Say Medicare Reform Unlikely. March: 22-23.
Capitation Payments Dropped 9 Percent in 1999. March: 23.
Hospitals Spend \$19 Billion on Uncompensated Care in 1998. March: 23.
Columbia/HCA to Buy Back More Common Stock. April: 20.
HMA to Acquire Second Hospital in Lancaster, PA. April: 20-21
Pennsylvania Hospitals Suffer Financially. April: 21.

Automation Leading Utilization Review Method. April: 21.
Illinois Petitions for Liquidation of HMO. April: 21.
Healtheon/WebMD Continues Rapid Growth. April: 21-22.
Hospital Mergers, Acquisitions Drop in 1999. April: 22.
Whistle-Blower Settlements Bring in \$3.5 Billion. April: 22-23.
More Columbia/HCA Hospitals Sued for Fraud. April: 23.
Harvard Pilgrim to Remain Not-for-Profit. April: 23.
MedicaLogic, Medscape to Merge. April: 23.
Medical Vendors Establish Global Exchange for On-Line Purchasing. May: 20.
High Rates Could Boost Managed Care Profits. May: 20-21.
Six HMOs Develop Internet Venture. May: 21.
Group Purchasing Cut Hospital Costs in 1999. May: 21.
Not-for-Profit Hospitals' Credit Drops. May: 21.
More Group Practices Are Members of Chains. May: 22.
Nursing Home Credit Ratings Could Drop. May: 22.
Hospital Lengths of Stay Level Off in the West. May: 22.
Long-term Outlook for Providers Remains Sound. May: 22-23.
Tenet's Net Income Rises 23 Percent. May: 23.
Humana Makes Accounting Change. May: 23.
AHERF Creditors File Suit against PricewaterhouseCoopers, Seek \$1.5 Billion. June: 20.
Health Companies' Balance-Sheet Strength Declines. June: 20-21.
Hospital Margins Continue to Suffer. June: 21.
Study Finds Staffing in the OR Is Adequate. June: 21.
Health Insurance, Managed Care Industries Stable. June: 21-22.
Long-Term Care Bonds Poor Investment Risk. June: 22.
Oxford Health Plans Reports Higher Income. June: 22.
Medicare HMOs Hurt by Payment Formula. June: 22.
McKessonHBOC Earnings Up. June: 22-24.
Fewer Hospitals Join IDSs. June: 24.
Medscape Revenues Up 265 Percent in 2000. June: 24.
SNFs Could Lose More Than \$15 Billion Due to Unintended Payment Cuts. July: 20.
Internet Helps Employers Administer Health Benefits. July: 20.
IRS to Audit Some Hospital Deals. July: 20-21.
Hospital Operating Margins Plummet as Decade Ends. July: 21.
Healthcare Mergers, Acquisitions Decline. July: 21.
1999 Home Health Care Revenues Top \$42 Billion. July: 21-22.
HCA to Pay \$745 Million for False Claims Allegations. July: 22.
HMO Enrollment Grows Slowly, Steadily. July: 22.
Cigna Drops Most Medicare HMOs. July: 22.
Florida HMOs Lose \$175.8 Million in 1999. July: 22-24.
Massachusetts Blue Cross to Raise Physician Fees. July: 24.
Home Healthcare Agency Market Declines. July: 24.
More Insurers Announce Plans to Fold their Medicare HMOs. August: 20.
Many Hospital Patients Enter through the ED. August: 20-21.
Nursing Shortage Predicted. August: 21.

State Legislatures Expand Liability, Mandates. August: 21.
AAHP Promotes Better Plan-Consumer Relations. August: 21.
E-Health Ventures Reach \$1.6 Billion. August: 21-22.
Humana to Pay \$14.5 Million for Double Billing. August: 22.
Healthcare Bond Issues Down. August: 22.
Healthcare Executives Using Web More. August: 22.
Older Physicians Plan to Quit Practicing Medicine. August: 22.
Illinois HMO Laws Champion Patient Rights. August: 23.
More Hospitals Drop Managed Care Contracts. August: 23.
Executives at Teaching Hospitals Highest Paid. August: 23.
Merger and Acquisition Activity on the Rise for the First Time in Two Years. September: 20.
HMOs to Drop 934,000 Medicare Enrollees in 2001. September: 20-21.
PhyCor Records Huge Charges to Earnings. September: 21.
Investments in Healthcare Services Drop. September: 21-22.
HIPAA, E-Healthcare Are Priorities for Hospitals. September: 22.
Many Hospital Administrators Unhappy in Health Care. September: 22.
Capitation Contracting May Be on the Decline. September: 22-23.
43 Hospitals Close in 1998. September: 23.
Vencor Signs Corporate Integrity Agreement. September: 23.
U.S. Not-for-Profit Hospitals Face Negative Credit Outlook. October: 20.
Financial Pressures Lead to Hospital Closures in 2000. October: 21.
Postsurgical Recovery Care Facilities on the Rise. October: 21.
Organizations to Reduce Integration Efforts. October: 21.
Qui Tam Lawsuits Recover \$2.9 Billion. October: 21-22.
Kansas BCBS Pays \$75 Million to Settle Lawsuit. October: 22.
Medicare HMO Coverage Down in 2001. October: 22.
Life, Health Insurers' Operating Profits Down. October: 22.
Clinical Trial Insurance Coverage Urged. October: 22.
Employers Face Steep Premium Hikes in 2001. October: 22-23.
Merger Forms Largest U.S. PPO Network. October: 23.
Survey Profiles IPAs. October: 23.
Small Companies See Big Healthcare Cost Hikes. October: 23.
Hospital Spending on Outsourcing Rises 20 Percent. November: 20.
Sharp Rise in Healthcare Costs Projects. November: 20-21.
New York HMOs to Merge. November: 21.
Quorum Settles Qui Tam Lawsuits for \$95.5 Million. November: 21.
HMOs Lose \$186 Million in 1999. November: 21-22.
Number of U.S. Uninsured Drops in 1999. November: 22.
Most Hospitals Have Compliance Programs. November: 22-24.
Overall Demand for Physicians Growing. November: 24.
HIPAA Could Hurt Ratings, Fitch Warns. November: 24.
Number of U.S. Hospitals, Length of Stay Drop. December: 20.
78 HMOs Rated Very Weak. December: 20-21.
Group to Develop Encryption Security Standard. December: 21.
Catholic Healthcare West Faces Possible Downgrade. December: 21.

Healthcare Costs Expected to Jump in 2001. December: 21-22.
Group Practice Revenues Drop. December: 22.
VA Employees Sue over Privacy Breach. December: 22.
Louisiana Hospital Settles False Claims Suit. December: 22-23.
Public Confidence in Healthcare System Drops. December: 23.
Andersen Consulting to Become Accenture. December: 23.

Industry Statistics

Annual Percentage Change in Community Hospital Utilization Statistics. January: 18.
Why Healthcare Marriages End in Divorce: Comparison of FFI with Bond Ratings, 1998 Data; Comparison of FFI by Revenue Size Group. January: 71.
Change in Employment: 1995-98 Hospitals and All Health Services. February: 20.
Regional Managed Care Market Comparisons: Regional Market Analysis for Selected MSAs; Number of HMOs and Monthly Premium Rates Enrollment, by Region, January: 1999. February: 75.
Medicare HMO Enrollment, 1990-99. March: 20.
Significant Financial Losses Are Probable under APCs: Comparison of APC Codes Used for Emergency Department Visits at Five Hospitals. March: 83.
Medicaid-Eligible Population and Their Enrollment in Medicaid HMO Plans, 1993-98. April: 20.
Billing as a Primary or Secondary Procedure Affects Payment under APCs; Primary and Secondary Payment Amounts for APC 417, Diagnostic Upper Endoscopy, APC Rate \$326.52. April: 92.
Annual Change in Median Compensation: 1994-98. May: 20.
Benchmarking Improves Hospital Financial Indicators; Comparison of 1998 Performance Indicator Results for Two Hospital Data Sources. May: 110.
National Enrollment of Major Health Plans: 1996 and 1998. June: 20.
Hospital Financial Squeeze Tightening. June: 86.
Medicare Fee-for-Service Home Health Payment per Client: 1994-98. July: 20.
APC Implementation Expected to Reduce Settlement Amounts: The Effect of APCs on Payment Amounts for Eight Hospitals. July: 91.
Hospital, SNF, and Home Health Medicare Charges, 1996-98. August: 20.
Hospital Financial Indicators Show Little Improvement. August: 93.
Medicare Managed Care Plan Participation: 1990-2000. September: 2000.
Tracking Coding Practices under APCs; ED HCPCS Codes as a Percentage of Total ED Volume by AHA-Defined Region. September: 78.
National Healthcare Expenditures by Type: 1980-99. October: 20.
Imaging Tops Hospital Revenue Center Expense List; Hospital Revenue Centers Ranked as a Function of Total Expense. October: 104.
Medicare Managed Care Enrollment, 1990-2000 (in Millions). November: 20.
Mortality-Complication Index Can Reveal True Quality of Care; Digestive System Mortality and Complication Rates; Digestive System Index: Mortality-Complication Rates. November: 90.
Percentage of Medicare+Choice Enrollees Disenrolled from Current Plan Due to 2001 Contract Terminations. December: 20.

Hospital A/R Days, Cost per Adjusted Discharge Increase in Second-Quarter 2000. December: 75.

Information Technology

A 20th Century Forecast of 21st Century Healthcare Trends: An Interview with John Naisbitt. February: 28-31.

Hard Times and Great Expectations. Richard L. Clarke, FHFMA, March: 16.

Health Information Networks: Enabling Care Management in IDSs. Thomas M. McNamara, March: 30-33.

Developing a Value-Added Web Site. Fran Turisco, MBA, and Peter M. Kilbridge, MD, March: 40-46.

Privacy and Security Compliance in the E-Healthcare Marketplace. Mark Lutes, JD, March: 48-50.

HIPAA Brings New Requirements, New Opportunities. James J. Moynihan, MBA, and Marcia L. McLure, PhD, March: 52-56.

On Privacy: What We Don't Share Can Hurt Us. Jeanne Schulte Scott, JD, March: 26-27.

Information Technology: Doing More, Spending Less. Thomas M. Honan and Vincent G. Ciotti, May: 44-48.

Automated Charge Processing Streamlines Data Entry. William T. Adams, Gregory M. Snow, MBA, and Paul M. Helmick, May: 50-53.

(See also Digital Perspectives)

Insurance/Risk Management

Provider Terminations: Strategies for Risk Management. Susan Huntington, JD, PA, March: 35-37.

Integrated Delivery Systems

Designing the IDS Business Portfolio. Laura L. Etchen, MA, MBA, and Janet L. Bouton, DSc, MSc, January: 29-33.

Developing an IDS-Based Disease-Management Program for the Frail Elderly. Susan Baseman, RN, MS, and Regina Truxell, MBA, February: 33-36.

Health Information Networks: Enabling Care Management in IDSs. Thomas M. McNamara, March: 30-33.

Home Health Programs Will Continue to Add Value under PPS. Jeanne Parker Martin, RN, MPH, and Katheen J. Dodd, MHA, April: 30-33.

Effective Real Estate Management Helps IDSs Meet Strategic Objectives. Fred D. Campobasso, May: 34-36.

Off-Balance-Sheet Financing Can Generate Capital for Strategic Development. Fred D. Campobasso, June: 37-39.

Integration Strategies in Transition: An Interview with Russell C. Coile, Jr. July: 37-40.

Restructuring Patient Financial Services for Maximum Effectiveness. Vicki C. Lee, August: 37-39.

IDSs Reconsider the Viability of Risk Contracting. Marc Benoff, MBA, and John M. Harris, MBA, September: 35-39.

Physician Relations Programs Can Increase Referrals. Kriss Barlow, October: 35-39.

Partial Integration Raises Antitrust Concerns. Thomas H. Brock, JD, and Brian E. Kamoie, JD, MPH, November: 41-44.
Some Tax-Exempt Bond Issues Could Become Taxable. Sunita B. Lough, JD, and Patrick K. O'Hare, JD, December: 37-40.

Investing/Treasury Management

Securities Custody Arrangements Make Sense. Alan G. Seidner, February: 70-71.
How to Manage Investment Risk. John Ravalli and Alan G. Seidner, May: 92-94.
Controlled-Risk Foreign Investment Strategy Can Boost Yields. Robert A. Simms, June: 60-62.
The Smart Approach to Buying Cash Management Services. Leslie N. Masonson, CCM, August: 86-87.

Legal Issues

Joint Physician Bargaining Allowed by Texas, Opposed by CBO. July: 11-12.
Supreme Court Rules against HMO Suits. August: 10-11.
Despite Federal Standards, Mental Health Benefits Remain Limited. August: 12.
Stacked Penalties Raise Stakes in Fraud and Abuse Prosecutions. Robert Fabrikant, JD, and John Wester, JD, September: 46-50.

Managed Care

Have Physicians Taken Control of Managed Care? Jeanne Schulte Scott, JD, January: 26-27.
Pain Management Improves Care and Revenue: An Interview with ProCare Systems. January: 34-37.
Improve—Rather Than Lose—Your Risk-Taking Entity. Frances M. Prescott, February: 39-41.
Provider Terminations: Strategies for Risk Management. Susan Huntington, JD, PA, March: 35-37.
HMO Contracting Strategies: Protecting the Provider's Interests. Charles A. Brown and John B. Reiss, PhD, JD, April: 37-42.
Managed Care Strategic Planning: The Reality of Uncertainty. Judith E. Belt, CPA, and Elizabeth Bashore, May: 38-42.
A New Risk Management Paradigm for Managed Care. Joseph M. Kemka, MPA, June: 41-43.
Achieving a Balance Between Risk and Return. Dean E. Farley, PhD, MPA, June: 54-58.
Beyond Managed Care. Richard L. Clarke, FHFMA, July: 16.
Clinicians Hold the Key to Profitable Managed Care Contracting. Karim A. Hibibi, FHFMA, MPH, MS, and Steven A. Finch, FN, ONC, July: 43-46.
An Integral Approach to Compliance. Thomas G. Goddard, JD, MA, August: 41-47.
Using Scenario Analysis to Determine Managed Care Strategy. Susanna E. Krentz and Ryan S. Gish, September: 41-43.
Fee-for-Service Joins the Medicare+Choice Product Line. Debbie Ahl and Klaus Wergin, October: 41-43.
Thank You, Managed Care? Jeanne Schulte Scott, JD, December: 26-27.

The Perils of Direct Contracting: An Interview with Marian Jennings. December: 43-45.

Medicare/Medicaid

Clinton Signs Bill Providing BBA Relief. January: 9-10.

HCFA Updates SNF Payment Rates for Swing-Bed Hospitals. January: 11-12.

APCs: Reimbursement Implications. Renee Leary, MPH, and Dean E. Farley, PhD, January: 38-44.

Key Distinctions between DRGs and APCs. Allwyn J. Baptist, CPA, and Richard J. Stewart, MM, CPA, January: 42-43.

Court Affirms Medicare Withholding of Outlier Underpayments. Christopher L. Keough, JD, January: 60-61.

HCFA Issues OPLs for Medicare+ Choice Organizations. February: 9-10.

BBA Relief Undercuts Savings Touted in OIG Report. February: 10.

HCFA Clarifies Medicare Disproportionate Share Payments. February: 10.

New Composite Payment Rates Issued. February: 10-11.

HCFA Clarifies CPT Critical Care Codes. February: 11.

HIPAA Enforcement Effort Consolidated, but Comment Deadline Extended on Privacy Regs. February: 11.

N.J. Hospitals to Receive Millions in Additional Medicare Payments. February: 22-23.

Home Health Agencies Should Prepare for Prospective Payment. Richard Gundling, FHFMA, CMA, February: 72-73.

HCFA Releases Preliminary CY01 Medicare+Choice Payment Rates. March: 9.

DSH Policy Changes for States with Section 1115 Expansion Waivers Issued. March: 10.

GAO Report Finds that SNF PPS Does Not Restrict Access to Care. March: 10-11.

SNFs Instructed on How to Bypass Federal Rate Transition Period. March: 11-12.

HHS Recommends Rate Ceiling for Medicare HMOs. March: 21.

Survey Respondents Say Medicare Reform Unlikely. March: 22-23.

HCFA to Provide Adjustments for Hospice Care Underpayments. April: 9.

OIG Tallies Payments to HMOs for Deceased Beneficiaries. April: 10.

OIG Urges HCFA to Investigate Same-Day Hospital Readmissions. April: 11.

HCFA Issues Outpatient PPS Modifiers, Corrects Other Modifiers. April: 11.

1999 Medicare Overpayments Estimated at \$13.5 Billion. April: 20.

Supreme Court Limits Provider Challenges to Medicare Policy. Christopher L. Keough, JD, April: 70-72.

Hospital Outpatient Payments Projected to Increase under New PPS. May: 9.

HCFA Unveils Outpatient PPS Outreach Plan. May: 9.

HHS Official Advises Providers to Prepare for HIPAA Final Rules. May: 10-11.

Managed Care Marketing Materials Fall Short of HCFA Guidelines. May: 11-12.

Hospital Insurance Trust Fund Solvency Extended. May: 22.

Medicaid Enrollment Rises in 21 States. May: 23.

Medicare "Fairness" Robs Peter to Pay Paul. Jeanne Schulte Scott, JD, May: 26.

OIG Audit of HCFA Prompts Steps to Reduce Payment Errors. Richard L. Gundling, FHFMA, CMA, May: 90-91.

SNF PPS Changes Increase Payments. June: 10.

Trustees Expect Medicare to Remain Solvent until 2025. June: 10.

Outpatient PPS Final Rule Provides for Coverage of New Technology. June: 11.
Partial Hospitalization Paid as Per Diem under Outpatient PPS. June: 11.
GAO Says Home Health PPS Needs Refinement. June: 12.
Never Underguesstimate the Financial Future of Medicare. Jeanne Schulte Scott, JD, June: 28-29.
HCFA Tightens Eligibility Requirements for Provider-Based Status. Mohan V. Kirtane, MSIE, MA, CHE, June: 64-68.
Transitional Corridors Delay Outpatient Payment Reductions. Richard L. Gundling, FHFMA, CMA, June: 74-76.
HCFA Issues CERT Requirements. July: 9.
Hospital Outpatient PPS Implementation Delayed until August 1. July: 9-10.
ACR and PBP Information for CY01 Available, Data Submission Deadlines Set. July: 10.
Inpatient PPS Update Factor May Result in Higher Payments. July: 11.
The Tug-of-War over Medicare Funding. Jeanne Schulte Scott, JD, July: 28-29.
APCs Challenge Hospital EDs and Outpatient Clinics. Martin S. Karpel, FHFMA, MPA, FACHE, July: 62-66.
PRRB Issues New Appeals Hearing Instructions. Christopher L. Keough, JD, July: 76-77.
Final Rule Issued for Home Health PPS. August: 9.
Medicare+Choice Final Rule Released. August: 10.
Instructions Provided for Medicare Claims-Processing Systems. August: 11.
HCFA Letters Urge Providers to Help Reduce Payment Errors. August: 11-12.
Should Medicare Remain an Entitlement? Jeanne Schulte Scott, JD, August: 26-27.
OIG Clarifies Emergency Care Requirements for Providers and Plans. Trinita C. Robinson, MA, August: 78-79.
HHS Releases Final Rule on Electronic Healthcare Transactions. September: 9.
Medicare Inpatient Payments for Hospitals to Increase in FY01. September: 9-10.
2001 Medicare Physician Fee Schedule Proposed Rule Released. September: 10.
HCFA Publishes Home Health Billing Codes. September: 10-11.
Missing MSP Information Could Cost HCFA almost \$282 Million. September: 11.
Recipients of Successful Kidney Transplants Can Join Medicare+Choice Organizations. September: 12.
More BBA Payment Relief Is on the Horizon. Richard L. Gundling, FHFMA, CMA, September: 70-71.
HCFA Publishes Changes and Clarifications to Outpatient PPS. October: 10.
Medicare Coverage Approval Process Shortened for Transplant Centers. October: 11.
HCFA Extends Data-Submission Deadlines for Medicare+Choice Organizations. October: 11-12.
Intermediaries Can Hold or Process ASC Blended Payment Claims. October: 12.
Court Requires Medicaid DSH Payments for Medicaid Managed Care Services. Christopher L. Keough, JD, October: 80-81.
HCFA Releases New Fee Schedule for Ambulance Services. November: 9-10.
HCFA Issues Criteria for Recalculating CCRs. November: 10.
Final NCD Issued for Medicare Coverage for Clinical Trials. November: 11.

Implementation of Provider-Based Criteria Linked to Providers' Cost-Reporting Periods. November: 11.
HCFA Explains Process for Reconciliation of Medicare+Choice Payments. November: 11-12.
HIPAA Hype. Richard L. Clarke, FHFMA, November: 16.
What Now for Medicare Reform? Jeanne Schulte Scott, JD, November: 28-29.
Medicare's New Home Health Prospective Payment System Explained. Paul L. Grimaldi, PhD, November: 46-56.
Providers' Third-Party Revenue Accounting Faces Increased Scrutiny. Richard L. Gundling, FHFMA, CMA, November: 76-77.
HCFA Publishes Final Rule on 2001 Physician Fee Schedule. December: 9.
HCFA Proposes Rehabilitation Hospital PPS Rules. December: 9-10.
HCFA Revises Medicaid Payment Rules. December: 10.
Provider-Based Status Rules Clarified. December: 10.
Part B to Cover Certain Social Work Services in Nursing Homes. December: 10-11.
HCFA Updates Hospice Wage Index. December: 11.
HCFA Provides Instructions to Nonrenewing Medicare+Choice Organizations. December: 11-12.
Criteria for Provider-Based Status Should Be Examined. Richard L. Gundling, FHFMA, CMA, December: 66-67.

Mergers and Acquisitions

Measuring the Value of Healthcare Business Assets, Christopher J. Evans, FACHE, CMPE, April: 58-64.

Patient Financial Services

Skill-Based Pay Improves PFS Staff Recruitment, Retention, and Performance. Bobette M. Gustafson, January: 62-63.
Getting Tough with Home Health Accounts Receivable. Lisa Cantone, RN, MSM, CLNC, and Ann Bullock, April: 44-49.
PFS Managers Well Positioned to Lead HIPAA Implementation. Bobette M. Gustafson, April: 74-76.
Automated Charge Processing Streamlines Data Entry. William T. Adams, Gregory M. Snow, MBA, and Paul M. Helmick, May: 50-53.
Meeting the Challenges of the Outpatient PPS. Bobette M. Gustafson. July: 80-81.
Patient-Friendly Billing. Richard L. Clarke, FHFMA, August: 16.
Restructuring Patient Financial Services for Maximum Effectiveness. Vicki C. Lee, August: 37-39.
Handling the Compliance Challenges of Outsourced PFS Functions. Bobette M. Gustafson, October: 88-91.

Personal Finance

1999 Is the Final Tax-Year for Five-Year Averaging. William G. Kistner, MM, CPA, March: 70.
Split-Dollar Insurance Can Help Fund an Estate Plan. William G. Kistner, MM, CPA, April: 78-80.

Hybrid Mortgages: A Solution to Rising Mortgage Interest Rates. William G. Kistner, MM, CPA, May: 96-98.
Investors Can Benefit from Charitable Giving. William G. Kistner, MM, CPA, July: 82-84.
Supporting Organizations Give Donors More Control. William G. Kistner, MM, CPA, August: 82-85.
Durable Power of Attorney: A Powerful Planning Tool. William G. Kistner, MM, CPA, September: 74.
Year-End Tax-Planning Tips. William G. Kistner, MM, CPA, October: 84-86.
GRITs Can Reduce Estate Taxes. William G. Kistner, MM, CPA, November: 82-83.
Income and Estate Tax Implications of Annuities. William G. Kistner, MM, CPA, December: 68-69.

Physician Issues/Relations

NLRB Says Resident Physicians Can Organize. February: 22.
Aligning Physical Financial Incentives in a Mixed-Payment Environment. David W. Young, DBA, and Sheila M. McCarthy, MBA, October: 46-55.
Using Nonqualified Benefits to Recruit and Retain Physicians. Michael Nolan, October: 60-63.
Physician-Partnering Models Offer Legal Alternatives to Traditional Gain-Sharing. Martha Palmquist, November: 58-63.

Strategic Planning

New Ventures Require Accurate Risk Analyses and Adjustments. Steven R. Eastaugh, ScD, January: 54-55.
Objective Risk Adjustment Improves Calculated ROI for Capital Projects, Richard L. Holmes, PhD, CFM, CGFM, CMA; Rick E. Schroeder, MHA, CMA, FACHE; and Laurie Frederick Harrington, MS, December: 48-52.
Leveraging Strategic Planning for Improved Financial Performance. Alan Zuckerman, FACHE, FAAHC, December: 54-57.

Taxes

IRS Revises Group Term Life Coverage Tax Table. Brian J. Malynn, JD, MPA, and Randall W. Luecke, CPA, CMA, CEBS, February: 50-54.
Some Tax-Exempt Bond Issues Could Become Taxable. Sunita B. Lough, JD, and Patrick K. O'Hare, JD, December: 37-40.

Authors

Adams, William T., May: 50.
Ahl, Debbie, October: 41.
Barlow, Kriss, October: 35.
Baseman, Susan, RN, MS, February: 33.
Bashore, Elizabeth, May: 38.
Belt, Judith E., CPA, May: 38.
Benoff, Marc, MBA, September: 35.
Bloomquist, Christine E., February: 42.
Bouton, Janet L. DSc, MSc, January: 29.

Brock, Thomas H., JD, November: 41.
Brown, Charles A., April: 36.
Bullock, Ann, April: 44.
Burns, Lawton R., PhD, MBA, December (Resource Guide): 12.
Campbell, Amy T., JD, October: 56.
Campbell, Manie W., April: 50.
Campobasso, Fred D., May: 34; June: 37.
Cantone, Lisa, RN, MSM, CLNC, April: 44.
Cape, Connie S., FHFMA, CPA, June: 14; July: 14; August: 14, September: 14;
October: 14; November: 14; December: 14.
Charles, Betty L., April: 66.
Chibbaro, Michael J., CPA, May: 60.
Ciotti, Vincent G., May: 44.
Clarke, Richard L., FHFMA, January: 16; February: 16; March: 16; April: 16; May: 16;
June: 16; July: 16; August: 16, September: 16; October: 16; November: 16; December:
16.
Colyer, Catherine, JD, May: 60.
Corey, Michael J., September: 75.
Dodd, Katheen J., MHA, April: 30.
Doody, Michael F., September: 52.
Doty, Lee W., JD, October: 56.
Dye, Carson F., FACHE, June: 80.
Eastaugh, Steven R., ScD, January: 54.
Edwards, Donald E., PhD, MBA, CPA, August: 62.
Etchen, Laura L., MA, MBA, January: 29.
Evans, Christopher J., FACHE, CMPE, April: 58.
Fabrikant, Robert, JD, September: 46.
Farley, Dean E., PhD, MPA, January: 38; June: 54.
Fedor, Frank P., JD, July: 56.
Finch, Steven A., RN, ONC, July: 43.
Fogel, Lawrence A., April: 54.
Fogel, Paul A., MBA, August: 50.
Ford, Dan, November: 84.
Frank, Stacey, December: 58.
Galtney, Bill, May: 86.
Gauss, James W., August: 89.
Gish, Ryan S., September: 41.
Glaser, D. Louis, Esq., February: 42.
Goddard, Thomas G., JD, MA, August: 41.
Godshall, Scott D., Esq., January: 48.
Godwin, Norman H., PhD, August: 56.
Grimaldi, Paul L., PhD, November: 46.
Gundling, Richard L., FHFMA, CMA, February: 72; May: 90; June: 74; September: 70;
November: 76; December: 66.
Gustafson, Bobette M., January: 62; April: 74; July: 80; October: 88.
Haavik, Stan, MBA, MS, February: 56.

Habibi, Karim A., FHFMA, MPH, MS, July: 43.
Halley, Marc D., MBA, November: 69.
Hardy, Tom, MHA, FACMPE, August: 66; September: 63.
Harrington, Laurie Frederick, MS, December: 48-52.
Harris, John M., MBA, September: 35.
Helmick, Paul M., May: 50.
Henley, Richard J., FHFMA, FACHE, January: 14; February: 14; March: 14; April: 14; May: 14.
Holm, Craig E., CHE, CHC, January: 48.
Holmes, Richard L., PhD, CFA, CGFM, CMA, December: 48-52.
Honan, Thomas M., May: 44.
Huntington, Susan, JD, PA, March: 35.
Jessamy, Howard T., January: 67.
Johnson, Tracy K., CHC, January: 48.
Karling, Jim, CPA, November: 64.
Kamoie, Brian E., JD, MPH, November: 41.
Karpel, Martin S., FHFMA, FACHE, May: 54; July: 62.
Kemka, Joseph M., MPA, June: 41.
Keough, Christopher L., JD, January: 60; April: 70; July: 76; October: 80.
Key, Kim G., PhD, August: 56.
Kilbridge, Peter M., MD, March: 40.
Kirtane, Mohan V., MSIE, MA, CHE, June: 64.
Kirz, Howard, MD, MBA, March: 62.
Kistner, William G., MM, CPA, March: 70; May: 96; July: 82; August: 82; September: 74; October: 84; November: 82; December: 68.
Kowalski, Robert B., MS, April: 50.
Krentz, Susanna E., September: 41.
Kusel, Jimmie, PhD, MBA, CPA, CIA, August: 62.
Leary, Renee, MPH, January: 38.
Lee, Vicki C., August: 37.
Levy, Glenn, September: 63.
Lloyd, Robin L., MPA, November: 69.
Lough, Sunita B., JD, December: 37.
Luecke, Randall W., MBA, CPA, CMA, CPM, February: 50; March: 58.
Lutes, Mark, JD, March: 48.
Malynn, Brian J., JD, MPA, February: 50.
Marsh, Treba, DBA, CPA, December (Resource Guide): 2-6.
Martin, Jeanne Parker, April: 30.
Martin, Vicki, RN, December: 58.
Masonson, Leslie N., CCM, August: 86.
McCarthy, Sheila M., MBA, October: 46.
McLure, Marcia L., PhD, March: 52.
McNamara, Thomas M., March: 30.
Meeting, David T., DBA, CPA, March: 58.
Moynihan, James J., MBA, January: 64; March: 52; April: 82; July: 78; October: 82.
Murphy, Terry, September: 63.

Mustokoff, Michael M., Esq., July: 48.
Nagele, Robin L., Esq., July: 48.
Nolan, Michael, October: 60.
O'Hare, Patrick K., JD, December: 37.
Ormsby, Susan, PhD, CPA, December (Resource Guide): 2-6.
Oxner, Thomas H., PhD, MBA, CPA, August: 62.
Palmquist, Martha, November: 58.
Perrin, Richard A., May: 100.
Peters, Jeffry A., January: 56.
Prescott, Frances M., February: 39.
Radler, Laurie, RN, MPA, September: 58.
Ramsey, Christine, MPA, December (Resource Guide): 2.
Ravalli, John, May: 92.
Ray, John S., MHA, March: 62.
Reed, Gene, March: 73; June: 78; September: 72; December: 70.
Reiss, John B., PhD, JD, April: 36.
Robinson, Trinita C., MA, August: 78.
Rovinsky, Michael, MBA, December: 62.
Schillaci, Alexander, Jr., CPA, September: 58.
Schroeder, Rick E., MHA, CMA, FACHE, December: 48-52.
Scott, Jeanne Schulte, JD, January: 26; February: 26; March: 26; April: 26; May: 26;
June: 28; July: 28; August: 26; September: 27; October: 26, 66; November: 28;
December: 26.
Seidner, Alan G., February: 70; May: 92; November: 72.
Sides, Rhonda W., CPA, February: 63.
Silberman, Leslie, MBA, November: 64.
Simms, Robert, A., June: 60
Snow, Gregory, M., MBA, May: 50.
Stewart, Ellen E., JD, FHFMA, MSHA, June: 71.
Swan, Richard A., MSHA, March: 68.
Swichar, Jonathan L., Esq., July: 48.
Thomas, Joyce A., PharmD, CACP, December: 58.
Thorpe, Darrell P., MD, MPH, December (Resource Guide): 12.
Truxell, Regina, MBA, February: 33.
Turisco, Fran, MBA, March: 40; August: 80; November: 78.
Watnik, Robbi-Lynn, JD, March: 66.
Weinsten, Stephen J., JD, October: 70.
Wergin, Klaus, October: 41.
Wester, John, JD, September: 46.
Young, David W., DBA, October: 46.
Zuckerman, Alan, FACHE, FAAHC, December: 54.