

CT SCANNER

HFMA Membership Benefits

By Mary Sheehy

HFMA is a member focused, value driven, forward thinking and innovative association that together with its members is constantly defining, realizing and advancing the profession of the financial management of healthcare.

Being a member of HFMA provides you with access to a wealth of information for both your individual career as well as your job. As a member these resources can provide you with ready ideas, tools and solutions to save you time and improve the financial health of your organization and the healthcare industry.

Some of the key benefits of membership are:

NATIONAL BENEFITS:

- Monthly *hfm* Magazine
- “HFMA Wants You to Know” Weekly e-mail Newsletter
- Weekly News Highlights e-mailed to you
- Buyer’s Resource Guide — over 40 categories of products/ services for your purchasing needs
- HFMA Special Interest Forums and Communities of Practice
 - Revenue Cycle Community (Formerly the PFS Forum)
 - Healthcare Chief Financial Officers (CFO) Forum
 - Compliance Forum
 - Managed Care Forum
 - Future Leader Community
 - Small and Rural Provider Community
 - Medicare Payment Community
- Professional Development – seminar series, audio Web casts, e-learning
- Resource Library – includes the following areas:
 - Revenue cycle management
 - Cost control
 - Corporate responsibility
 - Financing the Future
 - Patient Friendly Billing
- Access to all archives of HFMA Publications
- Access to all 68 Chapters and their available resources
- Reports on Peer Reviewed Products and assurance that they are quality products

LOCAL BENEFITS:

- Career Development Resources — job postings, self assessment tools, résumé referral services
- Professional Designations and Certifications
- Public Policy Initiatives
- Premium Web Content — research reports, job descriptions, presentations
- Quarterly Chapter Newsletter
- Chapter and Regional Educational Sessions
- Local Networking with your peers in Connecticut and surrounding areas

New HFMA Year Begins June 1

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Board Election Update

By Lou D'Auria, Nominating Committee Chairperson, Past President

The CT HFMA Board of Directors is pleased to announce the election results for the upcoming 2009/2010 year.

Re-elected to the Board is Michael Rosadini, President, M. Rosadini Consultants LLC.

In addition, we have four new Board members. They are:

Mary Sheehy, Manager, Reimbursement Yale New Haven Hospital

D. Eric Wetherell, CPA, Manager PricewaterhouseCoopers LLC

Shannon M. St. Hilaire, Director of Budgets and Reimbursement, Middlesex Hospital

Laura A. Denninger, Senior Adviser, Ernst & Young Health Science Advisory Services

All new Board members will be attending a Board orientation in May and will officially begin their Board duties on June 1, 2009.

Thank you to all who placed their names in nomination and thanks also to all CT HFMA members who voted . . . your vote does count.



**The HFMA Connecticut Chapter
Invites You, Your Family and Friends
To Join Us**

**Sunday, July 12, 2009
New Britain Rock Cats vs Binghamton Mets
New Britain Stadium**

Gates Open 12:05 PM Game Time: 1:35 PM

The HFMA Connecticut Chapter has secured a limited number of field box seats between home plate and third base at discounted prices. This is a great opportunity for your family and or friends to spend a day at a minor league ball park. The New Britain Rock Cats, the Minnesota Twins AA minor league club, will be playing the Binghamton Mets, the New York Mets AA minor league club. See the stars of the future up close and personal at the affordable, discounted ticket price of \$8 per ticket. [Box seats for this game are sold at \$10 per ticket to the public]

For directions to the ball park, go to the New Britain Rock Cats Web site: www.rockcats.com

For more information, contact Joe Pajor at JPajor9553@aol.com or (203) 988-6952.



CT SCANNER

Connecticut Chapter — Healthcare Financial Management Association

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Staff: Jim Moylan, Frank Micelli, John Ruocco, Megan Budd, Steve Vargo, John A. Roemer, FHFMA



The newsletter is in need of additional volunteers for the upcoming year. The newsletter is only published four times per year. We need writers, people with fresh ideas, and editors. Please, won't you volunteer for our Chapter newsletter?

roemerjf@att.net

SAVE THE DATE . . . for the HFMA Region 1 Eighth Annual Healthcare Conference

Where: Mohegan Sun, Uncasville, Connecticut **When:** May 12 - 13, 2009



Tough economic times are setting the stage for 2009 to be one of the most challenging years for healthcare providers. Now more than ever, the HFMA Region 1 Eighth Annual Healthcare Conference provides the perfect setting to bring people and education together to equip you with the information and tools you need to help your healthcare organization weather this tough economic period. Four education tracks are offered focusing on Revenue Management, Senior Executives, Reimbursement, and Peer Review Products.

Richard L. Clarke, DHA, FHFMA, President and CEO of HFMA, will welcome participants with remarks on *Making Connections*. The keynote address on *Healthcare: A Transformational Force in the 21st Century* will be provided by Lowell Catlett, Ph.D., Regents Professor and Dean of the College of Agriculture and Home Economics, New Mexico State University. Twenty-eight additional top-quality local and national speakers will be presenting at the conference.

The conference kicks off with a Golf Tournament, hosted by the Connecticut Chapter, at the Fox Hopyard Golf Club in East Haddam, CT, on Monday, May 11, 2009. For more information on the golf tournament contact Kim Young (kim.young@ey.com) or Michael Rosadini (michael.rosadini@yahoo.com).

A reunion dinner is scheduled for the evening of May 12 for all Past Presidents and current Presidents serving a Region 1 Chapter. (This dinner is by advance invitation only).

Attendance at the Region 1 Healthcare Conference has more than doubled since its inception and Region 1 has won four HFMA Yerger awards for collaboration in planning the conference. Suggestions from prior participants help shape and guide the conference agenda and make it a truly member-driven educational experience. A new Peer Reviewed Product Track was added to the 2008 conference. It was very successful and well received by participants and is being repeated for the 2009 conference.

The conference's proximity to *Mystic Country* provides family entertainment, whether it's bonding with Mystic Aquarium's beluga whales, touring a New England winery, or simply spending a day at Olde Mystic Village and the Seaport. Additionally, major shopping outlets are close by. All of these venues are only 20 minutes away from the Mohegan Sun Hotel. Available at the hotel are a spa, indoor pool and exercise rooms as well as the Kidsquest entertainment area.

The conference brochure with complete details will be sent to all Region 1 members by the end of January. When you review the brochure you will see the conference volunteers have provided educational and vendor opportunities in response to your requests.

Please contact the HFMA Region 1 office at (781) 647-7004 or e-mail at HFMAReg1@camihq.com if you have any questions about the conference or your registration.

We look forward to seeing you there!

May 12 – 13, 2009

HFMA REGION 1 EIGHTH ANNUAL HEALTHCARE CONFERENCE

schedule

Presented by HFMA Region 1: Connecticut, Maine, Massachusetts, Rhode Island and New Hampshire-Vermont Chapters.

	Revenue Management Track	Senior Executive Track	Reimbursement Track	Peer Reviewed Product Track
May 11 11:30	Pre-Conference Golf Tournament – Hosted by the Connecticut Chapter – Fox Hopyard Golf Course, East Haddam, Connecticut Followed by Golf Awards Reception			
May 12 8:00-10:00	(T1) Opening Remarks: Making Connections Richard L. Clarke, DHA, FHFMA, President and CEO, HFMA Keynote Address: Healthcare: A Transformational Force in the 21st Century Lowell Cafflet, PhD, Regents Professor and Dean of the College of Agriculture and Home Economics, New Mexico State University			
May 12 10:30-12:00	(T2A) Common Charge Master Maintenance Problems Robert Masters Medical Bureau/ROI	(T2B) Hospital Rating Considerations in a Downturn Jeff Schaub Fitch Ratings	(T2C) Protect Your Organization from Fraud and Embezzlement: Stories from the Trenches Angela Morelock, CPA, CFE, ABV, CFA BKD, LLP	(T2D) Independent Review: A Cost-Effective Means of Increasing Revenue and Improving Operations John E. Sunde Boystate Health
May 12 1:00-2:30	(T3A) Everybody's Problem: Minimizing Compliance and Financial Risk of RAC Audits and More Joseph Zebrowitz, MD Executive Health Resources, Inc.	(T3B) True Physician Integration – A Transformation From Independent Medical Staff to a Clinic Model – Part I – Why? Dana Noble, RN, MBA, Health/Novo, LLP Peter Wilham, MD, Southwestern Vermont Medical Center Jane Benjamin, Kaufman Hall Walter Morrissey, MD, Kaufman Hall	(T3C) Washington Update and the New Administration Eric D. Hagan McDermott Will & Emery LLP	(T3D) Leveraging Coding Intelligence Throughout Your Organization To Be Determined
May 12 3:00-4:30	(T4A) Point of Service (POS) Cash Collections: A "How-to" Guide to Best Practice Performance Val Kraus, MBA Boulder Community Hospital	(T4B) True Physician Integration – A Transformation From Independent Medical Staff to a Clinic Model – Part II – Balancing Financial and Mission Goals Dana Noble, RN, MBA, Health/Novo, LLP Peter Wilham, MD, Southwestern Vermont Medical Center Jane Benjamin, Kaufman Hall Walter Morrissey, MD, Kaufman Hall	(T4C) Is the Charge Master Affecting Medicare Cost Reimbursement at Your Critical Access Hospital? John Walko, CPA QHR	(T4D) Peer Reviewed Product Demonstrations Revenue Recovery Service, Vaughan Holland Consulting, Inc KnowledgeSource®, MedAssets The HealthStream Learning Center, HealthStream
May 12 4:30-6:30	Networking Reception Sponsored by Berry Dunn McNeil & Parler			
May 12 6:30-8:30	Past Presidents Dinner (Invitation Only) Sponsored by Integro Insurance Brokers			
May 13 8:30-10:00	(W1A) Metric Driven Revenue Cycle Management Donald Riefner University of Pittsburgh Medical Center April Langford University of Pittsburgh Medical Center	(W1B) Paying for Performance: Critical Issues, Best Practices and Lessons Learned Gary Young Boston University	(W1C) Silent PPOs: Regulatory Developments and Preventative Strategies Robin J. Fisk, Esq. Fisk Law Office	(W1D) Maximize Education Resources Using the HealthStream Learning Center Susan Regan O'Brien, MS, MT (ASCP) Waterbury Hospital
May 13 10:30-12:00	(W2A) Quality of Care and the Impact on the Revenue Cycle Rita Isnar, JD, MPA Strategic Management Systems	(W2B) Competing in the Outpatient Arena – A Panel's Look at Key Trends, Strategies and Experiences Craig T. Stonden, Ziegler Capital Markets James S. Redpath, Ziegler Capital Markets Anne Phillips Ogilby, Ropes & Gray, LLP	(W2C) Insurance Reimbursement Law Workshop J. Matthew Vines, Esq. AHC Health Care Receivables Management, Inc	(W2D) Peer Reviewed Product Demonstrations Revenue Recovery Service, Vaughan Holland Consulting, Inc KnowledgeSource®, MedAssets The HealthStream Learning Center, HealthStream
May 13 12:00	Box Lunch Available (to take with you)			



HFMA Day **at New Britain Stadium**



SUNDAY, JULY 12TH, 2009
VS. BINGHAMTON METS
(AA AFFILIATE OF THE NEW YORK METS)

Gates Open: 12:05pm Game Time: 1:35pm



**JOIN YOUR FELLOW HFMA CHAPTER MEMBERS,
THIER FAMILY AND FRIENDS AT THE BALLPARK**



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Exciting Baseball Action In A Fun Family Enviroment!



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CT HFMA New Members

We extend a sincere welcome to the following individuals who have chosen to join the Connecticut Chapter of HFMA. We hope our new members will contact one of the Chapter Officers or Directors with any questions they may have and also let us know if they have an interest in becoming involved or participating on one of our committees.

David V. Annunziata
Budget Analyst
Yale New Haven Health System

Danielle L. Evanko
Yale New Haven Health System

Susan Prior
Partner
Vantagepoint Healthcare Advisors

Lisa A. Avalone
Regional Manager
SCG Capital Corporation

Lisa Marie Gosselin
Assistant Chief Financial Officer
Essent Healthcare of Ct, Inc,
D/b/a Sharon Hospital

Shannon N. Smith
Managing Director
PricewaterhouseCoopers LLP

Paul L. Chausse, Jr.
Director of Revenue Cycle
Lawrence & Memorial Hospital

Cheryl Pederzoli
Origin Healthcare Solutions

MEMBER-GET-A-MEMBER SALE!!

By Steve Vargo

The Member-Get-A-Member program for Chapter Year 2009 will end April 30, 2009. It's still not too late to recruit a new member or two before the program ends. If you can get a former member to rejoin you will also earn the same credit as getting a new member to join.

Why is there a **Sale**? HFMA is offering a special deal for members that join before April 30 for the remainder of this year and all of next year. They will pay the prorated 2009 fee for April, which is \$61. They then need to commit and pay for next year at that same time and instead of the \$260 dues amount they only pay \$160. So the 14-month membership total is \$221. The one-time application fee of \$30 is still required but even with that the bottom line cost is \$251. What a bargain!

Everyone should have received the Member-Get-A-Member materials. But to highlight the program:

- Share the benefits of membership with your colleges and convince them to join.
- Make sure they complete the application and include your name and member number.
- Have them send it in with the 14-month payment total of \$251 before April 30.
- Do the same for any former member that has not rejoined for 2009 (they are not eligible for the \$100 discount but no application fee is due and they retain all points and status).

HFMA National will notify you and thank you for your commitment to HFMA. National will also send you a thank you:

- | | |
|----------------------|---|
| 1 – 2 Members | choice of an HFMA apparel item or a \$25 Fuel Visa® Prepaid Card |
| 3 – 4 Members | receive a \$100 Visa prepaid card and entry to win a \$1,000 cash prize |
| 5+ Members | receive a \$150 Visa prepaid card and entry to win a \$2,500 cash prize |

For each sponsored member you will receive an entry for the other major prizes.

Help your colleges and peers to further their value to their company and enhance their career growth by experiencing the benefits of membership. Check out the list of some of the benefits membership gets you elsewhere in the newsletter.

Also the more members you sponsor, the greater your chance to win!

***The Member-Get-A-Member program for
Chapter Year 2009 will end April 30, 2009.***



IMA Insights

Volume 7
Issue 4
April 2009

Cash Acceleration During Turbulent Economic Times:



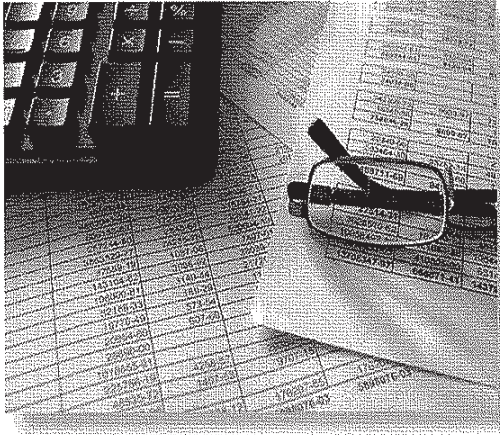
Is your hospital or health system struggling with reduced cash flow and reduced margins related to interest income?

To Our Healthcare Clients and Friends:

In this edition of Insights, we will discuss cash acceleration processes that Revenue Cycle Leadership Teams can implement to accelerate cash now and place the hospital or health system in a position to succeed long after the economic crisis subsides.



BACKGROUND



With the demands inherent in managing all parts of a Revenue Cycle operation, especially in the current economic downturn, survival is the focus of many hospitals and health systems, rather than process and work flow improvement. The economic climate is accelerating the rate of uninsured and under-insured patients, and is contributing to an increase in the number of high deductible health plans. It is critical that Revenue Cycle leadership teams focus on clinical and financial integration, leveraging current technology, analyzing and redesigning work flows to improve outcomes, analyzing associated labor cost, and implementing aggressive cash acceleration processes. Accounts receivable (A/R) mitigation and cash goals will become increasingly difficult to accomplish, and the cost to collect will increase in the absence of such efforts. The negative impact on operations can last well beyond the economic downturn, if appropriate steps are not taken. We cannot discuss all the details of implementing cash acceleration processes in this forum, but we will include a list of key areas and concepts to consider when embarking on this course of action.

CHALLENGES

In addition to the existing economic conditions, many Patient Access and Patient Accounting Departments are hampered by inefficient work flows that make it impossible to focus on cash collection and quicker liquidation of the A/R. The potential failure points within the processes are numerous and very difficult to manage. This makes it easy for a patient to be treated without full financial clearance, or could allow an outstanding high-dollar third party claim to go untouched for an extended period. These and other issues combine to produce financial results that are less than optimal. In addition, interdepartmental communication within the Revenue Cycle is traditionally poor or non-existent, and there is a notable lack of formal, integrated Patient Access and Patient Accounting training.

Patient Access and Patient Accounting Departments frequently underutilize their existing technology. Underutilization of technology may prevent efficient follow up protocols, implementation of tracking staff productivity, and can impact the way denials and underpayments are identified and categorized. Revenue Cycle departments must know, or learn, the capabilities of the systems they utilize, to ensure they are getting the most from those systems.

Technology is often available in base hospital information systems to support business processes. Exploring those options or other commercial options, when financially feasible, can make the revenue cycle processes more efficient and can help facilities turn outstanding A/R into cash much more quickly. In the case of Point of Service Collections, a solution as simple as a "patient pay estimator" (created in-house utilizing Microsoft Excel™ for example), could provide staff with what they need to begin this type of initiative. In this example, front end staff would be given critical information needed to address patient balances prior to service rather than waiting until the insurance pays and a bill is generated.

INSIGHTS

Understanding and implementing cash acceleration strategies is a key component of Revenue Cycle operations. Continually monitor your processes to ensure wasted effort and expense is eliminated, "hand-offs" are minimized, and staff is held responsible and accountable for their work. In the following section, we have outlined steps that can be taken to position the Revenue Cycle operation for future success. It provides insight into how cash collections can be accelerated and cost-to-collect can be reduced. The outline can be used to compare specific aspects of current operations with associated industry best practices.



CASH ACCELERATION STRATEGIES

Patient Access Department

- Point of Service Collections
 - Calculate the opportunity cost of an up-front collections program (e.g., increased interest income, decreased cost-to-collect)
 - Implement or enhance supporting technology
- Financial Clearance / Denial Prevention Strategies
 - Understand and screen for all available federal and state programs
 - Identify charity care patients as soon as possible
 - Perform 100% financial clearance of non-emergent encounters
 - Complete real-time financial clearance of a percentage of emergent encounters
- Patient Access Registration Quality
 - Analyze and redesign system usage (e.g., alerts, field-level help instructions)
 - Implement Quality Assurance program (e.g., patient ID, forms/signatures, demographic information, insurance data)
 - Consider specialized software to assist in quality efforts
- Patient Access Staff Productivity Standards
 - Redesign processes
 - Redesign functions and jobs
 - Identify productivity standards
 - Develop a cross-functional training program
 - Monitor and track staff productivity
 - Use productivity standards to determine feasibility of reductions in labor cost

Patient Accounting Department

- AR Stratification / AR Analysis
 - Understand key A/R components and ensure follow-up coverage based upon account balances
 - Focus on the total number of high-dollar accounts that are past due
- Third Party Follow-up Work Flow Strategies
 - Develop exceptions-based automated work lists
 - Establish work lists by dollar tier and age of account
- Business Office Staffing Analysis
 - Organize and redesign processes to ensure A/R mitigation to meet cash goals and exceed industry leading practices for cost-to-collect
 - Use productivity standards to determine feasibility of reductions in labor cost
- Follow-up Productivity and Quality Standards
 - Create daily productivity and quality baseline
 - Provide training
 - Monitor and track staff productivity
 - Enforce productivity and quality baseline, in collaboration with HR
 - Tag accounts for automated productivity and quality monitoring
- Pre-Billing / Post-Billing Denial Management
 - Maintain Discharged Not Final Billed (DNFB) via exception-based automated work flows
 - Track claim holds, by exception
 - Develop an automated departmental feedback loop to create a seamless communication process with clinical and ancillary departments



ANI 2009

At HFMA's 2009 Annual National Institute (ANI) — to be held this year at the Washington State Convention and Trade Center from June 14-17 — you'll get the ideas and tools you need to achieve outstanding results in your career and organization.

ANI is the premiere education and networking event for healthcare financial professionals! ANI offers you:

ANI Inspiring Keynotes

Monday, June 15: The Five Temptations of a Leader, presented by Patrick Lencioni

Tuesday, June 16: Thinking Green: Economic Strategy for the 21st Century, presented by the Honorable Al Gore

Wednesday, June 17: Moving Toward a High Performance Health System, presented by Karen Davis, joined by Leading Hospital Executives

Breakout Sessions

There are 84 Breakout Sessions offered at ANI that address topics in the areas of financial management, patient financial services/revenue cycle, payment/reimbursement/managed care, compliance/legislative and the new Peer Review® Showcase track. You'll walk away from these Breakout Sessions with ideas and tools you can use throughout your organization. Attendees also receive access to every handout and tool from all four topic areas — that's complete information from all 84 sessions!

Preconference Programs

Gain access to more ideas and tools when you sign up for Preconference Workshops or a Preconference Seminar. All Preconference Programs will be held Sunday, June 14.

- Preconference Workshops are half-day programs led by facilitators that are designed to give you hands-on experience with tools

and solutions that relate to a topic. Choose to attend one workshop in either the morning or afternoon or maximize your opportunity by attending both morning and afternoon workshops.

- Preconference Seminars are full-day programs led by speakers that include lunch and are held from 8:00 a.m. to 5:00 p.m. Seminars are taught in a classroom setting with techniques and approaches incorporated into the lecture.

Sunday Opening Reception

Kick off ANI by greeting old friends and making new ones at this year's Opening Reception.

Idea Exchange Exhibit

Get up to speed with the latest ideas and newest solutions during the ANI Idea Exchange Exhibit! During Monday and Tuesday lunch and evening receptions, you'll get a chance to meet and mingle with more than 400 healthcare financial management suppliers, as well as your fellow attendees.

Annual Chairman's Reception and Banquet

The Annual Chairman's Reception and Banquet is always one of the most memorable times at ANI. Enjoy dining and dancing and be a part of the installation of HFMA's new Board of Directors and the presentation of the Frederick C. Morgan Individual Achievement Award, the Association's highest honor for career-long contributions to healthcare financial management and HFMA.

And this is just a sample of what's going on at ANI! There's also a Forums Networking Breakfast, the Saturday Golf Outing and the Sunday post-welcome reception at Tap House Grill...the list goes on and on. For complete information on ANI and to register, visit www.hfma.org/ani or call (800) 252-4362, extension 2.



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Web Site Information

Chapter – www.cthfma.org

Sue Stanley, Chair
stankel43@aol.com

National – www.hfma.org

**CT Chapter Healthcare Financial
Management Association
Annual Meeting Announcement**

**The Economic Outlook for the
Connecticut Health Care Industry**

Date & Time

Wednesday, June 10, 2009, 8:00 a.m. – 12:30 p.m.

Location

Buckman Theater, Buckman Center,
Quinnipiac University, Hamden, CT

The HFMA Annual Meeting will feature a respected and diverse panel to discuss the economic climate and outlook for the Connecticut healthcare sector. Following the panel discussion, there will be representatives from the capital markets to provide their insight on capital access. Panel participants will be:

Stephen Frayne, Senior Vice President, Health Policy,
Connecticut Hospital Association
Stephen McPherson, President and CEO, Masonicare
Christine Vogel, Commissioner, Office of Health Care Access
Jeannette Weldon, Managing Director, Connecticut Health and
Education Facilities Authority

Following the panel discussion, there will be capital market representatives discussing bond underwriting considerations, credit rating agencies' perspective and the FHA's 242 mortgage insurance program to provide a current snapshot of capital access considerations.

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Notes from the Editor

President Obama promised to reform healthcare in the November election. So now that Barack Obama has been President for three months what has he done to keep his promises? Well let me tell you that President Obama is moving full steam ahead with his mission to change healthcare. He's established a new agency to oversee children's health that will set the framework for universal coverage for children. In the recently passed stimulus package, \$150.1 billion in spending is designated for healthcare. Medicaid was the big winner receiving \$87.9 billion, followed by \$24.7 billion to subsidize COBRA benefits and \$19.2 billion for health IT, the EHR records. Additional monies were earmarked for NIH research, evidence-based medicine and a safety net for providers through higher Medicare payments. Money was restored to teaching hospitals, hospices and longterm care hospitals. The stimulus package also placed a moratorium on four of the seven Medicaid regulations seen as a threat to hospitals. The package also improved marketability for tax-exempt bonds issued by not-for-profit hospitals.



President Obama's stimulus package also incorporated new privacy regulations that strengthen consumer protection. HHS will be required to perform periodic audits to ensure compliance with HIPPA's Privacy and Security Rule. There is also a boost in funding to fill gaps in healthcare workforce: \$500 million. Of the amount \$300M goes toward National Health Service Corps, for physicians in underserved areas. The balance of the funds go towards primary care, dentistry and nursing. Monies for prevention and wellness target immunizations, primarily for children.

The President is committed to lower the percentage of uninsured in the United States. His plan is very similar to the Massachusetts Plan. The concern is the cost of reform estimated to be \$75 billion. As healthcare providers it's important that we monitor the funding source. The government has no additional sources of revenue so must find the funds by shifting payments. We should watch with interest how the reform plan is carried out.

Janet F. Roemer, FHFMA

Editorial Policy

The statements and opinions appearing in the articles are those of the authors and not necessarily those of CT HFMA Chapter, or the editor. The editor reserves the right to edit material and accept or reject contributions whether solicited or not. All correspondence is assumed to be a release for publication unless otherwise indicated.

Article Submission

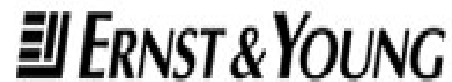
CT Scanner encourages submission of material for publication. Articles should be typewritten and submitted electronically to the editor by the deadline listed below. The editor reserves the right to edit, accept or reject materials whether solicited or not. **HFMA Founders Points** are granted for any article published in the *CT Scanner*.

June Newsletter

Deadline for Submission June 12, 2009

The Connecticut Healthcare Financial Management Association proudly thanks the sponsors below for their contributions to our Chapter

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Bronze Sponsors

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