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healthcare financial management association

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SUMMER 2018 ISSUE

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president's message

Dear Members,

As the incoming president for the 2018-2019 year, I am looking forward to this opportunity to serve our Central Ohio chapter and members.



I can still remember my very first Central Ohio HFMA event. It was at the New Member reception at a Columbus Clippers game. I didn't know anyone in the chapter but made the effort to come and find out what HFMA was all about. As I made my way to the area for the reception, I was welcomed by many members of the leadership team. Many of those people I met are still active in leadership with me today. It was true then and still true today – Central Ohio has the most dedicated and dynamic group of volunteers of any organization I have ever been involved with. To me, the key to this is simple - our Board of Directors and leadership team truly care about this chapter and our members. They take pride in providing the best networking and educational events possible. It's my goal to continue to keep our chapter on top! With our leadership and volunteers, we can do this!

We have some exciting events coming up! Our first will be our "New Member Reception" on August 23rd at Miller's Ale House. This is a fun time for our new members to come and meet the current leaders and members in our chapter. Come enjoy networking and find out what HFMA is all about, and it's free to new members!

There are many outstanding events coming up, such as our Fall Conference at the Nationwide Hotel and Conference Center September 20th and 21st and our annual Accounting and Auditing Update event in November. Don't forget to join us for our Holiday Gala (AKA Jeffrey's Prom) at the Crowne Plaza Nationwide on December 7th. This is an event you do not want to miss, as our Social Czar Jeffrey will surely out-do himself once again after our extravagant Gala this past year! We always give back to our community at this event, so make sure to bring a present to add to our Toys for Tots drive.

In the spring we will enjoy our 2-day Spring Conference in March and our Women in Healthcare Conference in April. You can be confident that there will be excellent speakers and memorable networking, exactly as you have come to expect at all our events!

We have a lot to learn this new year as healthcare continues to change. Let's stay on top of it together and have fun while we learn and grow. Hope to see you at an event soon!

Patti McFeely
Central Ohio HFMA President
Streamlinemd

events calendar

See Central OH HFMA website for complete details - www.centralohiohfma.org

New Member Reception
August 23, 2018

Fall Conference
September 20-21, 2018
Nationwide Hotel and Conference Center

Accounting & Auditing
November 16, 2018

Holiday Gala
December 7, 2018
Crown Plaza at Nationwide

Board Meeting/Mini LTC
January 16, 2019

Annual Conference Recap



Patti McFeely represented Central Ohio at the Annual Awards Dinner in place of Matt Rakay, 2017-2018 President who was unable to attend the event.



Representatives from Region 6 presenting HFMA President and Michigan State Alumn, Joe Fifer, an OSU jersey signed by Archie Griffin at Annual Conference



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Members on the Move

Paul Masterson is retiring August 1 after 27+ years as CFO of Genesis/Bethesda. Paul has enjoyed his association with HFMA and the Central Ohio chapter. He has been a member for around 35 years and also served as President in 1990-91.

His fondest memories are the camaraderie we had in the good old days with Vito Checchio's pizza parties and the annual golf outings. Congratulations Paul, enjoy retirement!

Brittany Osborne, Manager of Utilization Review at OhioHealth has just obtained her Master's in Organizational Management degree from Chadron State College. She is very excited to have completed the program.

Kara Marquardt was just recently promoted from Finance Manager to System Controller at Berger Health System.

Nicole Hackworth became a Senior Accountant in January of 2017. She started taking classes in the MBA program at Franklin University spring of 2018 and also bought her first house in March 2018 with her boyfriend. Nicole has been a member with HFMA since 2016.

Traci Marshall, Billing Supervisor of Reference Laboratory Services at OhioHealth is a new member to HFMA.

Yong Xia, Sr. Accountant at OhioHealth is a new member to HFMA.

Brittany Elekes, Jr. Accountant at OhioHealth Physician Group Heritage College, is a new member to HFMA and is currently attending Franklin University to further her career in Accounting. She lives in Albany, OH and her 2-year-old daughter is keeping her busy.

Regional Executive Spotlight

Name: Danielle Kraatz

Organization: UC Health, Cincinnati, Ohio

Position: Vice President, Finance Operations – Inpatient Services

Hometown: Cincinnati, Ohio

College: Xavier University

First Post-Collegiate Job: Allergen Scientist – I worked to determine proper allergy serum mixtures for patients based upon testing performed by physicians

HFMA Experience: I joined the Southwestern Ohio chapter of HFMA in 2004, but did not become actively involved until 2009. I have participated in several committees, including membership, social and programming. I began my step in the leadership track as the chapter secretary in 2011, moving on to president-elect, president and past president. I was elected into the role of the regional executive for the 2018-2019 year, transitioning into a broader perspective to actively advocate for the HFMA chapters in Ohio and Michigan.

Great HFMA Memory: There are so many, it is hard to choose, but I would say my favorite was the first leadership training conference I attended. The LTC meeting serves as an avenue to train chapter leadership in their roles for the upcoming year, but also provides a fantastic opportunity to get to know people throughout the country in roles similar to yours. From day one of this meeting I knew I was hooked on HFMA. The doors it has opened are immeasurable, and I would advocate for everyone to take full advantage of the opportunities you have to make unique connections that could last a lifetime!

If someone wrote a biography about you, what do you think the title should be? Accidentally Successful

What do you enjoy most about working in healthcare? I truly embrace the challenges and complexity in the ever changing healthcare industry. Each and every day I have the opportunity to expand my knowledge in this line of work. There is never a dull moment, and never a time where I sit back and say “yes, I am finished here” as if I have accomplished all I could do. There is always something to tackle and those challenges are what make coming to work every day so exciting!

Aside from his busy work schedule, what else keeps you busy? My family is always keeping me busy, with two kids and a fantastic husband, we rarely seem to sit still. When I escape for some time on my own, I enjoy running, golfing and sinking down in the hammock with a good book.

What is your favorite vacation spot? I am a beach kind of gal. I will take anywhere will warm weather, cold drinks and hot sand!

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Physician Margin Recovery - Six Ways to Improve Performance

Many hospitals and health systems are looking for ways to create a sustainable financial model when it comes to their employed physicians. In this brief article, we will review our thoughts around Physician Margin Recovery and provide six ways to improve performance. The options presented focus on leveraging your greatest asset: the physician medical group.

Today's Healthcare at a Glance

Financial viability is a concern for hospitals and health systems as declining operating margins and day's cash on hand become a challenge to achieve and/or maintain. Major credit rating agencies such as Standards & Poor, Fitch, and Moody's have all provided a financial outlook for 2018 as stable-to-negative, due to uncertainty with the Affordable Care Act, State Medicaid expansion, and drug costs. Additionally, volumes continue to shift from inpatient to outpatient as Accountable Care Organizations and payment models continue to emerge.

As the majority of physicians in the United States are now employed by a hospital many healthcare executives are working to understand the economic model for physician practices. In many cases, physician practices are seen as a large "loss" leader to the hospital and is a driving force on strained operating margins. With this in mind, the focus on practice operational improvement is at an all-time high.

Leveraging the Physician Group

We believe the physician group is the largest untapped opportunity that exists within a hospital. Many times, the physicians are not being leveraged or utilized in a way to unlock the economic potential that exists. The reality is that the physicians, like all staff, have a responsibility to make positive contributions to the overall performance of the hospital beyond just the practice operations or income statement.

Physician Margin Recovery

We will discuss six ways to improve performance that each hospital and/or physician group should consider when exploring physician margin recovery:

1. Access Strategy for Expansion
2. Explore Potential Revenue Enhancement Opportunities

3. Assess Provider and Staff Productivity to Ensure Efficiency of Performance
4. Optimization of Payer Contracts
5. Development of Key Service Lines to Ensure Success Across the Continuum of Care
6. Understanding Patient Leakage

Access Strategy for Expansion

Access is the lifeline to any practice or hospital. Only with new patients and the ability to get existing patients in will there be an opportunity for services to be delivered and to meet the needs of the community. The following are the key steps for any physician group to undertake to optimize access:

- Understand current and potential capacity by specialty by physician.
- Develop a strategy and implementation plan to target new patient growth areas in market demographics, specialty services and/or exploration of collaboration with potential partners in your service area.
- Ensure proper care team alignment in order for members of the team to function at top of license (MD, APN, Pharmacist, Social workers, front office).
- Review and make recommendations on performance relative to service expectations for customer experience (scheduling, phone triage, on-line functionality).

Explore Potential Revenue Enhancement Opportunities

As the evolution of healthcare continues to change to an outpatient setting, it is important for hospitals to explore the ability to generate various revenue potentials beyond the traditional Evaluation and Management services provided in a physician practice. The following items should be considered and evaluated for potential new revenue opportunities:

- Review of current physician payer contracts to ensure market comparability,
- Risk sharing contracts with payers and/or Accountable Care Organization (ACO) participation,
- Home Medical Equipment or Durable Medical Equipment services,
- Ancillary services such as X-Ray, MRI, CT, and Lab,
- Provider-Based billing or Rural health clinics based on eligibility of the practice location,
- Federal Qualified Health Clinics (FQHC) or partnership with a FQHC,
- Medication Assistance and Drug Replacement plans,
- Specialty Pharmacy,
- Joint Venture on Home Health, and

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- Partnership with a tertiary facility on clinical services.

It does take time and resources to understand and implement the above, but overall some of these items can certainly pay off in the end and create additional value to hospitals.

Assess Provider and Staff Productivity to Ensure Efficiency of Performance

Provider and staff productivity are very important elements of physician margin recovery. Many times the conversation is about physician productivity, which is important, but staff should also be in the same conversation. Here are some thoughts to consider when evaluating productivity:

Provider Productivity

Measure the performance of a provider in terms of work relative value unit (wRVU) performance against survey data (MGMA, AMGA, and Sullivan Cotter). Additionally, consider the providers' patient panel relative to the overall wRVU production. Sometimes you may find that the high producers in terms of wRVUs are not always those with the largest panels. The panel of patients becomes of utmost importance as physician groups are in a risk shared model or ACO.

Staff Productivity and Labor Management

Once you determine the provider productivity in terms of patient panels, wRVUs or both, use the benchmark data to account for appropriate staffing levels to validate new or replacement positions. This will allow labor costs to be consistently managed within the practice focusing on benchmark targets and aligning with how a physician typically is compensated via wRVUs.

Optimization of Payer Contracts

Many payers will add "upside" risk as an incentive relative to achieving certain targets in performance for the physician practice. These targets may be based on items such as HEDIS Measures, CAHPS scores, pay for performance measures, utilization/cost management, clinical quality/effectiveness and patient safety (medication adherence, opioid management, etc.). It is important to note that providers need to be engaged in the review of the performance metrics. Additionally, performance against the targets should be tracked and communicated on

a regular basis.

Development of Key Service Lines to Ensure Success Across the Continuum of Care

The creation of service lines with a multi-discipline team to derive best outcomes related to satisfaction, service, quality, and financial performance is best practice. This allows for collaboration and development of key initiatives such as capital planning and resource allocation while actively working to fulfill the goals of the hospital.

Understanding Patient Leakage

One of the greatest challenges that hospitals have with the employment of a physician is around patient leakage. Patient leakage is defined as a patient that is within your care receives services outside of your facility or network when you could have provided these services to the patient.

In reviewing the opportunity around patient leakage there are five questions that you should ask while you analyze the data:

1. Is the patient leaving because of patient choice, insurance?
2. Does the hospital have the services to provide for the patient?
3. Is there an access issue with a provider?
4. Is there a quality concern with a provider?
5. Is there a service issue with a provider?

The first two items above are acceptable and there is nothing immediately that the hospital can do to address them. The latter three items are things that the hospital and/or physician group needs to understand and improve, which should remove any barriers on why a provider may refer out.

Conclusion

Physician Margin Recovery is needed to create a sustainable model around the physician employment models within hospitals. It does require change, discipline and a willingness to face cultural issues that exist in every organization. However, by engaging the physicians in solving and implementing the recovery efforts, it will unlock the power of the hospital's greatest asset.

If you have questions or would like to learn more about physician margin recovery, please contact Tony Javorka.

New HFMA CHFP Certification Program Available Now!

The redesigned CHFP Certification Program has officially launched and is now available for purchase on the HFMA website. The target audience has been broadened to include:

- **Professional Staff – new to healthcare/early careerist**
- **Management – experienced, seeking to advance career**
- **Executive – experienced, need to develop staff**
- **Those who aspire to be managers, leaders in healthcare roles, clinical and non-clinical providers, vendors, and payers.**

Certification is now a learning program designed to build comprehensive industry understanding and sharpen business skills. The program consists of two learning modules:

- **Module I:** HFMA's Business of Health Care - Healthcare environment overview, healthcare reform and evolving payment models, healthcare finance & accounting concepts, cost analysis principles, strategic financial issues, revenue cycle and the future of healthcare. This module contains a 75-question, 90-minute timed end-of-course assessment.
- **Module II:** Operational Excellence - Exercises and case studies on the application of business acumen in health care. This module is a 3 hour timed assessment.

Both modules are delivered via HFMA's e-learning platform on the HFMA website, so candidates will no longer need to travel to a testing location. Module I is now available to all members at a cost of \$400. Upon successful completion of Module I, members may purchase Module II for an additional \$300. There are no retake fees. However, both modules must be completed within a 24-month period to obtain the CHFP credential.

The Chapter has provided financial support for Members pursuing Certification in the past, and is currently evaluating how to best support the new Certification format. If you wish to be among the first to receive any updates, please express your interest in Certification to the Chapter Certification Chair, Brian Meinardi (brianme@fmchealth.org; 740-687-8048).

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Health care is changing – and so is the Certified Healthcare Financial Professional (CHFP) designation.

The new CHFP from HFMA prepares finance professionals, clinical and nonclinical leaders, and payers to address the continually evolving healthcare business environment. Multidisciplinary courses focus on providing today's essential skills: business acumen, strategy, collaboration, and leadership.

Course modules include:

The Business of Healthcare

Healthcare finance overview, risk mitigation, evolving payment models, healthcare accounting and cost analysis, strategic finance, and managing financial resources

Operational Excellence

Exercises and case studies on the application of business acumen in health care

Take the next step in your professional development – check out the new CHFP at hfma.org/chfp.



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HFMA New Members

NEW MEMBERS SUMMER 2018

Shannon Troutman

Mt. Carmel New Albany Surgical Hospital
Revenue Coordinator

Jessie Thompson

Ohio Health
Director, EPMO

Michelle Jolley

OhioHealth
OP CDI Specialist

Betsy Freese

OhioHealth
Director, Revenue Cycle

Julie Novotni

OhioHealth
Supervisor UR Payer Communications

Zachary Schank

KPMG
Manager

Vicky Mathis

Cerner
Engagement Leader

Eric Miller

MedComm Billing Consultants
Controller

Angelica Dentinger

KPMG
Senior Associate

Samantha Rotonda

OhioHealth
Charge Analyst

Katelyn Ceglar

OhioHealth
Charge Analyst

Cynthia Grant

Ohio Health
Sr Charge Analyst

Carla Cullman

OhioHealth
Senior Charge Analyst

Krista Mathews

Katherine Quirk

OhioHealth

Physician Practice Administrator

Lora Stahl

OhioHealth
Hospital Medicine Practice Administrator

Jordan Hubbard

Cerner
Engagement Owner

James Steelesmith

The Ohio State University Veterinary Medical Center

Amber Boltenhouse

Aaron Warnecke

PNC Bank
Associate Relationship Manager

Traci Marshall

OhioHealth
Supervisor

Beth Ford

OhioHealth
Supervisor

Mia West

OhioHealth
AR Specialist

Tina Kaylor

OhioHealth
Sr. AR Specialist

Lula Glover

OhioHealth
AR Specialist

Heather Esber

OhioHealth
Program Manager

Ernest Pido

Knox Community Hospital

Lauren France

Trinity Health
Administrative Fellow

Sharon Neenan

OhioHealth

CNO & VP Patient Care

Kristi Hayes

OhioHealth Physician Group
Coding Supervisor

Tanya Burnell

OhioHealth
OPG Coding Supervisor

Amy Coffee

OhioHealth
Supervisor

Randall Howard

Mount Carmel New Albany
Sr. Accountant

Tasha Wilson

OhioHealth
Financial Analyst

Stacey Martin

OhioHealth

Laurie O'Leary

OhioHealth
IS Business Relationship Manager

Nathan Pierce

OhioHealth
Administrative Fellow

Alice Dillion

OhioHealth
Director of Rehabilitation

Cassie Merkle

OhioHealth
Nursing Director of Perioperative Services

Erin Dobda

OhioHealth-Grant
Director of Nursing

Juanita Swickard

OhioHealth
Senior Director Operations

Daniel Howell

OhioHealth
Director of Nursing

More new members page 15



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Upcoming National Webinars

Moving Toward a Denial-Free Future: Creating a Denial Management and Revenue Recovery Strategy

DATE & TIME

Tuesday, August 14, 2018 — 2:00 p.m. – 3:00 p.m., CDT

SPEAKERS

Patrick Drewry, Director, Product Management, Optum360

Billy Parrish, Sr. Director Product Management, Optum360

SUMMARY

Even if providers apply comprehensive denial prevention strategies, due to complex payer contracts, varying medical necessity standards and an evolving regulatory environment, the inevitable reality is that denials can't be completely avoided. Attend this webinar to learn necessary strategies for denial root cause identification and revenue recovery to help ensure the same types of denials do not repeat themselves and that lost reimbursement can be reclaimed.

This webinar will cover how leveraging people, process and technology best practices within the “back end” stages of the revenue cycle can help support a strategy of feeding intelligence up stream to prevent denial re-occurrence while reclaiming amounts owed.

Accelerating Your Accounts Payables Performance Through Automation

DATE & TIME

Wednesday, August 22, 2018 — 2:00 – 3:00 p.m., CDT

SPEAKER

Matt Houston, ED Product Management, GHX

SUMMARY

Many healthcare organizations struggle to navigate a rapidly changing accounts payables landscape to improve their cash and working capital positions as interest rates fluctuate and competition intensifies. The lack of a modern AP strategy can contribute to many challenges, including slow back-office invoicing and payment processing, as well as unnecessary diversion of critical resources away from more value-generating activities.

During this webinar we will discuss the path to realize significant efficiencies and business momentum.

Join us to learn:

What you could be leaving on the table if you're not leveraging the latest in automated AP solutions

Learn how mature your current invoice and payment strategy is, and how to gain efficiencies, as well cost-savings

Understand what a “best-in-class” AP roadmap looks like for your organization

Hear about a real-life success story (Note for internal reviewers – this will be a blind case study)

Explore How Aggregation Groups Help Healthcare Providers Drive Down Cost and Improve Delivery of Care

DATE & TIME

Thursday, August 30, 2018 — 2:00 – 3:00 p.m., CDT

SPEAKERS

Tom Harvieux, Vice President & Chief Supply Chain Officer, BJC Healthcare

Chris McDown, Senior Vice President, Member Business Ventures, Vizient

Don Stutsman, Vice President, Member Business Ventures, Vizient

Rebecca Morrill, Senior Director, Member Business Ventures, Vizient

SUMMARY

Aggregation groups were created to help independent hospitals choose supplies and initiate processes to ensure members commit a high percentage of their purchasing to group contracts. As value-based care takes hold, aggregation groups have evolved to help members also address new challenges, including: clinical alignment, physician preference supply use, care delivery models, and the application of advanced analytics to drive better decisions.

During the webinar, we will discuss the evolution of health care aggregation groups, the different facets of aggregation group participation, and how aggregation groups add value. We will explore the success drivers and challenges in health care aggregation and how partnering with the right aggregation group can help you achieve your organizational goals.



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member spotlight: **Stephen Saputra**

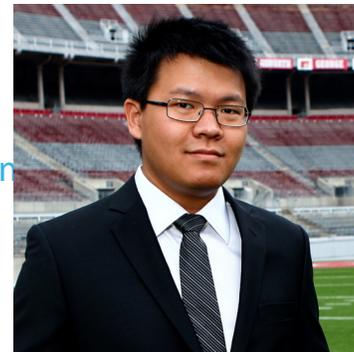
Name: Stephen Saputra

Organization: OhioHealth

Position: Sr. Financial Analyst – OhioHealth Heart & Vascular System

Hometown: Jakarta, Indonesia

College: The Ohio State University



First Post-Collegiate Job: Shipping and Receiving at Dysart Corporation (fertilizer packaging).

HFMA Experience: I joined HFMA in 2013 as a member when I was hired at OhioHealth. I have attended many excellent conferences and seminars that HFMA has put together since. It has mostly been a passive involvement until this year when I attended the mini-LTC back in the winter and met with the leadership team. The leadership team had great energy and seem to be really enjoying their time in HFMA. It inspired me to be more involved in the organization and I will be a more active participant in the communications committee this year.

Great HFMA Memory: The Opioid Crisis conference this past year was a great one. So many good speakers and an issue that is so relevant and close to home. I always enjoy learning new things in these conferences as well as meeting new people and building relationships in the Central Ohio healthcare industry.

If someone wrote a biography about you, what do you think the title should be?
Most Mediocre Man

What do you enjoy most about working in healthcare? Working in healthcare is always interesting as the health industry landscape is ever changing. There are always new challenges as new regulations or reimbursement method continues to be tweaked. We always have to be on our toes and be proactive to excel in the field. This is where organization like HFMA become a great resource for us to keep up with the changes. I am excited about the prospect that in the somewhat near future, we can all work towards keeping people healthy and not just treating the sick.

Aside from your busy work schedule, what else keeps you busy?
My family keeps me busy most days, I have two young kids: a three year old daughter and a five month old son. When I get some free time, I enjoy many different activities: playing golf, woodworking, grilling & barbecue, home improvement projects and reading a book.

What is your favorite vacation spot? Kyoto, Japan. It is an absolutely beautiful place, full of culture and great food. There are countless temples, shrines, castles and gardens all over the city. It is amazing to see all those historical priceless structures throughout the city, many temples are built without nails or screws, just exceptional Japanese joinery!

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We have opportunities for the experienced healthcare finance professional and invite you to learn more about a career with OhioHealth. Visit **jobsatohiohealth.com** for a list of our current openings, or contact our Recruiter, Betsy Joseph at **Betsy.Joseph@OhioHealth.com**.



At OhioHealth, you'll find that we're making a difference. Together, inclusion and equal opportunity make us great.

NEW MEMBERS SUMMER 2018 (continued)

CONTINUED FROM PAGE 8

Barbara Alenik
OhioHealth Grant Medical Center
Director of Nursing

Mary Lou Wojciechowski
OhioHealth
Coding Supervisor

Tony Grisafo
OhioHealth
Manager

Donna Doyle
OhioHealth Grant Medical Center
Senior Advisor Surgical Services-

Jacqueline Bastian
OhioHealth
Director- Care Coordination/
Social Services

Michael Lawson
OhioHealth Grant Medical
Center President

Cassie Davis
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Marie Shuttleworth
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Coding Education and Quality
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healthcare financial management association leadership team

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pmcfeely@streamlinemd.com

President Elect: John Ziegler
(Ambassador Software Works)
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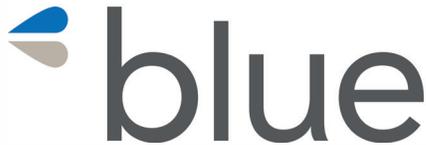
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