

HFMA 2008 INDEX

Accounting Principles and Practices

- Simulation Game Provides Financial Management Training. Neville Uhles, Barbette Weimer-Elder, James G. Lee, FHFMA, FACHE. **January:** 82-88
- Schedule H: What Hospitals Should Do to Prepare. Jeni Williams. **March:** 50-54
- Budgeting – Or Refusing to Budge? How Budget Workshops Can Reduce the Pain. Lisa S. Bradley, CPA. **March:** 56-59
- Profit Centers in Clinical Care Departments: An Idea Whose Time Has Gone. David W. Young, DBA. **March:** 66-71
- The New Form 990: Taking a Closer Look. Richard A. Speizman. **April:** 82-87
- Want Independent Validation and Assurance? Ask for a SAS-70. Christopher C. Boutin, FHFMA, CPA, CITP. **August:** 76-80
- Asset Retirement Obligations: A Reporting Concern for Healthcare Facilities. Gary G. Berg, Ph.D., CPA, Paul E. Bayes, Ph.D. and Robert G. Morgan, Ph.D., CMA. **November:** 110-116

Benchmarking/Performance Improvement

- CFOs and Quality Managers: Bridging the Disconnect. Alan H. Rosenstein, M.D., Michelle O’Daniel, Patricia Tyler, RN, MSN, and Ken Taylor. **March:** 60-64
- Improved Documentation: Leveraging Staff Training, Benchmarking, Technology, and Process Change for Accurate Payment. HFMA Educational Report. Special report follows **April:** 34 (Pages: 1-8)
- The Future of the Healthcare Supply Chain. Jeff Parker and Dan DeLay, JD. **April:** 66-69
- Employed Physician Groups: Plugging the Facilities Cost Drain. Craig D. Pederson. **May:** 88-91
- Hospital Financial Performance: Trends to Watch. Thomas M. Schuhmann, JD, CPA. **July:** 58-66
- Measuring Service Line Success: The New Model for Benchmarking. Tara Tesch and Alexis Levy. **July:** 68-74
- Is Your Patient Throughput Sending Out and SOS? Jim McLarty and Lori Jeffers. **July:** 86-92
- A Physician’s Due: Measuring Physician Billing Performance, Benchmarking Results. Elizabeth W. Woodcock, FACMPE, CPC, Robert C. Browne, and Jennifer L. Jenkins. **July:** 94-99
- Automating Reconciliations for High-Volume Processes. Linda Zang. **July:** 107-109
- Looking to Improve Financial Results? Start by Listening to Patients. Melvin F. Hall, Ph.D. **October:** 76-80
- LOS Management: The Path to Efficiency. Eileen Kurtz, John Cookson, FSA, MAAA and Lisa Mattie, RN. **November:** 98-102

Capital/Investment/Treasury Management

- Best Practices in Healthcare Investing. Dennis Doody. **January:** 34-37
- Financing the Future III, Report 4. Healthcare Construction Trends and Capital Implications. **February:** 32-33
- Unscrambling Eggs Versus Improving Shock Absorbers. Kevin T. Ponton. **March:** 96-98

HFMA 2008 INDEX

How to Recover From the Financial Market Flu. Dennis Doody, CPA. **May:** 76-80
Wanted: The Common Sense to Blow on Hot Soup. Kevin T. Ponton. **July:** 114-116
Balance Sheet Assets and Credit Rating: What's the Connection? Bradford J. Stephan, CFA. **August:** 82-85
The Summer of Our Discontent. Dennis Doody, CPA. **September:** 146-150
Planning During Turmoil: Credit Challenges and Healthcare Finance. Carole J. Bolster. **November:** 54-62
Navigating Today's Opportunities for Capital. Karen M. Sandrick. **December:** 78-83

Chargemaster

Chargemaster Maintenance: Think 'Spring Cleaning' All Year Round. Shawn Barton, Dani Lancaster and Mike Bieker. **November:** 42-46

Cost Management

A Team Approach to Cost Containment. Jeni Williams. **April:** 50-58
Stop the Supply Chain Insanity: Retail as a Model for Hospitals. David A. Belkoski, CPA. **April:** 60-64
Vendors: Part of the Supply Chain Solution. Al Smith, Ramona Lacy, CPA, Walton A. Justice, Jr. **April:** 70-74
Productivity Improvement: Catholic Health East Reaps Rewards. Anna Marie Butrie, Debbie Coakley, and Brian Graves. **July:** 82-85
And Never the Twain Shall Meet? Integrating Revenue Cycle and Supply Chain Functions. Karen A. Matjucha and Bianca Chung. **September:** 92-98
Improving Patient Flow in the Emergency Department. Kirk Jensen, M.D. and Jody Crane, M.D. **November:** 104-108

Financial Reporting

Unscrambling Eggs Versus Improving Shock Absorbers. Kevin T. Ponton. **March:** 96-98
The New Form 990: Taking a Closer Look. Richard A. Speizman. **April:** 82-87
Getting a Handle on Analytics for Strategic Success. Michael G. Brooks. **July:** 100-104

Governance

The Failure of AHERF: 5 Important Lessons. Lisa Goldstein. **August:** 52-56

Healthcare Business Issues

The Red and the Blue: How the Candidates Would Reform U.S. Health Care. Margaret Veach. **January:** 78-81
Simulation Game Provides Financial Management Training. Neville Uhles, Barbette Weimer-Elder, James G. Lee, FHFMA, FACHE. **January:** 82-88
Building the Business Case for Patient-Centered Care. Patrick A. Charmel and Susan B. Frampton. **March:** 80-85
Health Reform and Payment Trends: Don't Wait for Politicians. Jeffrey C. Bauer, Ph.D. **April:** 40-42
Is It Too Late to Develop a Comprehensive Community Hospital Cardiovascular Program? Alan M. Zuckerman. **April:** 116-118

HFMA 2008 INDEX

- The Conflict Between ERISA and Local Healthcare Reform. Frank P. Fedor, JD and River Sung. **May:** 38-41
- Experiment Your Way to Excellence. Tom Peters. **May:** 48-51
- Seamless Service Line Management. Mike Nugent, CHFP, Kevin C. (Casey) Nolan, Frank Brown and Stephanie Rogers. **May:** 70-75
- HFMA's Annual Real Estate Design and Construction Review:Going Green. Special Advertising Section follows **May:** 92 (Pages: 1-26)
- Building Green Hospitals Checklist. Canadian Coalition for Green Health Care. **May:** 93-95
- A Consumer Revolution in Retail Medicine: Where Is It Heading? Ray Kolar. **June:** 46-48
- Concierge Services: Helping Employees and the Bottom Line. Tillie Hidalgo Lima. **August:** 72-75
- Want Independent Validation and Assurance? Ask for a SAS-70. Christopher C. Boutin, FHFMA, CPA, CITP. **August:** 76-80
- Balance Sheet Assets and Credit Rating: What's the Connection? Bradford J. Stephan, CFA. **August:** 82-85
- The Rise of the Bank Infomediary in Health Care. John Casillas. **August:** 86-90
- Going Green in Hospital Finance. Craig Lewis. **October:** 24-25
- Look at the Overall Value of Food Service. Anthony C. Stanowski. **October:** 25
- Innovations in Healthcare Finance: Lessons from the 401(k) Model. Chris Myers and Jason Lineen. **October:** 38-42
- Donald Berwick, M.D.: Connecting Finance and Quality. Donald M. Berwick, M.D. **October:** 52-55
- Communicating the Cost of Care. Jeni Williams. **October:** 56-65
- 10 Myths of Healthcare Business Valuation. J. David Robeson, III and Karin Chernoff Kaplan. **October:** 82-90
- Planning During Turmoil: Credit Challenges and Healthcare Finance. Carole J. Bolster. **November:** 54-62
- Asset Retirement Obligations: A Reporting Concern for Healthcare Facilities. Gary G. Berg, Ph.D., CPA, Paul E. Bayes, Ph.D. and Robert G. Morgan, Ph.D., CMA. **November:** 110-116
- Accountability for Errors Should Extend to All in Healthcare Marketplace. Rebecca Busch, RN, FHFMA. **December:** 26-27
- 2009 Healthcare Predictions: Staying Ahead of the Trend. Marty Callahan. **December:** 27-29

HFMA/Patient-Friendly Billing®

- Black Belts to the Fourth Degree. **January:** 21
- We Carry Each Other: Getting Through Life's Toughest Times. **January:** 22
- Wheel Could Help Roll Back Pounds. **January:** 23
- Could Your Initials Spell Your Intellectual Fate? **January:** 23
- What's New on Our Web Site. **January:** 23
- Strategic Pricing: Hitting the Mark. **January:** 24
- Reaching Out to Children in Crisis. Mary Beth Briscoe, FHFMA, CPA, Chairman, HFMA. **January:** 26

HFMA 2008 INDEX

- The Year Ahead. Robert Fromberg. **January: 28**
- HFMA Announces Nominees for Board Leadership. **January: 30**
- Clarke Addresses Need for Patient-Friendly Payment System on Forbes.com. **January: 30**
- hfm* Reviewers Recognized. **January: 122**
- New Year's Resolutions. Richard L. Clark, DHA, FHFMA, President and CEO, HFMA. **January: 160**
- A Passion for Public Service. **February: 19**
- Restoring Fiscal Sanity 2007: The Health Spending Challenge. **February: 20**
- Most Free Drug Samples Go to the Wealthy and Insured, Says Study. **February: 21**
- What's New on Our Web Site. **February: 21**
- A Lesson in Making a Difference. Mary Beth Briscoe, FHFMA, CPA, Chairman, HFMA. **February: 22**
- Likeability. Robert Fromberg. **February: 24**
- HFMA Input Recognized in New Form 990. **February: 26**
- Morgan Award Nominations Due by Feb. 28. **February: 26**
- Earn Founder's Points by Reviewing *hfm* Articles. **February: 27**
- Payment, Politics, and the Need for Leadership. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **February: 176**
- A Ride to Remember. **March: 21**
- A Tasty Tribute: Hospital Anniversary Cake Featured on Food Network. **March: 22**
- Survey Reveals Top Reasons Healthcare Workers Leave. **March: 22**
- Strengthening Weak Links in Patient Accounts Management. **March: 23**
- What's New on Our Web Site. **March: 23**
- Reader: Daschle's Comments in November Article Objectionable. James J. Birchler. **March: 24-25**
- An Opportunity to Make a Difference. Mary Beth Briscoe, FHFMA, CPA, Chairman, HFMA. **March: 26**
- The Path to Community Benefit. Robert Fromberg. **March: 28**
- Coalition Provides Education, Technical Support on Completing the New Form 990. **March: 30**
- Applications Now Accepted for Helen M. Yerger Award. **March: 30**
- The Essence of Community Benefit. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **March: 140**
- Free Falling. **April: 21-22**
- Strategy and the Fat Smoker: Doing What's Obvious, But Not Easy. **April: 22**
- Together We Make a Difference. Mary Beth Briscoe, FHFMA, CPA, Chairman, HFMA. **April: 26**
- Process and Outcome. Robert Fromberg. **April: 28**
- HFMA Publishes Special Report on Leadership. **April: 30**
- HFMA Names Regional Executives for 2008-09. **April: 30**
- Cost Imperative. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **April: 168**
- Special Preview. HFMA's 2008 ANI: The Healthcare Finance Conference. **April: 107-112**
- Caring for May Flowers. **May: 21**

HFMA 2008 INDEX

New Legislation Affects Long-term Care Hospitals. Barbara Straub Williams, Esq. and Joel Hamme, Esq. **May:** 22-23

What's New on Our Web Site. **May:** 23

You Have Made a Difference. Mary Beth Briscoe, FHFMA, CPA, Chairman, HFMA. **May:** 28

Trying Something. Robert Fromberg. **May:** 30

Keynote Address Explores Chronic Care Financial Burden and Strategies at HFMA Event. **May:** 32-33

HFMA's Annual Real Estate Design and Construction Review: Going Green. Special Advertising Section follows **May:** 92 (Pages: 1-26)

Size and Focus. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **May:** 140

Big Wheels Keep on Turning. **June:** 21-22

Video Games: Good for Your Health? **June:** 22

The Changing Role of IT in Healthcare. **June:** 23

What's New on Our Web Site. **June:** 23

Making Contributions. Robert L. Broadway, FHFMA, Chairman, HFMA. **June:** 28

Digging In. Robert Fromberg. **June:** 34

Former HFMA Chairman Remembered for Service to Industry. **June:** 36

Clarke Interviewed on Impact of HSAs. **June:** 36

HFMA LTC Goes Green. **June:** 36

Chairman's Profile: The Power of Connections. Special Section. **June:** 54-58

2008 HFMA ANI Program Guide. Special Section follows **June:** 108 (Pages: 1-144)

A New Script. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **June:** 156

Tailgating 101. **July:** 21-22

Techniques for "Finding Money Under Your Nose". **July:** 23

What's New on Our Web Site. **July:** 23

Transformation Through Connections. Robert L. Broadway, FHFMA, Chairman, HFMA. **July:** 28

HFMA's Connections. Robert Fromberg. **July:** 34

HFMA Releases Report on Payment System Reform. **July:** 36

William J. Lubaway Named Morgan Award Recipient. **July:** 37

hfm Reviewers Recognized. **July:** 122

Healthcare Reform Depends on Payment Reform. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **July:** 164

Riding for Kids. **August:** 21-22

Savor the Flavor of These Award-Winning Hospital Meals. **August:** 22

Unexpected Connections. Robert L. Broadway, FHFMA, Chairman, HFMA. **August:** 26

Talking Risk. Robert Fromberg. **August:** 28

ANI Rewind: An HFMA News Special. **August:** 91-100

2008-09 HFMA Leadership Directory. **August:** 103-111

AHERF and Enterprise Risk Management. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **August:** 164

How *Not* to Tick Off a Gator. **September:** 21-22

HFMA 2008 INDEX

What's New on Our Web Site. **September: 22**
All's Fair in Love and Politics. **September: 25**
Navigating the Path to Connection. Robert L. Broadway, FHFMA, Chairman, HFMA. **September: 28**
No Apologies. Robert Fromberg. **September: 30**
Patient Friendly Billing Initiative Receives Board of Directors Award. **September: 32**
HFMA Honors Winners of Best Article Awards. **September: 33**
U.S.-U.K. Exchange Focuses on Improving Quality of Care. **September: 34**
An HFMA News Special. Tom Peters Talks Healthcare Excellence. **September: 36**
Political Realities of Payment Reform. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **September: 200**
Learning to Fly. **October: 21**
Survey Highlighted the Role of Patient Accounts Managers. **October: 22**
Vein Treatment Keeps Pigs from Pigging Out. **October: 23**
Carville and Matalin: Healthcare Reform is Coming. **October: 23**
What's New on Our Web Site. **October: 23**
Connecting with Quality. Robert Broadway, FHFMA, Chairman, HFMA. **October: 26**
"You Know More Than You Think You Know". Robert Fromberg. **October: 28**
Former HFMA Leader Sister Mary Gerald Hartney Remembered. **October: 30-31**
Clarke Named to "100 Most Powerful" List for 7th Time. **October: 31**
'*hfm* Reviewers Recognized. **October: 134**
HFMA 2007-08 Annual Report. Special Section follows **October: 134** (Pages: 1-18)
Dear Mr. President. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **October: 174**
A Father's Gift. **November: 23-24**
Management Lessons from Mayo Clinic. **November: 24**
Running the Race. Robert Broadway, FHFMA, Chairman, HFMA. **November: 28**
The Look of Turmoil Robert Fromberg. **November: 32**
HFMA Continues Payment Reform Efforts. **November: 34**
HFMA Leaders Cited in *New York Times* Article. **November: 34**
Interesting Times. Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA. **November: 176**
Member Spotlight. The Sounds of Music. **December: 23-24**
From the Headlines. Survey Says: Healthcare Lawsuits on the Rise. **December: 24**
Economy Could Affect Our Waistlines. **December: 24-25**
Obama's Healthcare Reform Plan Could Cost \$75 Billion, Report Says. **December: 25**
Making Connections in Times of Change. Robert Broadway, FHFMA, Chairman, HFMA. **December: 30**
Elevator Decisions. Robert Fromberg. **December: 32**
HFMA Leaders Discuss Impact of Economic Crisis on Health Care. **December: 34**
HFMA Cited in Article on Downturn in Volume of Paying Patients. **December: 34**
HFMA Board Creates Healthcare Leadership Council. **December: 35**
Priority One. Richard L. Clarke, DHA, FHFMA, President and CEO, FHFMA. **December: 156**

HFMA 2008 INDEX

HIPAA

Industry News/Statistics

Present on Admission: Impact on Hospitals for Medicare and other Payers. **January:** 120

Trends in Hospital Uncollectible Revenues. **February:** 132

Trends in Emergency Department Capacities and Costs. **March:** 104-105

Long-Term Care Makes Up an Increasing Portion of Medicare Inpatient Admissions. **April:** 124

Does Income Determine H.S.A./F.S.A. Usage? **May:** 106

New Techniques Needed to Manage Accuracy of MS-DRGs. **June:** 118-119

Financial Impact of MS-DRG Conversion for High-Volume Admissions. **July:** 120

Supply Chain Benchmarking. **August:** 124

Assessing the Financial Impact of MS-DRGs. **October:** 132-133

Outpatient Revenue Percentage of Net Patient Revenue Depends on Hospital Size. **November:** 138

Assessing the Impact of Transfer Adjustments on IPPS Reimbursement. **December:** 122-124

Insurance/Risk Management/Uninsured

Community Benefit: How Much is Enough? Howard A. Levenson, CPA. **March:** 44-49

Avoiding Fraudulent Enrollments is the Plans' Responsibility – So Why Do the Providers Have to Pay? James G. Fouassier, Esq. **May:** 24-25, 27.

Tools Available to Strengthen Payer-Provider Connectivity. Timothy Hargarten. **May:** 25-27.

Not-for Profit Hospitals: Still a Community Value. William O. Cleverley, Ph.D. **June:** 24-27

Consumer-Friendly EOBs from Health Plans? Not Likely. Al Mytty. **August:** 23-25

Managing Risk in a Challenging Financial Environment. Kenneth Kaufman. **August:** 44-50

What Hospitals Can Learn From Banks. Steve Levin. **September:** 64-72

National Trends in Uncompensated Care and Profitability. Thomas M. Schuhmann, JD, CPA. **September:** 110-118

Improving Financial Services for the Uninsured. Executive Summary. HFMA Educational Report. **September:** 133-134

Hospital Strategies For Addressing High-Deductible Health Plans. HFMA Roundtable follows **October:** 112 (Pages 1-4).

Leadership/Management

Special Feature. For the Sake of Others: New Year's Resolutions of Healthcare Finance Executives. **January:** 70-71

Nursing and Finance: Making the Connection. Terry Brennan, Nancy Hinson, and Mardy Taylor, RN, MBA. **January:** 90-94.

Executive Compensation Tally Sheets. David Cohn. **January:** 107-108

The Three Circles of Career Advancement. MarieAnn North. **January:** 110-112

HFMA 2008 INDEX

- When Participative Management Leads to Garbled Communication. Michael Nowicki and Jim Summers. **February:** 118-120
- Disaster Planning Checklist for CFOs of Healthcare Organizations. **March:** 87-90
- Lessons Learned from Extraordinary Leaders. Pamela M. Waymack, FHFMA. **March:** 92-93
- A Team Approach to Cost Containment. Jeni Williams. **April:** 50-58
- When It's Time to Say Goodbye. MarieAnn North. **April:** 114-115
- Seamless Service Line Management. Mike Nugent, CHFP, Kevin C. (Casey) Nolan, Frank Brown and Stephanie Rogers. **May:** 70-75
- Beyond Consumerism: Leveraging the Power of Employees. Jim Summers and Michael Nowicki. **May:** 96-98
- Super CFO: Hospital Financial Leaders Soar to New Leadership Heights. Karen M. Sandrick. **June:** 98-103
- How to Partner with Physicians for Higher Growth and Quality. Quint Studer. **June:** 110-111
- Managing People – When You Really Don't Like To! MarieAnn North. **July:** 110-112
- Leading Innovation in a Risk-Averse Healthcare Environment. Michael O'Brien, Ed.D. **August:** 112-114
- 5 Approaches to Leading Successful Organizational Change. Michael O'Brien, Ed.D. **September:** 138-140
- To Change or Not to Change: Concept Versus Reality. MarieAnn North. **October:** 114-116
- Howard Putnam: Leadership in Turbulent Times. **December:** 42-46
- How Well Do Your Managers Understand the External Healthcare Environment? Quint Studer. **December:** 112-113

Legal Issues/Business Exposure

- Why Can't Physicians Interoperate? Barriers to Adoption of E.H.Rs. Scott C. Withrow. **February:** 90-96
- Schedule H: What Hospitals Should Do to Prepare. Jeni Williams. **March:** 50-54
- Fair Market Value: Taking a Proactive Approach. Richard A. Romero. **April:** 88-92
- MIP on the Radar: The New Drive to End Medicaid Fraud. John Fusto. **June:** 76-80
- Rural Hospitals: Are You Missing Out on Drug Savings? Andrea Radford, Rebecca Slifkin, Claudia Schur, Karen Cheung and Marianne Baernholdt. **June:** 82-85
- The Failure of AHERF: 5 Important Lessons. Lisa Goldstein. **August:** 52-56
- Grasping Recent Changes to the PRRB Appeal Process. Christopher L. Keough, J.D., Stephanie A. Webster, J.D., and J. Harold Richards, J. D. **August:** 64-70
- Asset Retirement Obligations: A Reporting Concern for Healthcare Facilities. Gary G. Berg, Ph.D., CPA, Paul E. Bayes, Ph.D. and Robert G. Morgan, Ph.D., CMA. **November:** 110-116

Managed Care

- Policing Your Commercial Payments: Staying in (or Getting in) the Black. Marc G. Mertz, FACMPE. **March:** 36-39
- The Conflict Between ERISA and Local Healthcare Reform. Frank P. Fedor, JD and River Sung. **May:** 38-41

HFMA 2008 INDEX

HDHPs: Serving a Demanding Patient Demographic. Jack Nightingale, Michael N. Abrams, and Rita E. Numerof, Ph.D. **July:** 52-56
What's Mine Is Mine, What's Yours Is...Mine: Noncontracted Services and Discounted Rates. Frank B. Fedor, JD. **September:** 46-50

Medicare/Medicaid

Regulating Long-Term Care Hospitals in Search of a Roadmap to Clarity. Joel M. Hamme and Barbara Straub Williams. **January:** 38-41
Representative Nancy Johnson: Moving to a Health and Wellness System. **January:** 42-47
Glenn Hackbarth, JD: Care Coordination for Medicare Beneficiaries. **January:** 48-50
5 Nuances of Medicare Billing. Billy K. Richburg. **January:** 72-76
The RAC Program: Are You Ready? Francine Machisko and Jane Snecinski. **January:** 96-101
Charging for Ancillary Items and Services: 4 Myths (and Realities). Michael Lewis. **February:** 38-40
Addressing the Quality Challenge. Mark McClellan, M.D., Ph.D. **February:** 48-51
LTCH Rule Change Affects All Hospitals. Michael J. Soisson. **April:** 24-25
Fair Market Value: Taking a Proactive Approach. Richard A. Romero. **April:** 88-92
Surviving the RAC: How to Take Back the Take-Backs. John A. Orsini, CPA. **May:** 66-69
The Right Moves for Success with Medicare. Garri L. Garrison, RN, CPUR, CPC, CMC and D. Wayne Little, CPA. **June:** 60-69
Medicare Bad Debts: Are You Losing Money? Joanne B. Erde. **June:** 70-75
MIP on the Radar: The New Drive to End Medicaid Fraud. John Fusto. **June:** 76-80
RAC 'Em Up: Are You Prepared for the National Recovery Audit Program? George Colman, Vincent Acquisto and Barbara Skier. **June:** 86-96.
The Price of Putting Things Off. Dan Neuwirth. **July:** 24
Medicare Bad Debts – Take Two. Joanne B. Erde, P.A. **July:** 24
The Rewards of Accurate Clinical Documentation. JoAnne R. Hahey and Mel Tully. **August:** 34-37
Lessons Learned with MS-DRGs: Getting Physicians on Board for Success. Donna Didier, MaryAnne Pace and William V. Walker, M.D. **August:** 38-42
10 Tips for Survival Under MS-DRGs. Ernest Glad. **September:** 52-56
Medicare Add-On Payments. Robert M. Dowless. **September:** 135-136
Examining the Impact of the New Stark Rules on Joint Ventures. John R. Washlick, Esq. **November:** 48-52
Medicare Checklists for Assessing Reimbursement Under MS-DRGs. David Thompson and Tim Wolters. **November:** 125-126

Outsourcing

Outsourcing: Finding the Right Fit for Your Organization. Special Advertising Section. Follows **March:** 86 (Pages:: 1-16)

HFMA 2008 INDEX

Payment Trends

- Report. Building a New Payment System. Highlights of the Fall 2007 Thought Leadership Retreat. **February:** 43-46
- Payer-Provider Connectivity: Progress Elusive But Possible. Jeff Goldsmith, Ph.D. **February:** 62-66
- Policing Your Commercial Payments: Staying in (or Getting in) the Black. Marc G. Mertz, FACMPE. **March:** 36-39
- RAC 'Em Up: Are You Prepared for the National Recovery Audit Program? George Colman, Vincent Acquisto and Barbara Skier. **June:** 86-96
- A Physician's Due: Measuring Physician Billing Performance, Benchmarking Results. Elizabeth W. Woodcock, FACMPE, CPC, Robert C. Browne, and Jennifer L. Jenkins. **July:** 94-99
- Innovations in Healthcare Finance: Lessons from the 401(k) Model. Chris Myers and Jason Lineen. **October:** 38-42
- What You Need to Know About Pay-for-Performance. Hindy Shaman. **October:** 92-96

Pay-for-Performance

- Gainsharing in Health Care: Meeting the Quality-of-Care Challenge. Sachin H. Jain and Daniel Roble. **March:** 72-78
- What You Need to Know About Pay-for-Performance. Hindy Shaman. **October:** 92-96
- Are You Optimizing Your Contract Performance Data? HFMA Roundtable follows **November:** 30 (Pages: 1-4)
- Improving Patient Flow in the Emergency Department. Kirk Jensen, M.D. and Jody Crane, M.D. **November:** 104-108

Physician Issues

- Creating a Sustainable Physician Strategy. Jay Warden and Kevin Woodward. **January:** 62-68
- Why Can't Physicians Interoperate? Barriers to Adoption of E.H.Rs. Scott C. Withrow. **February:** 90-96
- CFOs and Quality Managers: Bridging the Disconnect. Alan H. Rosenstein, M.D., Michelle O'Daniel, Patricia Tyler, RN, MSN, and Ken Taylor. **March:** 60-64
- Gainsharing in Health Care: Meeting the Quality-of-Care Challenge. Sachin H. Jain and Daniel Roble. **March:** 72-78
- A Team Approach to Cost Containment. Jeni Williams. **April:** 50-58
- The Future of the Healthcare Supply Chain. Jeff Parker and Dan DeLay, JD. **April:** 66-69
- 10 Steps Toward ED Profitability. John G. Holstein. **May:** 42-45
- Opportunities for Supply Chain Improvement. Highlights and Expert Insights Regarding HFMA's 2008 Supply Chain Survey. HFMA Educational Report follows **May:** 46 (Pages: 1-8)
- Employed Physician Groups: Plugging the Facilities Cost Drain. Craig D. Pederson. **May:** 88-91

HFMA 2008 INDEX

- A Physician's Due: Measuring Physician Billing Performance, Benchmarking Results. Elizabeth W. Woodcock, FACMPE, CPC, Robert C. Browne, and Jennifer L. Jenkins. **July:** 94-99
- Addressing Roadblocks to Hospital-Physician Alignment. Ray Lefton, DDS, FHFMA, CPA. **August:** 30-31
- Lessons Learned with MS-DRGs: Getting Physicians on Board for Success. Donna Didier, MaryAnne Pace and William V. Walker, M.D. **August:** 38-42
- 10 Myths of Healthcare Business Valuation. J. David Robeson, III and Karin Chernoff Kaplan. **October:** 82-90
- LOS Management: The Path to Efficiency. Eileen Kurtz, John Cookson, FSA, MAAA and Lisa Mattie, RN. **November:** 98-102
- 3 Durable Strategies for Physician-Hospital Alignment. Daniel M. Grauman and John M. Harris. **December:** 54-63
- Physician Integration is Back – and More Important Than Ever. Brian Sanderson, Blix Rice and Melanie Fox. **December:** 64-71
- Beyond the Models: Investing in Physician-Hospital Relationships. Amy MacNulty and Dennis Kennedy. **December:** 72-77
- Making Physician Integration Work. Keith D. Moore and Dean C. Coddington. **December:** 84-87
- Clinical Integration, Round Two: Finding Success with Economic Coordination. Peggy Naas, M.D. and K. W. Smithson, M.D. **December:** 88-94
- Technology Can Make or Break the Hospital-Physician Relationship. Jeff Cash. **December:** 104-109
- Two Tools for Keeping Physicians Informed and Involved. Daniel J. Marino. **December:** 110-111

Policy--Regulation and Oversight

- State Legislatures Face Unsettled Conditions in 2008: NCSL. **January:** 9
- Universal Health Care Comes Closer to Reality in California. **January:** 10
- CMS. **January:** 10-11
- Maryland Passes Law Offsetting Costs of Small-Business Health Coverage. **January:** 11
- Employer Mandates for Small Businesses May Not Improve Benefits or Reduce Premiums: RAND Study. **January:** 12
- Federal Register. **January:** 12-13
- Total Medicare Hospice Expenditures by Provider Type (in billions). **January:** 14
- Quick Hits: Top News Stories of the Month. **January:** 16
- VBP: Considering the Worst Case Scenario. Jim Alexander. **January:** 32-33
- Racial Disparities in Health Care: Quality Should Mean Equality. Risa Lavizzo-Mourey, M.D. **January:** 102-104
- Americans Believe Covering All Should Be Shared Responsibility of Employers, Individuals, and Government: Survey. **February:** 7
- Emergency Department Waits Increase Nationwide, Says Study...But Fault Isn't Necessary with Misuse, Says ACEP. **February:** 8-9
- CMS. **February:** 8-9
- Pew Study Finds States Face \$2.73 Trillion Bill for Retiree Benefits. **February:** 10
- Federal Register. **February:** 10-12

HFMA 2008 INDEX

Percentage Change in Medicare Physician Payment Conversion Factors: Comparison of Initial Proposed Change and Final Change (2005-08). **February:** 12

Quick Hits. Top News Stories of the Month. **February:** 14

The Future of Military Health Care. Gail R. Wilensky. **February:** 28-30

As Enrollment Climbs, Medicare Advantage Plans Are Being Scrutinized. **March:** 9

CMS. **March:** 10-11

HHS Proposes \$737 Billion Budget for FY09. **March:** 11

New Report on Prescription Drugs Shows Strong Role for States. **March:** 12

Federal Register. **March:** 12-14

Number of Healthcare Employees per 1,000 Population for the 10 Most Populated States (2006). **March:** 14

Quick Hits: Top News Stories of the Month. **March:** 16

Reader: Daschle's Comments in November Article Objectionable. James J. Birchler. **March:** 24-25

The Lame Duck Budget: Why Should You Care? Jim Alexander. **March:** 32-34

MedPAC Lays Out a Path to Bundled Payment. **April:** 9

Black, Latino Children More than 12 Times as Likely as White Children to Live in 'Double Jeopardy', Says Study. **April:** 9-10

CMS. **April:** 10-11

Federal Budget Critical for States, Economy. **April:** 11-12

Federal Register. **April:** 12-14

National Health Expenditures as a Percentage of Gross Domestic Product (1960-2017). **April:** 14

Quick Hits: Top News Stories of the Month. **April:** 16

Medicare Continues to Struggle with Physician Payment. Gail R. Wilensky. **April:** 32-34

Transforming the Healthcare System: A Focus on Prevention Commentary by William D. Novelli. **April:** 94-99

Medicare/Medicaid. Bill Would Extend Moratoriums on New Medicaid Regulations. **May:** 9

Despite Difficulties, States Advance Healthcare Reform, Says Report. **May:** 9-11, 12

CMS. **May:** 10-11

Pennsylvania House Passes Bill Limiting Insurers' Ability to Base Rates on Health History for Individual, Small-Business Plans. **May:** 12

Federal Register. **May:** 12-14

National Healthcare Expenditures: Annualized Growth Rates for Five-Year Periods. **May:** 14

CMS Issues Management Advisory Report? Jim Alexander. **May:** 34-35

Costs of PTSD and Major Depression in Veterans for 2 Years Could Total \$6.2 Billion, Says RAND Study. **June:** 9-11

CMS. **June:** 10-11

Healthcare Providers Sue California Over Cuts in Medi-Cal Payments. **June:** 12

Federal Register. **June:** 12-14

Two Years Later: Medicare Part D Enrollment Data 2006-08 (in millions). **June:** 14

Quick Hits: Top News Stories of the Month. **June:** 16

HFMA 2008 INDEX

Make Your Voices Heard in Washington. James Carville and Mary Matalin. **June:** 30-33

On Fiscal Wake-Up Tours and Toothless Tigers. Gail R. Wilensky, Ph.D. **June:** 38-40

Putting Meaning into Healthcare Reform. Ray Lefton, DDS, FHFMA, CPA. **June:** 42-44

Rural Hospitals: Are You Missing Out on Drug Savings? Andrea Radford, Rebecca Slifkin, Claudia Schur, Karen Cheung and Marianne Baernholdt. **June:** 82-85

RWJF Commission Holds First Public Hearing. **July:** 9

Report Shows Child Well-Being Has Improved Only Slightly Since 2000. **July:** 10

CMS. **July:** 10-11

Many States Lack Consumer Protection Against Insurance Company Abuses, Says Study. **July:** 11

ONCHIT to Fund Assessment of Medical Identity Theft Program. **July:** 12

Federal Register. **July:** 12-14

Total National Expenditures for the State Children's Health Insurance Program and Payment per Individual, FY02-07. **July:** 14

Quick Hits: Top News Stories of the Month. **July:** 16

Payment by Episode: Momentum Building for Bundling? Jim Alexander. **July:** 40-41

Reducing Variation in Healthcare Delivery. Ray Lefton, DDS, FHFMA, CPA. **July:** 42-44

Second National Scorecard on U.S. Healthcare System Finds No Overall Improvement. **August:** 9

State Legislatures Still Finding Ways to Fund and Deliver Health Care – or Not. **August:** 10-12

CMS. **August:** 10-11

Federal Register. **August:** 12-14

Top 10 States: Estimated Federal Disproportionate Share Hospital (DSH) Allotments per 100,000 Medicaid Enrollees and Uninsured Individuals. **August:** 14

Quick Hits. Top News Stories of the Month. **August:** 16

Addressing Roadblocks to Hospital-Physician Alignment. Ray Lefton, DDS, FHFMA, CPA. **August:** 30-31

Grasping Recent Changes to the PRRB Appeal Process. Christopher L. Keough, J.D., Stephanie A. Webster, J.D., and J. Harold Richards, J. D. **August:** 64-70

HHS Proposes Adoption of ICD-10 Code Sets and Updated Electronic Transaction Standards. **September:** 9

Pharmacists Advising Physicians About Cost-Effective Treatments in South Carolina Pilot Program. **September:** 10

CMS. **September:** 10-11

New Mexico Implements Statewide Electronic Medical Records. **September:** 11

Explosive Growth in Medical Tourism and Rise of Retail Clinics Provide Cost Savings for Patients – and Challenges for Providers. **September:** 12

Federal Register. **September:** 12-14

U.S. Consumer Healthcare Expenditures (1996 – 2006). **September:** 14

Quick Hits: Top News Stories of the Month. **September:** 16

What We Have Yet to Learn From the Massachusetts Health Plan. Rebecca Busch, RN, FHFMA. **September:** 26-27

HFMA 2008 INDEX

- Healthcare Organizations *Must* Have an Identify Theft Policy: FACTA or Fiction? Jim Alexander. **September:** 38-40
- Senator Bill Frist, M.D. Healthcare Reform Begins With Payment Reform. **September:** 58-62
- Health Centers: Serving the Neediest with Cost-Effective Care. **October:** 9
- Employers Concerned About Healthcare Reform Proposals of Both Presidential Candidates: Survey. **October:** 10
- CMS. **October:** 10-11
- Massachusetts' Proposed Rule Could Lead to Federal Lawsuit, Partners HealthCare Warns. **October:** 11
- California Legislature Approves FY09 State Budget, Restores Some Health Cuts. **October:** 12
- Federal Register. **October:** 12-14
- Annual Percentage Change in Average Total Premium per Enrolled Employee at Employers Offering Health Insurance, 2000-06. **October:** 14
- Quick Hits: Top News Stories of the Month. **October:** 16
- Helping Government Find Its Rightful Place in the Reform Movement. Ray Lefton, DDS, FHFMA, CPA. **October:** 32-35
- Donald Berwick, M.D.: Connecting Finance and Quality. Donald M. Berwick, M.D. **October:** 52-55
- Surviving in the Age of Price Transparency. Christopher J. Donovan, Margery Mazoh, James P. Brown, Sarah Moore, J.D., Christi Skalka. **October:** 66-71
- Campaign 2008: Healthcare Reform Revisited. Gail R. Wilensky, Ph.D. **October:** 72-75
- The Sea Change of the See-Through Hospital – and How to Stay Afloat. Michael L. Millenson. **October:** 106-110
- Experts Urge Focus on Mission, Fundamentals Amid Market Turmoil. **November:** 11
- Children's Health Linked to Parents' Income, Education. **November:** 12
- CMS. **November:** 12-13
- CMS Approves \$10.6B, Three-Year Massachusetts Medicaid Waiver to Allow State to Continue Health Insurance Law. **November:** 13
- 40+ States Considering Pharmaceutical Bills, Resolutions in 2008. **November:** 14
- Federal Register. **November:** 14-16
- Average Annual Employee Premium Contributions Paid for Family Coverage (1999-2008). **November:** 16
- Quick Hits: Top News Stories of the Month. **November:** 18
- "Bank" Is Not a Four-Letter Word for Health Care. John Casillas. **November:** 26-27
- Regional Healthcare Planning Benefits All. Ray Lefton. **November:** 36-38
- What's New with the FHA's Section 242? Alan J. Spidel. **November:** 90-97
- Least Costly Alternative Medicare Payment Determinations Rejected in Federal Court. **December:** 11
- Implications of Obama Healthcare Plan for Hospitals Credit Ratings Generally Positive. **December:** 12
- Washington Update. **December:** 12-16
- Hawaii Ends Universal Health Care for Children After Seven Months. **December:** 13
- Massachusetts Health Reform Points to National Challenges. **December:** 14
- Comparison of U.S. Population and Uninsured Population By Race: 2007. **December:** 16

HFMA 2008 INDEX

Quick Hits: Top News Stories of the Month. **December:** 18
Changes in Healthcare Financing: A Retrospective of the Past Decade. Gail R. Wilensky, Ph.D. **December:** 36-37.
Helping Patients Stay Healthier. Ray Lefton, DDS, FHFMA, CPA. **December:** 38-40

Pricing

10 Myths of Strategic Pricing. William O. Cleverley, Ph.D. and James O. Cleverley. **May:** 82-87
Hospital Zero-Base Pricing Can Make a Difference. Frederick Stodolak. **September:** 102-108
Hospital Strategies for Communicating Pricing and Quality. HFMA Education Report follows **October:** 50 (Pages: 1-8)
Communicating the Cost of Care. Jeni Williams. **October:** 56-65
Using Bundled Prices and Deep Discounts to Obtain Managed Care Contracts. Seller Beware! David W. Young, DBA. **October:** 98-104

Revenue Cycle/Denials Management

Major Trends Affecting Hospital Payment. Martin J. D’Cruz, FHFMA and Terri L. Welter. **January:** 52-60
How Credit Scores Can Make a Difference For Your Revenue Cycle. Garrett Jackson. **February:** 34-37
Beyond Bolt-Ons: Breakthroughs in Revenue Cycle Information Systems. David Hammer, FHFMA, Debra Franklin. **February:** 52-60
Saying It Isn’t So: How Documentation Can Decrease Denials. Guille Cruze. **February:** 84-89
Automating Claims Management Improves Revenue Cycle. Matthew Nivison. **February:** 98-102
Tracking by Weekday. Alan R. Davis. **February:** 115-116
Diagnosis: Missed Opportunities for Payment. Masoud Khorsand, M.D. **March:** 40-43
Improving Registration Accuracy. J. Patrick Murphy, FHFMA, and Paul Shorosh. **April:** 44-47
Getting Rid of Bad Debt Blues: Another Option When Managing Receivables. HFMA Educational Report. Special report follows **April:** 48 (Pages: 1-8)
Simplified Claims Cost Calculator. John R. Thomas. **April:** 113.
Calculating and Communicating Patient Financial Responsibility. HFMA Educational Report follows **May:** 36 (Pages: 1-8)
Working with Health Information Management for Revenue Cycle Improvement. HFMA Roundtable follows **June:** 44 (Pages: 1-4)
Best Practices for Self-Pay Collections. Tina Eller. **June:** 50-53
The Rewards of Accurate Clinical Documentation. JoAnne R. Hahey and Mel Tully. **August:** 34-37
Leveraging Business Intelligence for Revenue Improvement. HFMA Educational Report follows **August:** 42 (Pages: 1-8)
Securing Revenue With Improved Data Use. HFMA Education Report follows **September:** 62 (Pages: 1-8)
What Hospitals Can Learn From Banks. Steve Levin. **September:** 64-72

HFMA 2008 INDEX

3 Pillars of a Successful Denials Management Program. Brian Sanderson, Francis Hollweck, and Brett McMillan. **September:** 74-80

Successfully Implementing a Revenue Cycle Self-Pay Solution. Martin A. Callahan. **September:** 82-87

Workflow Key to Real-Time Claims Adjudication Success. Sheri Poe Bernard. **September:** 88-91

And Never the Twain Shall Meet? Integrating Revenue Cycle and Supply Chain Functions. Karen A. Matjucha and Bianca Chung. **September:** 92-98

Considering a Billing System Conversion? Change Workflow Processes First. Morley Kerschner and Mitzi Piva Raff. **September:** 120-126

Selling Written-Off A/R. Robert Czerwinski and Peter M. Friend. **September:** 128-132

Building a Business Case for Revenue Cycle IT. HFMA Roundtable follows **October:** 36 (Pages: 1-4)

Strengthening the Revenue Cycle: A 4-Step Method for Optimizing Payment. Jonathan J. Clark. **October:** 44-50

Choosing the Right Debt Buyer. Special HFMA Educational Report follows **November:** 40 (Pages: 1-8)

Chargemaster Maintenance: Think 'Spring Cleaning' All Year Round. Shawn Barton, Dani Lancaster and Mike Bieker. **November:** 42-46

Transforming Revenue Management. Richard Silveria, Debra Alliegro and Steven Nudd. **November:** 72-80.

Medicare Checklists for Assessing Reimbursement Under MS-DRGs. David Thompson and Tim Wolters. **November:** 125-126

Integrating Clinical and Financial Data for Revenue Cycle Improvement. HFMA Roundtable follows **December:** 46 (Pages: 1-4)

Redeploying Your Workforce: The West Virginia University Hospitals Success Story. Melissa Martin, Alex McFadden, Sandra Wolfskill, FHFMA. **December:** 48-52

Strategic Planning

Postacute Strategic Planning: Preparing for an Aging Population. Donna J. Cameron. **February:** 104-112.

Profit Centers in Clinical Care Departments: An Idea Whose Time Has Gone. David W. Young, DBA. **March:** 66-71

5 Steps to Creating a Forecast. Doug Stark, David Mould and Alec Schweikert. **April:** 100-105

Achieving Scale: Strategies for Sustained Competitive Performance. Mark E. Grube, Ryan S. Gish, and Sasha N. Tkach. **May:** 52-64

Is This System's Smaller Hospital a Keeper? Alan M. Zuckerman, FACHE, FAAHC. **June:** 112-114

Liability-Driven Investing: An Enterprise Risk Management Strategy. William M. Courson. **August:** 58-62

What Would You Do? Affiliate, Merge, or Stay Independent. Alan M. Zuckerman, FACHE, FAAHC. **August:** 118-120

What Would You Do? What Type of Expansion Makes Sense? Alan M. Zuckerman, FACHE, FAAHC. **October:** 122-124

HFMA 2008 INDEX

Taking a Good Look at the Competition. Susanna E. Krentz and Tracey Camp.

November: 64-70

Strategies for Managing Hospital Construction Costs. HFMA Special Advertising Section follows **November:** 124 (Pages: 1-18)

3 Durable Strategies for Physician-Hospital Alignment. Daniel M. Grauman and John M. Harris. **December:** 54-63

Does the Primary Care Strategy Need to Change? Alan M. Zuckerman. **December:** 116-117

Technology

Beyond Bolt-Ons: Breakthroughs in Revenue Cycle Information Systems. David Hammer, FHFMA, Debra Franklin. **February:** 52-60

Payer-Provider Connectivity: Progress Elusive But Possible. Jeff Goldsmith, Ph.D. **February:** 62-66

Effective Use of Business Intelligence. John Glaser and John Stone. **February:** 68-72

Measuring the Benefits of IT-Enabled Care Transformation. John Hensing, Dennis Dahlen, Michael Warden, Judy Van Norman, Ben C. Wilson and Steve Kisiel.

February: 74-80

Saying It Isn't So: How Documentation Can Decrease Denials. Guille Cruze.

Why Can't Physicians Interoperate? Barriers to Adoption of E.H.R.s. Scott C. Withrow.

February: 90-96

Good Data Stewardship Makes Good Cents. Margret Amatayakul. **February:** 122-124

Healthcare IT: Health Plans Understand the Need. Jim Adams. **March:** 94-95

Improved Documentation: Leveraging Staff Training, Benchmarking, Technology, and Process Change for Accurate Payment. HFMA Educational Report. Special Report follows **April:** 34 (Pages: 1-8)

Creating IT Agility. John Glaser, Ph.D., FHIMSS. **April:** 36-39

Information Management: Why It's Vital to Effective Service Line Operation. John King and Jeanne Jenkins. **April:** 76-80

Think a Privacy Breach Couldn't Happen at Your Facility? Think Again. Margret Amatayakul. **May:** 100-101

Patient Registration Quality Assurance Tools. Paul Shorrosh and Linda Sullivan. **June:** 105-106

Eric Langshur: Improving the Patient Experience. **July:** 30-32

Your Strategies for Improving Patient Registration Processes. HFMA Roundtable Report follows **July:** 44 (Pages: 1-4)

Clinical Decision Support: The Power Behind the Electronic Health Record. John Glaser, Ph.D., FHIMSS. **July:** 46-51

Finding the ROI in EMRs. Douglas I. Thompson, FHIMSS and Neil S. Fleming, Ph.D. **July:** 76-81

Getting a Handle on Analytics for Strategic Success. Michael G. Brooks. **July:** 100-104

Automating Reconciliations for High-Volume Processes. Linda Zang. **July:** 107-109

Strategies and Tools for Improving Transcription and Documentation. HFMA Roundtable Report follows **August:** 32 (Pages: 1-4)

Leveraging Business Intelligence for Revenue Improvement. HFMA Educational Report follows **August:** 42 (Pages: 1-8)

HFMA 2008 INDEX

Clinical Documentation Specialist Staffing Requirements. Gerri Birg, MSN, RN.
August: 101-102

HIEs: Survival of the Fittest. Margret Amatayakul, RHIA, FHIMSS. **August:** 116-117

The Rise of the Bank Infomediary in Health Care. John Casillas. **August:** 86-90

Take the IT High Road Toward Health Reform. Ray Lefton, DDS, FHFMA, CPA.
September: 42-44

Workflow Key to Real-Time Claims Adjudication Success. Sheri Poe Bernard.
September: 88-91

Considering a Billing System Conversion? Change Workflow Processes First. Morley Kerschner and Mitzi Piva Raff. **September:** 120-126

Hospitals Have Collected Mountains of Patient and Clinical Data – Now What? Dan Pelino. **September:** 142-144

Building a Business Case for Revenue Cycle IT. HFMA Roundtable follows **October:** 36 (Pages: 1-4)

Balancing Risk and Performance. Thomas Coccozza. **October:** 118-120

The Future of Healthcare IT: What Can We Expect to See? John Glaser and Tom Foley.
November: 82-88

Release of Information: Are Hospitals Taking a Hit? G. Michael Bellenghi, CPA, Bonnie Coffey, Joseph E. Fournier, J.D., CPA and Jan P. McDavid, J.D. **November:** 118-122

EHRs are *Not* IT Projects. Margret Amatayakul, RHIA, FHIMSS. **November:** 128-130

Evaluating New Products and Technology: Getting the Most Value for Your Organization. Thomas E. Skorup. **December:** 96-102

Technology Can Make or Break the Hospital-Physician Relationship. Jeff Cash.
December: 104-109

Getting More Bang From Your E.H.R. Buck: Automate Quality Reporting. Randy L. Thomas. **December:** 114-115

Workforce Issues

Executive Compensation Tally Sheets. David Cohn. **January:** 107-108

Disaster Planning Checklist for CFOs of Healthcare Organizations. **March:** 87-90

Concierge Services: Helping Employees and the Bottom Line. Tillie Hidalgo Lima.
August: 72-75

Clinical Documentation Specialist Staffing Requirements. Gerri Birg, MSN, RN.
August: 101-102

Redeploying Your Workforce: The West Virginia University Hospitals Success Story. Melissa Martin, Alex McFadden, Sandra Wolfskill, FHFMA. **December:** 48-52

Authors:

Abrams, Michael N. **July:** 52-56.

Acquisto, Vincent, JD. **June:** 86-96.

Adams, Jim. **March:** 94-95.

Alexander, Jim. **January:** 32-33; **March:** 32-34; **May:** 34-35; **July:** 40-41; **September:** 38-40.

Alliegro, Debra. **November:** 72-80.

Amatayakul, Margret. **February:** 122-124; **May:** 100-101; **August:** 116-117; **November:** 128-130.

HFMA 2008 INDEX

Baernholdt, Marianne, Ph.D., MPH, RN. **June:** 82-85.
Barton, Shawn. **November:** 42-46.
Bauer, Jeffrey C., Ph.D. **April:** 40-42.
Bayes, Paul E., Ph.D. **November:** 110-116.
Belkoski, David A., CPA. **April:** 60-64.
Bellenghi, G. Michael, CPA. **November:** 118-122.
Berg, Gary G., Ph.D., CPA. **November:** 110-116.
Berwick, Donald M., M.D. **October:** 52-55.
Bieker, Mike. **November:** 42-46.
Birg, Gerri, MSN, RN. **August:** 101-102.
Bernard, Sheri Poe, CPC, CPC-H, CPC-P. **September:** 88-91.
Bolster, Carole J. **November:** 54-62.
Boutin, Christopher C., FHFMA, CPA, CITP. **August:** 76-80.
Bradley, Lisa S., CPA. **March:** 56-59.
Brennan, Terry. **January:** 90-94.
Briscoe, Mary Beth, FHFMA. **January:** 26; **February:** 22; **March:** 26; **April:** 26; **May:** 28.
Broadway, Robert L., FHFMA. **June:** 28; **July:** 28; **August:** 26; **September:** 28; **October:** 26; **November:** 28; **December:** 30.
Brooks, Michael G. **July:** 100-104.
Brown, Frank. **May:** 70-75.
Brown, James P. **October:** 66-71.
Browne, Robert C. **July:** 94-99.
Busch, Rebecca, RN, FHFMA. **September:** 26-27; **December:** 26-27.
Butrie, Anna Marie. **July:** 82-85.
Callahan, Martin A. **September:** 82-87; **December:** 27-29.
Cameron, Donna J. **February:** 104-112.
Camp, Tracey. **November:** 64-70.
Carville, James. **June:** 30-33.
Cash, Jeff. **December:** 104-109.
Casillas, John. **August:** 86-90; **November:** 26-27.
Charmel, Patrick A. **March:** 80-85.
Cheung, Karen, MPH. **June:** 82-85.
Chung, Bianca. **September:** 92-98.
Clark, Jonathan J. **October:** 44-50.
Clarke, Richard L., DHA, FHFMA, President and CEO of HFMA. **January:** 160; **February:** 176; **March:** 140; **April:** 168; **May:** 140; **June:** 156; **July:** 164; **August:** 164; **September:** 200; **October:** 174; **November:** 176; **December:** 156.
Cleverley, James O. **May:** 82-87.
Cleverley, William O., Ph.D. **May:** 82-87; **June:** 24-27.
Coakley, Debbie. **July:** 82-85.
Cocozza, Thomas. **October:** 118-120.
Coddington, Dean C. **December:** 84-87.
Coffey, Bonnie. **November:** 118-122.
Cohn, David. **January:** 107-108.
Colman, George, JD. **June:** 86-96.

HFMA 2008 INDEX

Cookson, John, FSA, MAAA. **November:** 98-102.
Courson, William M. **August:** 58-62.
Crane, Jody, M. D. **November:** 104-108.
Cruze, Guille. **February:** 84-89.
Czerwinski, Robert. **September:** 128-132.
D’Cruz, Martin J., FHFMA. **January:** 52-60.
Dahlen, Dennis. **February:** 74-80.
Davis, Alan R. **February:** 115-116.
DeLay, Dan, JD. **April:** 66-69.
Didier, Donna. **August:** 38-42.
Donovan, Christopher J. **October:** 66-71.
Doody, Dennis, CPA. **January:** 34-37; **May:** 76-80; **September:** 146-150.
Dowless, Robert M. **September:** 135-136.
Elder, Barbette Weimer. **January:** 82-88.
Eller, Tina. **June:** 50-53.
Erde, Joanne B. **June:** 70-75; **July:** 24.
Fedor, Frank P., JD. **May:** 38-41; **September:** 46-50.
Fleming, Neil S., Ph.D. **July:** 76-81.
Foley, Tom. **November:** 82-88.
Fox, Melanie. **December:** 64-71.
Frampton, Susan B. **March:** 80-85.
Franklin, Debra. **February:** 52-60.
Friend, Peter M., FACHE. **September:** 128-132.
Fromberg, Robert. **January:** 28; **February:** 24; **March:** 28; **April:** 28; **May:** 30; **June:** 34; **July:** 34; **August:** 28; **September:** 30; **October:** 28; **November:** 32; **December:** 32.
Fournier, Joseph E., J.D., CPA. **November:** 118-122.
Fouassier, James G., Esq. **May:** 24-25, 27.
Fusto, John. **June:** 76-80.
Garrison, Garri L., RN, CPUR, CPC, CMC. **June:** 60-69.
Gish, Ryan S. **May:** 52-64.
Glad, Ernest. **September:** 52-56.
Glaser, John, Ph.D., FHIMSS. **February:** 68-72; **April:** 36-39; **July:** 46-51; **November:** 82-88.
Goldsmith, Jeff, Ph.D. **February:** 62-66.
Goldstein, Lisa. **August:** 52-56.
Grauman, Daniel M. **December:** 54-63.
Graves, Brian. **July:** 82-85.
Grube, Mark E. **May:** 52-64;
Hahey, JoAnne R., CPA. **August:** 34-37.
Hall, Melvin F., Ph.D. **October:** 76-80.
Hamme, Joel M., Esq. **January:** 38-41; **May:** 22-23.
Hammer, David, FHFMA. **February:** 52-60.
Hargarten, Timothy. **May:** 25-27.
Harris, John M. **December:** 54-63.
Hensing, John, M.D. **February:** 74-80.
Hinson, Nancy. **January:** 90-94.

HFMA 2008 INDEX

Hollweck, Francis. **September:** 74-80.
Holstein, John G. **May:** 42-45.
Jackson, Garrett. **February:** 34-37.
Jain, Sachin H. **March:** 72-78.
Jeffers, Lori. **July:** 86-92.
Jenkins, Jeanne. **April:** 76-80.
Jenkins, Jennifer L. **July:** 94-99.
Jensen, Kirk, M.D. **November:** 104-108.
Justice, Walton A., Jr. **April:** 70-74.
Kaplan, Karin Chernoff. **October:** 82-90.
Kaufman, Kenneth. **August:** 44-50.
Kennedy, Dennis. **December:** 72-77.
Keough, Christopher L., J.D. **August:** 64-70.
Kerschner, Morley. **September:** 120-126.
Khorsand, Masoud, M.D. **March:** 40-43.
King, John. **April:** 70-74.
Kisiel, Steve. **February:** 74-80.
Kolar, Ray. **June:** 46-48.
Krentz, Susanna E. **November:** 64-70.
Kurtz, Eileen. **November:** 98-102.
Lacy, Ramona, CPA. **April:** 70-74.
Lancaster, Dani. **November:** 42-46.
Langshur, Eric. **July:** 30-32.
Lee, James G., FHFMA, FACHE. **January:** 82-88.
Lefton, Ray, DDS, FHFMA, CPA. **June:** 42-44; **July:** 42-44; **August:** 30-31;
September: 42-44; **October:** 32-35; **November:** 36-38; **December:** 38-40.
Levenson, Howard A., CPA. **March:** 44-49.
Levin, Steve. **September:** 64-72.
Levy, Alexis. **July:** 68-74.
Lewis, Craig. **October:** 24-25.
Lewis, Michael. **February:** 38-40.
Lima, Hidalgo, Tillie. **August:** 72-75.
Lineen, Jason. **October:** 38-42.
Little, D. Wayne, CPA. **June:** 60-69.
Machisko, Francine. **January:** 96-101.
MacNulty, Amy. **December:** 72-77.
Marino, Daniel J. **December:** 110-111.
Martin, Melissa. **December:** 48-52.
Matalin, Mary. **June:** 30-33.
Matjucha, Karen A. **September:** 92-98.
Mattie, Lisa, RN. **November:** 98-102.
Mazoh, Margery. **October:** 66-71.
McClellan, Mark B., M.D., Ph.D. **February:** 48-51.
McDavid, Jan, J.D. **November:** 118-122.
McFadden, Alex. **December:** 48-52.
McLarty, Jim. **July:** 86-92.

HFMA 2008 INDEX

McMillan, Brett. **September:** 74-80.
Mertz, Marc G., FACMPE. **March:** 36-39.
Millenson, Michael L. **October:** 106-110.
Moore, Keith D. **December:** 84-87.
Moore, Sarah, J.D. **October:** 66-71.
Morgan, Robert G., Ph.D., CMA. **November:** 110-116.
Mould, David. **April:** 100-105.
Mourey, Risa Lavizzo, M.D. **January:** 102-104.
Murphy, J. Patrick, FHFMA. **April:** 44-47.
Myers, Chris. **October:** 38-42.
Mytty, Al. **August:** 23-25.
Naas, Peggy, M.D. **December:** 88-94.
Neuwirth, Dan. **July:** 24.
Nightingale, Jack. **July:** 52-56.
Nivison, Matthew. **February:** 98-102.
Nolan, Kevin C. (Casey). **May:** 70-75.
North, MarieAnn, FACMPE. **January:** 110-112; **April:** 114-116; **July:** 110-112;
October: 114-116.
Novelli, William D. **April:** 94-99.
Nowicki, Michael, Ed.D., FHFMA, FACHE. **February:** 118-120; **May:** 96-98.
Nudd, Steven. **November:** 72-80.
Nugent, Mike, CHFP. **May:** 70-75.
Numeroff, Rita E., Ph.D. **July:** 52-56.
O'Brien, Michael, Ed.D. **August:** 112-114; **September:** 138-140.
O'Daniel, Michelle. **March:** 60-64.
Orsini, John A., CPA. **May:** 66-69.
Pace, MaryAnne. **August:** 38-42.
Parker, Jeff. **April:** 66-69.
Pederson, Craig D. **May:** 88-91.
Pelino, Dan. **September:** 142-144.
Peters, Tom. **May:** 48-51; **September:** 36.
Ponton, Kevin T. **March:** 96-98; **July:** 114-116.
Raaf, Mitzi Piva. **September:** 120-126.
Radford, Andrea, DrPH, MHA. **June:** 82-85.
Rice, Blix. **December:** 64-71.
Richards, J. Harold (Harry), J.D. **August:** 64-70.
Richburg, Billy K., FHFMA. **January:** 72-76.
Robeson, J. David III. **October:** 82-90.
Roble, Daniel. **March:** 72-78.
Rogers, Stephanie. **May:** 70-75.
Romero, Richard A., CHFP, AVA. **April:** 88-92.
Rosenstein, Alan H., M.D. **March:** 60-64.
Sanderson, Brian. **September:** 74-80; **December:** 64-71.
Sandrick, Karen M. **June:** 98-103; **December:** 78-83.
Schuhmann, Thomas M., JD, CPA. **July:** 58-66; **September:** 110-118.
Schweikert, Alec. **April:** 100-105.

HFMA 2008 INDEX

- Schur, Claudia, Ph.D. **June:** 82-85.
Shaman, Hindy. **October:** 92-96.
Silveria, Richard. **November:** 72-80.
Skalka, Christi. **October:** 66-71.
Skier, Barbara, JD. **June:** 86-96.
Skorup, Thomas E. **December:** 96-102.
Slifkin, Rebecca, Ph.D., MHA. **June:** 82-85.
Smith, Al. **April:** 70-74.
Smithson, K.W., M.D. **December:** 88-94.
Sniecinski, Jane. **February:** 96-101.
Soisson, Michael J. **April:** 24-25.
Speizman, Richard A. **April:** 82-87.
Spidel, Alan J. **November:** 90-97.
Stanowski, Anthony C. **October:** 25.
Stark, Doug. **April:** 100-105.
Stephan, Bradford J., CFA. **August:** 82-85.
Stodolak, Frederick. **September:** 102-108.
Stone, John. **February:** 68-72.
Straub Williams, Barbara. **January:** 38-41.
Studer, Quint. **June:** 110-111; **December:** 112-113.
Sullivan, Linda. **June:** 105-106.
Summers, Jim, Ph.D., CHE. **February:** 118-120; **May:** 96-98.
Sung, River. **May:** 38-41.
Taylor, Ken. **March:** 60-64.
Taylor, Mardy, RN, MBA. **January:** 90-94.
Tesch, Tara. **July:** 68-74.
Thomas, John. R. **April:** 113.
Thomas, Randy L., FHIMSS. **December:** 114-115.
Thompson, David. **November:** 125-126.
Thompson, Douglas, I., FHIMSS. **July:** 76-81.
Tkach, Sasha N. **May:** 52-64.
Tully, Mel. **August:** 34-37.
Tyler, Patricia, RN, MSN. **March:** 60-64.
Uhles, Neville. **January:** 82-88.
Van Norman, Judy. **February:** 74-80.
Veach, Margaret. **January:** 78-81.
Walker, William V., M.D. **August:** 38-42.
Warden, Jay. **January:** 62-68.
Warden, Michael. **February:** 74-80.
Washlick, John R., Esq. **November:** 48-52.
Waymack, Pamela M., FHFMA. **March:** 92-93.
Webster, Stephanie A., J.D. **August:** 64-70.
Welter, Terri L. **January:** 52-60.
Wilensky, Gail R., Ph.D. **February:** 28-30; **April:** 32-34; **June:** 38-40; **October:** 72-75; **December:** 36-37.
Williams, Barbara Straub, Esq. **May:** 22-23.

HFMA 2008 INDEX

Williams, Jeni. **March:** 50-54; **April:** 50-58; **June:** 54-58; **October:** 56-65.
Wilson, Ben C. **February:** 74-80.
Withrow, Scott C., Esq. **February:** 90-96.
Wolfskill, Sandra, FHFMA. **December:** 48-52.
Wolters, Tim. **November:** 125-126.
Woodcock, Elizabeth W., FACMPE, CPC. **July:** 94-99.
Woodward, Kevin. **January:** 62-68.
Young, David W., DBA. **March:** 66-71; **October:** 98-104.
Zang, Linda. **July:** 107-109.
Zuckerman, Alan, M., FACHE, FAAHC. **April:** 116-118; **June:** 112-114; **August:** 118-120; **October:** 122-124; **December:** 116-117.