

Northern New England Chapter Newsletter — Your Chapter Leaders and Volunteers at Work For You!



President’s Message

There’s no doubt that now is an extremely difficult time to be in the healthcare industry. The pandemic continues to challenge healthcare providers and their affiliates. At the time I write this, some New England hospitals have started to postpone elective procedures again given the current surge of cases in the region. Not to mention staffing shortages and supply chain disruptions. As if that wasn’t enough, new regulations are being released that have significant operational impacts, such as Surprise Billing. We sincerely hope that HFMA and our chapter have been providing you with resources to help.

Despite the challenges in the industry, a number of you have taken time out of your busy schedules to volunteer on the leadership team or on a committee for our new chapter. The time you’ve invested has been invaluable in launching our chapter and getting started on the right foot. It’s so exciting to see the energy and fresh ideas volunteers are bringing to our various committees. If you have not had the opportunity to volunteer and are interested, please feel free to reach out to me at ecutter@crhc.org.

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Have a flair for Social Media? Want to get involved in HFMA?

The Social and Social Media committee is looking for a volunteer to assist with posting on our LinkedIn and Twitter pages. If you’re interested, please email Eric Walker, Eric.F.Walker@centene.com or Greg Knight, GKnight@bnnncpa.com.



northern new england chapter

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www.hfma.org/northern-new-england

NEWSLETTER POLICY

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The Newsletter is published four times a year. Our objective is to provide members with information regarding chapter activities as well as ideas to help the individual in the performance of his/her duties.

Opinions expressed in articles or features are those of the authors and do not necessarily reflect the views of the Healthcare Financial Management Association, Northern New England Chapter or the editor.

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We have some exciting virtual education programming planned for the next few months including a Cost Reporting series, Revenue Cycle Series, and the continuation of a series of 10 Excel webinars. We are also planning an Annual Meeting for Spring 2022. We hope to be able to see you all in person for this meeting, and to that end we have developed an in-person meeting policy to minimize risk to attendees, speakers, vendors, and volunteers. We are also ready to pivot to a virtual meeting if needed due to the status of the pandemic. Our Education calendar can always be found on our website under the Events section.

While you're browsing our Events page, you may notice that the events we offer are free or low cost for members. This is only possible given the generosity of our corporate sponsors. Our sponsorship committee has been hard at work the past few months soliciting sponsors for the 2022 calendar year. If you are affiliated with an organization that may be interested in corporate sponsorship, please contact me.

I would love to hear your feedback about what more we could do to deliver content that is most relevant to you in this difficult time.

Wishing you all a happy and healthy holiday season and Happy New Year.

Erin Cutter

President,

Northern New England Chapter, HFMA

Sponsorship Committee Update

By Tige Monacelli and Jeff Walla, Co-Chairs

The Sponsorship Committee has been hard at work since early August in reaching out to companies with whom our Northern New England HFMA chapter members work with gaining their support for our newly merged chapter. As a result, we have a robust group of sponsors as we begin 2022. There are a number of companies who have been long time supporters of the New Hampshire-Vermont and/or Maine chapters returning to support the Northern New England chapter and a number of new companies expressing their eagerness to support our newly combined chapter. To each member of our committee and our board of directors and especially the companies listed below who have stepped up to sponsor our chapter, a huge Thank You!

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Education Committee Update

By David Kennedy and Jeff Walla, Co-Chairs

The Education Committee has been hard at work during the summer and early fall with subgroups focused on developing webinar content in Reimbursement, Revenue Cycle, Cost Reporting, Legislative updates, Excel Topics and FQHC specific topics.

Since June 1st we've held 15 virtual meetings and currently have an additional 11 scheduled through April 2022. You can always access a complete list of the upcoming events on the chapter website at www.hfma.org/chapters/region-1/northern-new-england/events.html.

A few things you may not know but should as members of our chapter:

- For the majority of the virtual meetings we have, we record those so that our members can access those meetings at a later date. Links to each of those recordings are on the events page next to each of the individual events.
- If you are interested in presenting a topic we offer you that opportunity. On the events page of the website you can access a fillable pdf form/application that you can submit for consideration. We have a team of provider members who serve as the reviewers for topics and speakers that are submitted and we then determine how and where those that are approved fit with the overall program for the year.
- We've had requests from many who are forwarded an invitation to register for a program by someone who has already registered. You will not be able to use that same

registration link but never fear, you can access the generic registration link on the chapter website, Events page, and proceed with the registration.

- Each member is responsible for maintaining their own certification credits. While we provide each attendee with a certificate of attendance for any programs they do attend each member must then take care of their own record maintenance.

Finally, as we look toward the day we return to in-person educational meetings the NNE HFMA Chapter Board of Directors has developed a policy regarding such meetings. This policy will be updated as CDC (both national and local) guidelines evolve and community transmission rates warrant. We are currently planning a return to an in-person Annual Meeting in the Spring of 2022 (April/May) and have attendee safety as our first priority. As many long-standing HFMA members know and appreciate, the value of in-person networking with colleagues and peers is just something that can't be replaced and we look forward to a return to that in 2022.

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Scholarship Committee Update

By Julie Paquette and Jeff Walla, Co-Chairs

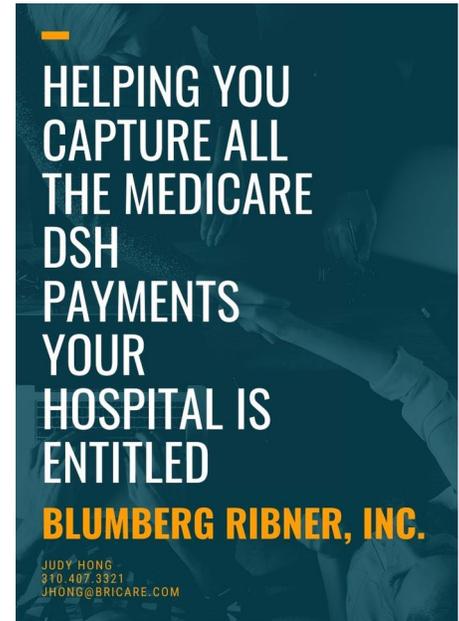
The Northern New England (NNE) HFMA Chapter offers three (3) scholarship programs for students, HFMA members and their families annually. These programs are designed to:

- Engage with students majoring in healthcare finance or administration in the three schools with whom we partner in each of the Northern New England states.
- Recognize chapter members who are involved in the chapter either through volunteerism, leadership, etc.

1. Student Engagement Scholarship

We have either selected, or are in the process of selecting, one college or university in Maine, New Hampshire and Vermont that has a healthcare finance and/or healthcare administration major or degree with whom to partner. As of December 2021 we have selected University of New Hampshire and Champlain College as partners and are in the process of selecting a Maine to with whom to partner. The criteria provided to the schools for nomination is that the students must be majoring in a healthcare finance or administration program, be a resident in one of the northern New England states during the school year such that they would be able to attend the chapter annual meeting as described in the following paragraph.

The goal is to provide up to 40 students with student membership in HFMA and subsidize their attendance at the chapter's annual meeting/conference that normally occurs in the Spring.



These students would be nominated for the scholarship by the director of the respective program. As student members they would also be able to avail themselves of the numerous webinars that we provide to chapter members at no charge. As these student members engage with HFMA through education and networking with other chapter members they will see the value in their membership and seek to maintain their membership post-graduation as they enter the workforce.

At this time we have 30 University of New Hampshire students participating in this program.

2. Chapter Member Continuing Education

Overview

What is it?

The NNE HFMA Chapter would like to provide a benefit to its members who have demonstrated their involvement in, or volunteerism with, HFMA at the chapter or national level and who wish to continue their formal education in healthcare financial management or administration through a scholarship program. The successful recipient will receive an award of the lesser of \$1,000, or the cost of the specific course.

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Connie Ouellette



Jeff Walla

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Who may benefit?

Any NNE HFMA regular member in good standing who has been involved in the chapter or HFMA which can be demonstrated with at least 10 Founders award points may apply for the scholarship. The member must be enrolled in an accredited college or university in a bachelors or masters program concentrating in the field of healthcare finance or administration. The applicant must apply for one course per college term, and is limited to two NNE Chapter HFMA Continuing Education scholarship awards in their lifetime.

When is it awarded?

Applications will be accepted from the successful candidate on a prospective basis, i.e., prior to the beginning of their course work. The application must be submitted to the chairperson of the Scholarship Committee in writing by July 15 prior to your attendance. The Scholarship Committee will consider all applications and will base its recommendations for awards, subject to Chapter board approval, which will be based on availability of scholarship funds, based on the candidate's ability to prove financial need, service to the Chapter, and ultimately the scholastic performance of the member in the course. The Chapter is currently limited to an annual expenditure of \$1,000 at the discretion of the Board of Directors. Payments will be made directly to the school for the benefit of (f/b/o) the recipient.

How to apply?

The member must complete the scholarship application and submit all required material prior to July 15, as described above, of the year prior to their enrollment in the specific course, which would be covered by the scholarship.

Access the application by visiting the chapter website at <https://www.hfma.org/chapters/region-1/northern-new-england/scholarships.html>

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3. NNE HFMA Family Member

The final program also is intended to benefit those chapter members who have demonstrated their involvement with or volunteerism with the NNE Chapter or HFMA nationally. This program allows an immediate family member of an HFMA member to receive a \$1,000 scholarship if they are enrolled in a four year degree at an accredited college or university, and are majoring in a financial management related field, and maintain a 3.0 or better grade point average on a 4.0 scale. Initially one \$1,000 scholarship will be awarded.

Applications for the NNE HFMA Family Member Scholarship are due to the committee by July 15, 2022.

Access the application by visiting the chapter website at <https://www.hfma.org/chapters/region-1/northern-new-england/scholarships.html>

If you need further information on either of these programs, access the chapter webpage at <https://www.hfma.org/chapters/region-1/northern-new-england/scholarships.html> or please contact Jeff Walla jwalla@berrydunn.com 603.518.2643 or Julie Paquette jpaquette@bnncpa.com 207.791.7555

Price Transparency Compliance Check Up

By Robert Gilbert, Baker Newman Noyes

The Centers for Medicare and Medicaid Services (CMS). As of January 1, 2021, all non-government hospitals were required to publish a machine readable file with their negotiated payer rates, along with discounted cash rates and a consumer friendly shoppable service listing.

CMS has been performing detailed reviews of all files and materials published by hospitals to determine compliance with the price transparency regulation as defined in 45 CFR § 180.20. Recently, they began issuing formal warning letters to hospitals that are not meeting the requirements.

These letters are intended to provide notification to hospitals as to which components of their file are noncompliant.

Some of the more frequent issues CMS has identified include:

- Failure to include Room and Board charges
- Including “blanks” or “statistical” charges with limited to no charge or rate information
- Missing negotiated rates for some or all payers and health plans

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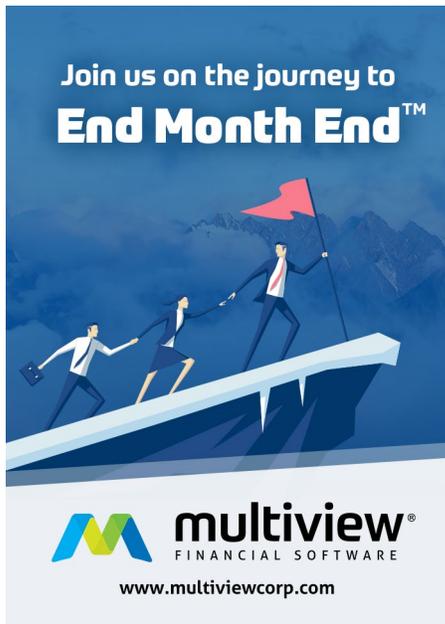
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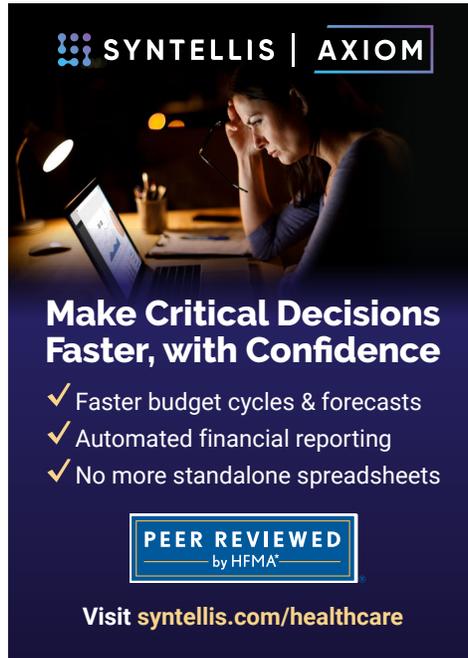
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- Not specifying the appropriate level of health plan (e.g., rolling up payers as "Commercial")
- Incorrect naming or not including discounted cash prices for services
- Not clearly labeling or including the de-identified minimum and maximum negotiated rates
- Not including all applicable billing or accounting codes for services or supplies (e.g., CPT, HCPCS, Revenue Code, DRG, or other identifiers)
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From what has been observed so far, CMS is directing hospitals to **remedy any issues observed within 90 days from the date of the written warning** or face further compliance actions, which are specified in 45 CFR part 180 subpart C.

Included within the 2022 Outpatient Prospective Payment System (OPPS) final rule are also increased fines for non-compliant organizations. The finalized rule increased the penalty amounts to a minimum of \$300 per day for hospitals with 30 beds or fewer, and an additional \$10 per bed per day for hospitals with more than 30 beds up to just over \$2 million per year.



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Three-Dimensional Mentorship

If you ask a senior leader what they do, often one of the key responsibilities they will identify is mentorship. They will tell you that they engage in mentorship to develop the next generation of leaders. Indeed, being a mentor, and being regarded as a mentor, is an intrinsically rewarding experience that forms much of a senior leader's legacy when s/he leaves the professional stage.

We know that mentorship is vital for the success of an organization, and for the success of a profession more broadly. But what do we mean when we talk about mentorship? What exactly are we doing when we say we are engaged in mentorship? With important but complex social constructs like mentorship, it often useful to break them down. If senior leaders understand the underlying activities of mentorship, they can more consciously engage in them, and provide the right intervention at the right time. Based on the mentoring literature, there is general agreement that mentoring has three dimensions. The three dimensions are:

- **Job Coaching** - the mentor acts as teacher, helping the mentee learn how to do her/his job. What this teaching looks like depends on where the mentee is in her/his career. Job coaching for an early careerist might focus on specific technical skills. Job coaching for a senior executive might consist of talking through a complicated strategic initiative.
- **Personal Support** - The mentor believes in the mentee, lends the mentee confidence that the mentee can do more than s/he thinks. When the mentee gets knocked down, the mentor is like a trainer in the corner of a boxing match, helping the mentee get back up and get back in the fight. It is important to note that the belief in the mentee has to be genuine.
- **Career Development** - this is really a blend of two interrelated functions. The first is informational - the mentor uses her/his deeper understanding of the industry and wider world of work to help the mentee explore career

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possibilities. The mentee cannot pursue a career goal that s/he cannot envision. The mentor helps by providing a vision of what is possible. The second function is sponsorship - the mentor uses her/his position, network, and reputation to give the mentee opportunities to demonstrate her/his own competence.

The three dimensions of mentorship overlap, and it is difficult to do one without engaging in the others, though

often at any given point in time a mentor is emphasizing one more than the others based on the needs of the mentee.

As a leader works with future leaders, it is useful to hold this three-dimensional model in her/his thinking. A leader should ask her/himself, *which dimension does my mentee need right now so that I can help them become more successful?* Knowing the three dimensions is also useful for a senior leader who is teaching junior leaders how to mentor effectively.

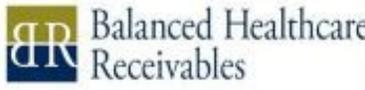


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Chapter Committee Chairs

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Meet the Leadership Team



Erin Cutter, President

ecutter@crhc.org

I'm honored to be serving as President for the inaugural year of the Northern New England Chapter. I've worked in some capacity of hospital Revenue Operations for the past 13 years, and I've always gotten so much out of my HFMA membership. In my spare time, I enjoy spending time with friends and family, reading, traveling, and DIY home improvement projects.



Wade Gallon, CPA, FHFMA, President Elect

WGallon@stroudwater.com

I'm a Reimbursement Manager at MaineHealth and am really excited to see this new HFMA chapter continue to come together. I'm confident this merger will better position us to serve the local membership. Outside of work, I enjoy spending time with my family and getting outdoors whenever possible. Paddling, fishing and running are the current frontrunners out of a long list. Looking forward to working with folks in the new chapter!



Michelle Smith, Treasurer

Michelle.smith@mdihospital.org

I am excited to be the Treasurer for the newly created Northern New England Chapter of HFMA! I look forward to seeing the wonderful educational and networking opportunities we will deliver to the Northern New England and beyond for HFMA in the upcoming year. I am currently the Director of Finance at Mount Desert Island Hospital in Bar Harbor, ME. When I'm not busy at my day job, I enjoy spending time with my family at camp, horseback riding with my youngest and supporting my community in many volunteer ways.



Zachary Colby, Secretary

zachary.colby@weeksmc.org

It is exciting to see the Northern New England HFMA chapter come together and I can't wait to see what the future holds for this great chapter. I am happy to be the Secretary for this chapter. I am the System Revenue Cycle Project Manager for North Country Healthcare which consists of Androscoggin Valley Hospital, Upper Ct Valley Hospital, Weeks Medical Center and North Country Home Health and Hospice. When not working for NCH or HFMA I enjoy fishing and camping with family and friends. I also enjoy gardening and cheering on the Bruins and Red Sox. I look forward to seeing everyone in the near future.



Gregory Knight, Past President

gknight@bnn CPA.com

I am volunteering as the past president role of the new Northern New England HFMA chapter, after serving as president of the NH/VT HFMA chapter last year. I am looking forward to the future education events we can provide to a wider audience. When I'm not working for Baker Newman Noyes I enjoy surfing, playing ice hockey and golf.

Engage with our Chapter on Social Media

