

CT SCANNER

Connecticut Chapter — Healthcare Financial Management Association
April 2007

Courage
IN LEADERSHIP

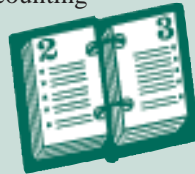
Calendar of Upcoming Events in 2007

CT HFMA Events

- April 19, 2007** Compliance Program
- May 16, 2007** CT-HFMA Annual Golf Tournament
- May 17-18, 2007** HFMA Region 1 Annual Conference at Mohegan Sun
- June 8, 2007** Annual Meeting and Program: Water's Edge, Westbrook, CT

National HFMA Events

- April 18-20, 2007** Managing Change in an Era of Medicare and Public Policy Reforms: A Conference for Accounting and Finance
Nashville, TN
- June 24-27, 2007** HFMA ANI,
San Diego, CA



New Sponsor for HFMA Community of Practice

COLUMBUS, Ohio (March 19, 2007) – Lancaster Pollard, which specializes in financing hospital construction, expansion and renovation projects for small and rural hospitals, has entered into an exclusive agreement with the Healthcare Financial Management Association (HFMA) to sponsor the online Small and Rural Provider Community of Practice (CoP).

Designed for and made up of HFMA members who are in small or rural provider settings, the community's mission is "to be a vital resource of knowledge and expertise for small rural healthcare providers." Members will benefit from shared knowledge and solutions generated from within the community through a blend of virtual and face-to-face sessions. Topics include finance, pricing transparency, governance and other issues.

Continued on page 2

President's Corner

By Lou D'Auria

As our Chapter's fiscal year comes to a close on May 31, it is time to look back and reflect on all of our accomplishments and plan our goals for next year. To that end, I am looking to you, our members, for suggestions. So please send an email with your thoughts and ideas for future educational sessions and activities to ldauria@chnct.org

In reviewing this past year's activities, we can clearly see an increase in educational sessions and attendance, a much more active role being taken by Healthcare CFOs, numerous publications in our nationally renowned newsletter, a 100% participation increase in board election voting, new and exciting special events being planned, changes in our by-laws that will benefit our Chapter and an increase in our membership.

In addition, we are getting ready to award our scholarships. Good luck to all who participated in this wonderful endeavor.

Thanks to the hard work of the Board of Directors, committee chairs and committee members, these accomplishments, aligned with our strategic plan, showed us to be right on target for what we had hoped to accomplish.

However, we have much more to do and with the extremely competent and energetic leadership of our board and our outstanding committee members, we fully expect to continue this trend and accomplish much more.

This is a great organization, and I am confident that with your continued support and participation we can be one of the best chapters in the country.

Have a great spring. I hope to see you at our Connecticut Chapter Golf Tournament on May 16, at our Regional Conference on May 17 and 18 at the Mohegan Sun and at our Annual Meeting at the Water's Edge in Westbrook on June 8.

Happy Spring! . . . Man this is fun . . . thanks for appointing me to this position.



Web Site Information

Chapter – www.cthfma.org

National – www.hfma.org

Submit comments to:

Andy Czerniewski

(203) 777-5521, ext. 1700

aczerniewski@vnascc.org



CT SCANNER

Connecticut Chapter — Healthcare Financial Management Association

CT HFMA OFFICERS AND DIRECTORS

OFFICERS

Lou D' Auria, *President*
Steve Beaulieu, *V.P. – Membership*
Gary Bergenty, *V.P. – Programs*
Sue Stanley, *Treasurer*
Jim Harris, *Secretary*
Mary Lou Sanders, *Past President*

BOARD OF DIRECTORS

Melinda Agsten, Esq.	Kathy Pajor
Andy Czerniewski	Doug Payne
Barbara Durdy	Mike Rosadini
Jacqui Gorin	Steve Vargo
Joe Pajor	Bill Wollman

Kathy Pajor is also the 2006-2007 Regional Executive-Elect

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Staff: Lyn Wyskiel, Jim Moylan, Kathy O'Shaughnessy
Submit comments to:
Steve Vargo, (203) 679-5359, svargo@masonicare.org

Election Results

By Mary Lou Sanders

CT HFMA members received ballots to vote for five members of its Board of Directors to serve a two-year term ending May 31, 2009. The ballots are in and the results tabulated.

The following incumbent members were reelected: Andy Czerniewski, Barbara Durdy, Jacqui Gorin, Joe Pajor and Mike Rosadini. Congratulations!

Did you notice anything different about this year's ballot? For the first time since I've been an HFMA member, there was no write-in candidate line. Instead, there were eight people wanting to serve on the board and only five positions to fill.

In an effort to solicit a higher number of voting members, we changed the format of the ballot to give our members better insight into the qualifications of those seeking to serve on the Board of Directors. Candidates provided a short biography in addition to their places of employment. We hope that the additional information gave our members a more informed way to know the candidates and cast their votes.

Providing this extra information and having additional candidates did accomplish the goal of giving us the incentive to take the time to vote. Almost twice as many members voted this year in comparison to last year.

As we congratulate the winners, we also want to thank all members on the ballot for expressing an interest in becoming part of our leadership. It is our leadership and willingness to think outside of the box that encourages members to volunteer to work to make this good organization even better!

We would be interested in your feedback about the format change of the ballots. Please contact me at mljesanders@snet.net with your comments.

NPI – Last Chance

By Steve Vargo

This is it! Implementation is just around the corner! And this is the last reminder that we can give you!

The new NPIs (National Provider Identification numbers) will be effective May 23, 2007.

After this date, claims submitted without an NPI number will be rejected and your cash flow will be impacted.

If you have not already done so, apply online for your new NPI at: <https://nppes.cms.hhs.gov/NPPES/Welcome.do>

Just copy and paste this URL into your Web address bar and follow the instructions.

Don't forget to test your systems after getting your NPI to assure everything is working.

**Getting an NPI Is free –
Not having one can be costly!**

New Sponsor

Continued from page 1

"It's going to allow the members of the community to share resources and produce practical solutions that I think we wouldn't be able to get by going to education sessions," said Jerry Klein, vice chair of the community and chief financial officer of Illinois' Lawrence County Memorial Hospital. "We've got a sponsor who has gone through the real-world problems of small hospital financing, and they'll be there to share that with other CFOs."

As one of the nation's largest groups of finance professionals dedicated to the healthcare sector, Lancaster Pollard helps hospitals expand and improve services by providing financial advice and financing solutions. The firm will be an active community contributor by sharing knowledge resources, subject matter expertise and case studies. Upcoming content includes the Webcast, "Financing Options for Community and Rural Hospitals" and a blog that will chronicle one hospital's experiences throughout the financing process.

HFMA members can join the community by calling HFMA's Member Services Center at (800) 252-4362, ext. 2, or online at https://www.hfma.org/site/forums/join_cop.cfm.

HFMA Region 1 Sixth Annual Healthcare Conference May 16-18, 2007

Get ready for the HFMA Region 1 Sixth Annual Healthcare Conference! We are holding this year's conference at Mohegan Sun, a world class resort and casino in Uncasville, Connecticut. These exciting, one-and-a-half days of education, scheduled for May 17 and 18 are being presented by Region 1 Chapters: Connecticut, Maine, Massachusetts/Rhode Island and New Hampshire/Vermont.

More than 20 national and local speakers will address participants. Richard L. Clarke, DHA, FHFMA, President and CEO of HFMA will provide opening remarks on "Consumerism and the Revenue Cycle." Our keynote speaker, Jeff Goldsmith, Ph.D., President, Health Futures, Inc., will speak on "Health Care's Future: The Next Ten Years."

HFMA's Connecticut Chapter will host a pre-conference golf tournament on May 16. For more information on the golf tournament go to www.cthfma.org. We have also scheduled a reunion dinner for all past presidents serving a Region 1 chapter for the evening of May 17 (by advance invitation only).

Last year more than 300 people attended this national-level conference. Of the surveyed participants, 94% rated the quality of this conference good to excellent with 16 out of our 17 speakers rating better than 3.4 on a 1 to 5 scale (5 = exceptional). Last year comments overheard included "I was surprised at the quality of the presentations right here in New England!" and "I am definitely planning on returning next year."

This annual conference has received accolades for providing a three-ring binder with all of the conference educational handouts and has won three HFMA Yerger awards for collaboration. With input from representatives of Region 1 HFMA chapters, another outstanding program has been assembled this year.

This conference has more than doubled in attendance since the first year due to repeat attendance of prior year participants plus an increase in first-time attendees. The suggestions from prior participants have guided changes to what is truly a member-driven educational experience. The conference's proximity to Connecticut's Mystic Seaport provides the opportunity for participants to bring their families to see the aquarium and village. In addition visitors can see some of Connecticut's finest vineyards along the wine trail. The outstanding Mashantucket Pequot Museum and Research Center as featured on the Discovery Channel series "10 Days That Unexpectedly Changed America," is also a memorable place to spend some time.

The conference brochure with complete details was sent to all Region 1 members in early February. This is a national level conference within driving distance of your office. Do not miss out on this wonderful educational opportunity so close to home. We look forward to seeing you there!

Please contact the HFMA Region 1 Office at (781) 647-7004 or email us at hfmareg1@camihq.com if you have any questions about the conference or registration.

Post Election Changes

By Steve Vargo

As past president and being responsible for the elections for the Board of Directors, Mary Lou Sanders reported the results for the board for next chapter year. See the article on page 2. Subsequent to the ballot some changes have happened that affect the board.

As we all know, Lou D'Auria was catapulted to president without the luxury of learning the intricacies of the position, as being president-elect would have allowed. This left us without a president-elect. Lou asked if there were any volunteers for the position. Jim Harris, our current board secretary, volunteered to fill the position of president-elect for the remainder of the term (May 31, 2008). Jim is a long time member and has been on the board for several years. Since there were no other volunteers, a vote was taken and Jim was officially appointed as president-elect. Thank you, Jim.

This is wonderful news because it establishes the succession planning that the position was intended to accomplish.

However Jim cannot be both the president-elect and secretary so there was still an officer position vacant. Lou asked if there were any volunteers for the position of secretary. Jacqui Gorin, a current director, offered to increase her volunteer role as chapter secretary for the remainder of the term (May, 31, 2008). Since there were no other volunteers, a vote was taken and Jacqui was officially appointed as secretary. Thank you, Jacqui.

This was great news to allow the Chapter to get ready for the new chapter year, which is only a little over a month away.

However there was some sad news. Melinda Agsten informed the board that she would not be able to continue as a director due to her numerous other commitments. While we will miss Melinda on the board, she is not giving up her role on the Program Committee and will assist in coordinating future programs. Thanks to Melinda for all of her hard work and her willingness to continue to volunteer for the Connecticut Chapter.

With the elections over and with two director slots open, the board looked at filling those spots. A motion was made to appoint two acceptable candidates for the open board positions: Bob Halko and Todd Theisfelt. The board voted unanimously to appoint Bob and Todd as the new directors to fill the openings. Welcome to the Board.



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**CT Chapter HFMA
Annual Meeting and Program
June 8, 2007
Water's Edge Resort & Spa
Westbrook, CT
8:30 a.m. - 2:30 p.m.**



Agenda

8:30 a.m. - 9:00 a.m.	Registration, Continental Breakfast and Networking
9:00 a.m. - 9:30 a.m.	Installation of Officers and Directors
9:30 a.m. - 10:30 a.m.	“Igniting Performance by Igniting People” – Michael Hoffman
10:30 a.m. - 10:50 a.m.	Break
10:50 a.m. - 11:20 a.m.	“Igniting Performance by Igniting People” – Part II
11:20 a.m. - 11:45 a.m.	Awards Presentation
11:45 a.m. - 1:00 p.m.	Lunch
1:00 p.m. - 2:30 p.m.	Wine Tasting Presented by Chamard Vineyards

**Please Note: Dress is BUSINESS CASUAL
We want everyone to learn, network, and have a good time.**



“Igniting Performance by Igniting People”

Presented by Michael Hoffman, Nationally Known Speaker

Michael Hoffman has presented to over 20 different HFMA chapters from coast to coast. He will provide participants with a humorous, insightful, and life-changing presentation to help you discover how to approach your duties “on purpose” with an attitude of ownership and professionalism. Connecticut Chapter President, Lou D’Auria, has received rave reviews about Mr. Hoffman, and we are excited for the opportunity to have him at our program.

Come out and congratulate the officers and directors that you have chosen to represent your interests in the Connecticut Chapter. Also recognition for Founders Awards points will be presented to all Chapter members who have achieved the various levels of volunteer service to the chapter, region and national HFMA. Network with your friends and counterparts to keep the productive juices flowing.

Please refer to the full program notice sent to you earlier. If you need another notice or have any questions contact Gary Bergenty, VP Program Services for the CT HFMA at gary.bergenty@ynhh.org.

Save the Date!

Sunday, July 22, 2007 – 4:00 p.m. Tip Off
 Connecticut Suns WNBA Game at the Mohegan Sun Arena
 CT HFMA Special Event

Plan on joining your fellow CT HFMA members for the Connecticut Sun vs Houston Comets WNBA game on Sunday afternoon, July 22, at the Mohegan Sun. Game tip off time is 4:00 p.m.

HFMA has reserved a block of premium tickets that feature excellent seating along with the following fun activities:

- A pre-game tour of the arena including locker rooms, media room and sky boxes
- One individual from our group will be honorary team captain and take part in pre-game festivities
- Blaze, the team mascot, will join our group for photo opportunities

Tickets are available for \$23 each.

The Connecticut Sun have been one of the top teams in the WNBA and feature two former UCONN stars on their roster, Nykeshia Sales and Asjha Jones. Other featured players include Margo Dydek at 7'2", and Katie Douglas, last year's MVP of the WNBA All Star Game.

To secure your tickets, please contact Joe Pajor at jpajor9553@aol.com or at (203) 878-6018 by June 30, 2007.

Mark your calendar now and plan to join your fellow CT HFMA members for what promises to be a fun-filled event at the Mohegan Sun. Feel free to invite family and/or friends to this event.

Coming soon: In addition to this event, CT HFMA has planned two other special events

- Hartford Wolfpack AHL hockey game in late fall
- Behind the scenes tour at the Mystic Aquarium

Specifics on these events will be in the next issue of the *CT Scanner*.



Chapters Consolidate

By Ann Chiodini

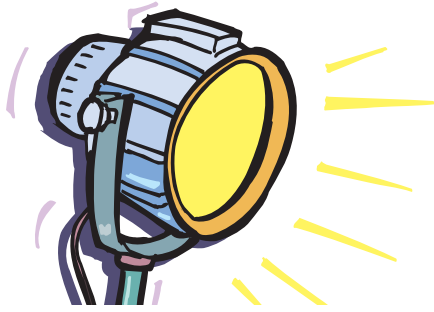
Effective December 31, 2006, the Rhode Island Chapter of HFMA has been officially merged with the Massachusetts Chapter. This merger stands as testimony to the fact that our New England healthcare market has become complex and that sharing knowledge, experience and resources serves our members by improving educational programs, expanding opportunities for networking and offering an enhanced scope for participation. As stated in the March/April 2007 edition of *Notes From National*, which announced the merger:

All parties involved are committed to ensuring that member needs are met, and are excited about the opportunities that this change presents for the

future of the region to enhance benefits to HFMA members. As a result of cooperation, the chapters are working together for the benefit of all.

Although we have lost one independent chapter we now have a stronger resulting chapter. The enhanced Massachusetts Chapter being part of Region 1 will help all of the Region 1 Chapters become stronger.

Ann Chiodini was formerly with the Rhode Island Chapter and elected to transfer to Connecticut after the consolidation. She has been very active in the RI Chapter serving as Chapter President and Region 1 Executive in 2004-2005. The Connecticut Chapter welcomes Ann to the fold.



CT HFMA Officer *Spotlight*

Our spotlight features details on a current officer of the Connecticut HFMA or one of our CFOs from a local hospital organization. It offers some personal and professional information about these individuals and may also inspire many of you to consider becoming more involved with HFMA, and perhaps join a committee or even run for office!

This month's focus is on Kathy Pajor, an HFMA member since 1991. Kathy has served the Connecticut Chapter in a variety of ways, including being a board member since 1994, secretary, membership officer and president.

Kathy received an MS degree in Healthcare Administration from the University of New Haven. She was an Adjunct Professor in Healthcare Administration at Quinnipiac University and at UNH from 1999 throughout 2006. Kathy has earned HFMA's Follmer, Reeves and Muncie awards as well as the Connecticut Achievement Award. Kathy earned her designation as Fellow (FHFMA) in 1996.

Kathy served for four years on the National HFMA's Revenue Cycle Advisory Board, and she is currently the Region 1 Executive-Elect. She will become the Region 1 Executive starting in June 2007 until May 2008. As Regional Executive, Kathy will be responsible for the coordination of the joint activities of the Region's Chapters, including the Spring Regional Educational Conference, and she will represent the region in all HFMA National issues.

Spotlight on: Kathleen A. Pajor, FHFMA, LNHA

Job/Department:

President and Executive Director of Healthcare Visions Inc. /Beechwood Rehabilitation and Nursing Center and Principal, Pajor Consulting Group

Responsibilities:

Nursing Home Administrator and Principal in company that provides consulting services to healthcare entities in the revenue cycle process; providing customer service training; assisting in operational and financial turn-around.

My very first job was: A unit secretary at Bridgeport Hospital in Bridgeport, Connecticut.

The best part of my job is: Assisting others in achieving their goals.

My family includes: My husband Joe and children Evan, Dana and her husband Eric, Courtney, Matt and his fiancée LuAnn, and four step grandchildren.

If I'm not at work, you'll find me: Traveling all over the world.

My proudest moments: Seeing my children growing up to become well-rounded adults.

The most difficult goal I ever achieved was: Raising my children to become well-rounded adults!

The best advice I ever received was: "Believe in yourself."

I joined HFMA because: I wanted to understand the financial side of the healthcare industry and network with others who could help me in achieving my professional goals.

A book that I would recommend is: *7 Habits of Highly Effective People*

A movie that I would recommend is: *Shawshank Redemption*

How I first became involved as a volunteer with HFMA:

Steve McPherson and Joe Pajor encouraged me to join and get involved on the Education Committee. Bob Haley was my instructor for the HFMA Certifications and he encouraged me to become an officer in the Connecticut Chapter and a Fellow.

Personal and/or professional benefits realized from my HFMA involvement:

Mentored by some of the best professionals in the industry; established long-term relationships with people I trust. In turn, I give back to the Chapter and National by mentoring and encouraging others to join.

CT HFMA New and Transferred Members

We extend a sincere welcome to the following individuals who have chosen to join the Connecticut Chapter of HFMA.

Mark R. Aresco

Administrative Director
L & M Systems, Inc.
49 Cedar Spring Road
Burlington, CT 06013-2441
Work: (860)405-7252
Email: maresco@lmhosp.org

Randy E. Bentz

Accounting Manager
Yampa Valley Medical Center
1024 Central Park Drive
Steamboat Springs, CO 80487-8813
Work: (970)870-1122
Email: randy.bentz@yvmc.org

William G. Godburn

VP of Revenue Management
St. Francis Hospital and Medical Center
114 Woodland Street
Hartford, CT 06105-1208
Work: (860)714-4320
Email: wgodburn@stfranciscare.org

David T. Haig

Associate Compliance Officer
Yale New Haven Health System
267 Grant Street
Bridgeport, CT 06460
Work: (203)878-7140
Email: fdhaig@bpthosp.org

Teresa R. Hendewich

Senior Reimbursement Consultant
The Hospital of Central Connecticut
609 Mountain Road
West Hartford, CT 06117
Work: (850)224-5577
Email: thendewi@thocc.org

Jacqueline Joyner

Manager Healthcare Access
Connecticut Children's Medical Center
282 Washington Street
Hartford, CT 06106-3322
Work: (860)545-8310
Email: jjoyner@ccmckids.org

Matthew J. Kollar

Vice President
Insight Investments, Corp.
Holly Pond Plaza
Stamford, CT 06902
Work: (203)356-0468
Email: mkollar@insightinvestments.com

Edward D. Song

Graduate Student
563 Forbes Street
East Hartford, CT 06118
Work: (860)830-3173
Email: esong@business.uconn.edu

Peter M. Van Doren

Healthcare Sales Director
Medquist
146 Robin Road
West Hartford, CT 06119
Work: (678)826-5837
Email: pvandoren@medquist.com

Transferred from Chapter 55 – Rhode Island

Ann B. Chiodini, FHFMA, CPA

Sr. Financial Consultant
Ann B. Chiodini, CPA
824 Williamsburg Circle
Warwick, RI 02886-1741
Work: (401)573-9034
Email: annchiodini@cox.net

Past Presidents' Dinner

By John McNeff

Renew past acquaintances!

Revive the traditions!

Relive the good old days!

The members of Region 1 cordially invite all past presidents from all Region 1 Chapters to a cocktail reception and dinner on Thursday, May 17, 2007. The dinner will be held at the Mohegan Sun in conjunction with the Sixth Annual Region 1 Healthcare Conference.

Special guest speaker for the evening will be HFMA's CEO and President Richard L. Clarke. The dinner is free to past presidents, who are welcome to bring their spouse or a guest at a cost of \$50.

Attire for the reception and dinner is business casual. The cocktail reception begins at 4:30 p.m. with dinner at 6:30 p.m. Dinner choices are steak or salmon.

If you are a past president of the Connecticut HFMA Chapter we would really like to see you there. For more information please email John McNeff at jrmcpa@snet.net or phone at (203)453-6967.



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800.761.KREG FOR MORE INFORMATION

Connecticut Golf Outing

Come
Join The Fun!!!

As part of the kickoff to the New England HFMA's Annual Healthcare Conference at Mohegan Sun Casino on May 17 and 18, 2007. The Connecticut Chapter is holding its Golf Outing on **Wednesday May 16, 2007** at the prestigious **Fox Hopyard Golf Club** in East Haddam, Connecticut, a short drive from Mohegan Sun. Fox Hopyard is one of Connecticut's finest courses and promises to be an exciting event.

Event Sponsor - \$5,000

Platinum Sponsor - \$2,000

Gold Sponsor - \$1,000

Reception Sponsor - \$1,000 **SOLD**

Lunch Sponsor - \$1,000

Silver Sponsor - \$500

Bronze Sponsor - \$300

For More Information Contact:

Michael Rosadini
michael.rosadini@ey.com
Office: (860) 524 - 3510
Fax: (866) 358 - 7149
or
Susan Emhoff
Office: (860) 524 - 3329

Event Details

- Scramble Format
- Shot Gun Start
- Prizes for Gross and Net , plus closest to the pin and longest drive
- Entry fee of \$200 Includes:
 - Lunch
 - Golf with cart
 - Roving refreshment cart
 - Cocktail hour
 - Raffle ticket for loads of prizes

Schedule of Events

- 11:30am - Registration / Lunch
- 12:30pm - Golf Play Begins
- 6:30pm - Cocktail Hour, Awards & Prizes

Directions to Fox Hopyard

From Hartford

Take Route 2 east to Exit 18 - (Rt 11) Follow Rt 11 until the end of the expressway (about 8 miles) at Rt 82. Take a right onto Rt 82. Take a right onto Hopyard Rd. (about 4 miles Look for brown sign "Devil's Hopyard State Park") Fox Hopyard Golf Club is your first left.

From Interstate 95 North or South

Take Exit 70 to Rt 156 North. Proceed on Rt 156 for about 8 miles until you merge with Rt 82. Take a right onto Rt 82 and Hopyard Rd. will be on your left. (Look for brown sign "Devil's Hopyard State Park") . Fox Hopyard Golf club is your first left.

From Interstate 395 North or South

Take Exit 80 west (Rt 82). Proceed on Rt 82 about 14 miles to Hopyard Rd. (Look for brown sign "Devil's Hopyard State Park") on your right. Fox Hopyard Golf Club is your first left

Registration Form

Company _____
 Address _____
 Phone _____ Fax _____
 Players Name _____ Handicap # _____
 1. _____
 2. _____
 3. _____
 4. _____

- I can't make the tournament but will attend the Reception (must be registered for Annual Conference)

Please Check One

- Visa Card Holder's Name: _____
 MasterCard Card #: _____
 Discover Expiration Date: _____
 American Express Signature: _____

Return With Check Payable To:

HFMA Conn, Chapter
 c/o Michael Rosadini
 Ernst & Young LLP
 225 Asylum St.
 Goodwin Square
 Hartford, CT 06103

Select Legal Issues Regarding Financial Management

By Melinda Agsten

On Wednesday, March 28, 2007, the Connecticut Chapter of the Healthcare Financial Management Association in conjunction with the Connecticut Health Lawyers Association, Inc. (“CHLA”) presented a joint educational program entitled “Update on Select Legal Issues Related to Financial Management” at the Connecticut Hospital Association in Wallingford.

Chuck Rondinone, a member of the Connecticut HFMA Program Committee and of the HFMA-CHLA Joint Program Committee, served as the Master of Ceremonies. Chuck welcomed more than forty attendees to the program and introduced the other members of the Joint Program Committee: Melinda Agsten of Wiggin and Dana, also an HFMA Program Committee member, Lisa Boyle of Robinson & Cole, Michelle Wilcox DeBarge of Wiggin and Dana, and Jennifer Groves of Updike, Kelly & Spellacy, all CHLA members.



Pat Monahan opening the program.

The kickoff presentation focused on hospital joint ventures, a subject of great current interest in the hospital and physician communities in Connecticut. Patrick Monahan II and Norton Travis of Garfunkel, Wilde & Travis presented “Hospital Joint Ventures: Opportunity, Pitfalls and Real-World Lessons Learned.” Pat provided an overview of the factors

generating the interest in joint venturing before Norton Travis gave the presentation. Norton reviewed the federal regulatory framework applicable to joint venture structures, including the federal anti-kickback statute and the Stark law prohibiting physician self-referrals. He explored the statutory and regulatory elements of these statutes, highlighted the differences in how they apply, and used examples to illustrate what business arrangements were permissible and which were not. The presentation touched on a number of business arrangements requiring care, including arrangements between physician groups, ambulatory surgery centers, compensation arrangements, and arrangements between physician groups and management companies.

Stephen Cowherd of Jeffers & Ireland followed with a presentation on an important topic in Connecticut and throughout the U.S.: “Charity and Uncompensated Care: Legal Requirements and Compliant Policies.” Steve described the increased scrutiny of charity and uncompensated care from a number of perspectives. He reviewed major enforcement and oversight initiatives of Congress and the IRS as well as the status of private litigation and union-driven

activities related to uncompensated care. Steve reviewed the federal and state statutes relevant to free care, including the Internal Revenue Code and, at the state level, Connecticut’s Nonprofit Hospital Conversion Act and legislation on hospital bed funds. His program concluded with a review of policies relevant to compliance with the various regulatory requirements.

Following a short break, Michael Kolosky of Robinson & Cole spoke about “Legal and Strategic Considerations for Responding to Healthcare Audits: Managing the Internal Investigation.” Michael discussed, from the perspective of a practicing lawyer, important issues, sensitivities, and concerns of an outside lawyer hired by a healthcare institution to assist in an internal investigation that might be related to a federal investigation. The presentation illuminated a number of issues that non-lawyers working for healthcare entities would not be aware of as they participated in an internal investigation. For example, the presentation made clear that the client is the entity, not management, general counsel, or staff. Similarly, the attorney-client privilege belongs to the corporate entity and not to an employee being interviewed. The presentation also addressed general issues in federal investigations, including the potential for a demand by federal prosecutors that the privilege be waived.



Norton Travis discussing regulatory issues in joint ventures.

The final session focused on captive malpractice insurance companies. Paul Knag of Murtha Cullina and Michael Maglares of Michael Maglares & Company spoke about “Legal Issues Affecting Malpractice Subsidies and Insuring Physicians through a Captive Vehicle.” Michael prefaced his presentation with the definition of a captive: “An insurer that underwrites the insurance risk of its owner or the exposure of any risks affiliated with its owner.” His discussion continued with how hospitals use captive insurance companies, how these companies are being expanded to include voluntary attending physicians, how to best organize and administer these captives, and their legal and tax issues. Paul then discussed the components of a

Continued on page 11



HFMA's Certification Program

By Bill Wollman

Many members inquire about the certification program and the fellowship recognition in HFMA. Below is the first of a three-part series identifying some of the frequently asked questions and answers about HFMA's Certification Program. This issue will address the requirements and preparation steps to take the certification exam. The second series, to be published in our next newsletter, will focus on the certification exam and its content. The final series will focus on achieving fellowship recognition once you have become certified as well as requirements for maintaining your fellowship recognition. If you have questions, please feel free to contact me or another Certification Committee member:

Bill Wollman, FHFMA – Chairperson, Certification Committee
(860) 852-0008 or bwollman@choiceonemail.com

Joe Pajor, FHFMA – Committee member
Andrew Czerniewski, FHFMA – Committee member

Frequently Asked Questions about HFMA's Certification Program

Q: What are the benefits of becoming a Certified Healthcare Financial Professional (CHFP) or Fellow of the Healthcare Financial Management Association (FHFMA)?

A: CHFPs and FHFMA members are more likely to be considered qualified for higher-level positions in the healthcare finance industry. They are also generally viewed more favorably for advancement and job retention during downsizing.

Certified Healthcare Financial Professional (CHFP) Program

Q: What are the requirements for becoming a CHFP?

A: To become a CHFP, you must be a HFMA member for a total of two years; have two years of healthcare financial management experience; receive passing scores on the HFMA Core and one specialty exam; have completed a minimum of 60 semester hours at an accredited college or university; and provide required references. A notarized application must be submitted with the processing fee.

Q: If I passed both exams, do I need to apply for certification?

A: Yes. Successful completion of the exams is only one requirement to be certified. You must complete all other requirements prior to submitting a conforming CHFP application, available online at hfma.org.

Q: I am already certified and want to add another specialty to my credentials. Do I need to retake the Core exam?

A: No. If you maintain your certification, it is not necessary to retake the Core exam. For any additional specialties, complete and submit the exam application with appropriate fees. The specialty will be granted upon successful completion of the exam and of an application for the additional specialty. The exam application is located online.

Certification Exam Preparation Resources

Q: I'm interested in taking the CHFP exam. What resources are available to prepare for the exam?

A: A self-study course has been written specifically to prepare you for each of the exams. The certification exam questions are based on content covered in the current version of the self-study courses, which are updated every two years. (The expiration date is printed on the materials.) Review questions contained in these courses are different from those on the certification exam. Also, HFMA National offers coaching/review courses at ANI. Chapter resources for exam preparation vary by chapter and may include a locally sponsored coaching course and shared library resources. Check with your chapter for more information on what resources are available locally.

Q: How can I order the courses?

A: They can be ordered online at hfma.org under the CHFP section of the certification area. These courses expire on the date printed in the study guide.

Q: What is the best way to prepare for the exams?

A: Become familiar with the content covered on the exam by completing the corresponding self-study course for the exam that you will be taking. Read the objectives at the beginning of each chapter. They define what you should know as a result of completing the chapter and its activities. Complete the review activities at the end of each chapter and the end-of-course test to assess how well you know the content covered in the course. Find others who will be taking the exam and study together. Check with your local chapter if any such study groups have been set up. Allocate your review time for the chapters according to the percentage of test questions on the exam that will come from that chapter. The exam questions are allocated as listed in the chart at hfma.org.

Flying Is a Payne

Recently I was on a flight from Seattle to Raleigh, NC with four of the worst behaved children on the planet. You know there's going to be trouble when you take off and these kids throw their arms up in the air and scream like you're on a roller coaster.

These children were named Phoenix, Dakota, Madison, and Payne, with the last one obviously having the most appropriate name. And the mother had no control over the three older kids, choosing instead to sit in her seat, drinking beer, yelling their names: "Dakota!" "Madison!" "Phoenix!", as if she were answering geography questions on *Jeopardy*.

Coming out of the bathroom at the back of the plane I see two-year-old Payne standing in the aisle at the front. He throws his baby bottle; it rolls along the floor, coming to rest at my feet. I pick it up, noticing hair and dirt stuck to the nipple. Payne is running down the aisle screaming, "Mine, mine!" When I explain the bottle needs to be cleaned before he puts it in his mouth, Payne doubles up his fist, and hits me right in the thigh.

"Here, Payne, bon appetit."

When we got to Raleigh, I noticed the North Carolina license plates say, "First In Flight." After this flight, I couldn't figure out if they're bragging or apologizing. I'm convinced if the Wright brothers had known how annoying air travel would become, they would have dismantled the *Kitty Hawk*, and ridden their bicycles back to Ohio. Then what would the North Carolina license plate say? Of course, anything would be better than Oklahoma's. Ours says, "You Gotta Live Somewhere." (Actually it says, "Native America," which is a step up from the old motto, "Oklahoma is OK" — not great, mind you, just okay.)

I fly Southwest Airlines and Gary Kelly, CEO of Southwest, best summarizes the reasons:

"There's also a precision that customers want with their airline product. They want to be on time. They want to get to their destination with their bags. They want to be able to change their travel plans without being penalized for that. Those are all the things we deliver."

One aspect of Southwest's legendary customer service evident on most flights is the use of humor. Southwest Airlines has developed an environment that not only encourages humor in the work place, they actually search for people with a sense of humor during the hiring process.

On one flight, as the flight attendant familiarized passengers with the plane's oxygen system, she said, "Although we never anticipate a loss of cabin pressure, if we had, we wouldn't have come to work today."

Humor is a proven tool not only in relieving stress, but also in improving health, improving employee morale, increasing employee retention, building collaboration, and helping employees tap into their creative problem-solving skills. These reduce costs and improve an organization's profits. Maybe the best argument for using humor at work is employees are happier. Colleen Barrett, President of Southwest Airlines, believes happy employees makes good business sense.

"If our employees don't feel good about their work environment and don't feel they have the tools to do their job, what kind of exchange are they going to have with our passengers?"

I encountered another example of Southwest's employees using humor on a flight from Houston to Orlando. One flight attendant, Juan, said, "You are being served today by the Orlando-based flight crew of Juan, Peggy, and last month's Flight Attendant of the Month, Julie. If there is anything that we can do to make your flight more enjoyable, don't hesitate to ask Julie because you can't expect much out of me or Peggy."

Through humor, Juan made us see flight attendants as real people and not just nameless, faceless wait staff 30,000 feet in the sky. This is a wonderful lesson in working with co-workers.

The best aspect of humor is it doesn't cost you a thing. In the cases cited above, Southwest Airlines employees made flying a little less stressful.

Bring more humor to your work because Gilda Radner was right when she said, "Laughter matters." Remember this the next time you're on a cross-country flight with Payne.

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Kent Rader is a professional speaker and comedian helping people learn and experience how laughter matters in reducing stress. His stress reduction book Let It Go, Just Let It Go and video clips are available by visiting www.kentraderpseaks.com or calling (405) 209-3273.

Select Legal Issues

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successful Hospital Sponsored Physician Insurance program, including creating distance between the hospital administration and the physician selection, underwriting and claims management processes, objective and fair underwriting, Joint Defense where possible and mandated joint risk management initiatives, a qualified actuarial opinion supporting physician premium rate structure, a thorough examination of all applicable legal, tax, regulatory and general business practice issues, a well-conceived captive business and operational plan, and a long-term financial commitment to the process.

The nature of the program attracted some financial managers and many lawyers, including those in private practice as well as some who work in-house for healthcare institutions. The program adjourned at around 12:30.

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