

Fine Print

President's Message

Jeffrey Jacobs, 2013-2014 Chapter President



Dear Members,

It is hard to believe this is my fourth and final message as Chapter President. I have enjoyed serving this year and will treasure the experience.

As I turn the gavel over to Robert Levesque, I want to encourage everyone to continue their support

of the Chapter. Bob has done an outstanding job with the Education Committee, and I suspect that will carry over into his presidency.

Finally, Thank You for allowing me the honor and privilege of being the Western New York HFMA Chapter President.

Go to Meeting

Mary T. Mahaney, Education Co-Chair

Did you know there is a great opportunity now to receive education on a variety of relevant topics?

When receiving information these days about an upcoming webinar, click "Go to Meeting". It cannot be any simpler to get information on a current topic that relates to your organization or its process. Often these webinars are held during a lunch hour, (I know who takes lunch!) or directly afterwards, in

order to give you time and ability to clear your calendar from the many meetings we all attend.

This year our Region 2 presented many excellent webinars, with the number of participants and education hours provided to the chapter increasing each year. These were free to both members and non-members and provided them with valuable CPE credits. There were also free webinars that HFMA National offered. In

addition numerous vendors and organizations are also stepping up to provide education on topics that will help process improvements and allow you to meet regulatory requirements.

I know many healthcare organizations are limiting the money spent on education and travel and as a healthcare employee, I know it is also becoming increasingly difficult to leave the office. As
(continued next page)

Spring 2014

Welcome New Members

Kyle Kim
Managing Consultant
Navigant Consulting, Inc.

Joshua Thaden
Manager
Quest Diagnostics

Save the Date

Annual Golf Tournament
Thursday, August 21, 2014

2014 Region 2 Fall Institute
Wednesday, October 22, 2014
- Friday, October 24, 2014

Go to Meeting (con't)

Education Co-Chair, I am seeing the shift from offsite to onsite participation in education sessions being offered to our HFMA members in order to allow them continued education opportunities.

So please take an opportunity to relax, hit the "Go to Meeting" link and receive education at your fingertips. HFMA has so much to offer in education opportunities for today's healthcare financial representa-

tives! You will not be disappointed.

Annual Cost Report Briefing and Workshop

Russ Previte, Reimbursement Committee Co-Chair

On Monday, April 7, 2014, the Annual Cost Report Briefing and Workshop was held at the Terry Hills Golf Club in Batavia, NY. More than 70 individuals from the Rochester Regional and Western New York Chapters of HFMA attended this session, which was jointly sponsored by the two chapters. This session dealt with the changes and filing requirements for the Hospital Institutional Cost Report (ICR) in the morning session, and the Nursing Home cost reports in the afternoon session.

The day started off with a presentation from Donna Choiniere of the New York State Health Dept. regarding cost report changes for 2013, and filing procedures. Then Don Fry and Joe Sellars of KPMG demonstrated certain enhancements to the

ICR software, and presented transmittal changes and special items to watch out for.

This was followed by a presentation by individuals from National Government Services (NGS), who discussed items specific to Medicare. Kevin Glorioso and Christine Chamberlain discussed several items of importance such as staffing changes at NGS, a refresher of the portal for submission of documents called NGSConnex, HITECH audits, filing requirements and an update on reimbursement issues.

Both the Medicare CMS-2552 and Medicaid NYSICR cost reports for 2013 are due on Monday, June 2, 2014.

The Long Term Care session in the afternoon began with a presentation by Chris Eckert and John Peterson of Freed

Maxick, discussing the important schedules in the RHCF-2 and RHCF-4 that influence Medicaid rates, and an update on case mix and quality pool distributions. The Medicare CMS-2540 is also due on June 2, 2014 but the RHCF reports will be due 60 days after the software release, which is yet to be determined.

This was followed by a session on the new Managed Long Term Care (MLTC) plans and coverages, and their affect on Hospitals and Nursing Homes, presented by Carol Cassell, also of Freed Maxick.

Once the Hospital ICR software is released, the Reimbursement Committee will begin weekly Friday morning meetings at 8:00 am at the Western NY Healthcare Association offices to discuss issues and problems with the current

year reports. All individuals are invited to attend or call in if more convenient.

For further information on the Reimbursement Committee of the Western NY Chapter of HFMA, contact Committee Co-Chairs Russ Previte at 298-2770 or rus-sell.previte@msmh.org or Paul Sweet at 512-7106 or psweet@wnyha.com

Annual Spring Institute

Robert P. Levesque, President - Elect

The Annual Spring Institute was held on April 2, 2014 at the Marriott Hotel in Amherst. This year, we scheduled two feature speakers and six breakout sessions and provided a total of seven hours of education for the attendees. We considered the topics timely and relevant for our health care professionals ranging from accounting and finance to the revenue cycle. The following summarizes the highlights of the two featured speakers and their presentations and summaries of each breakout session.

Opening Session: The Journey into Risks – The New Health Care Market- place

The speaker for this session was Jeffrey Gold, Senior Vice President, Managed Care and Special Counsel, HANYS.

The principal concentration was the Affordable Care Act and its effect on the economy and providers. The following questions were the basis of the presentation:

- Can hospitals transition from inpatient margin to total care margins?
 - Can some hospitals exist in a non-hospital centric world?
 - Can providers move away from fee-for-service?
 - Can physicians and hospitals truly integrate to produce the right care models?
 - Can the electronic infrastructure be built?
 - Can plans be encouraged to collaborate?
- There was discussion regarding the return to managed care concepts, why capitation failed, the shift of risk to providers and out of network proposals in NYS. Mr. Gold made the following recommendations and conclusions:
- Exclude certain risk
 - Know which patients your at risk for
 - Set limits
 - Preserve the ability to make adjustments
 - There's no perfect model. What best adapts to patterns of care and local culture will succeed
 - Information technology must be the foundation-constant measurement is critical
 - Physician alignment is absolutely key
 - There must be physician engagement in governance
 - There must be focus on the patient experience, including quality and safety
 - Separate insurance and performance risk
 - Focus on cost you control
 - Risk adjust patients



2013-2014 WNY Chapter Officers

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Annual Spring Institute (con't)

Closing Session: Medicaid Updates



The speaker for this session was John Gahan, Director of the Bureau of Vital Access Provider Reimbursement, NYS Department of Health. Mr. Gahan discussed the 2014-2015 Executive Budget, the Medicaid Redesign Team (MRT) Waiver – Delivery System Reform Incentive Payment Plan (DSRIP), January 1, 2014 rates and future rate updates, the Disproportionate Share Hospital (DSH) audits and the Institutional Cost Report (ICR) audits.

There was discussion on Medicaid expenditures, enrollment and projections. He indicated that Global Cap spending is projected to be under target by \$75 million in 2013-2014 and \$225 million in 2014-15, which indicates that the MRT is working. The Global Spending Cap is projected to grow \$540 million in 2014-15. However, the State would realize fiscally neutral package of savings and investments. Budget recommendations include the dedication of \$120 million to successfully trans-

form the Behavioral Health System as the State transitions to managed care and \$100 million to expand access to supportive housing services. Other budget highlights include: extends Global Cap through March 2016; repeals 2% across the board payment reduction effective April 1, 2014; creates a Global Cap Dividend payment; adds language to allow rebase exempt unit rates.

The MRT Waiver – DSRIP Update indicates that NYS and CMS have reached an agreement in principle on the following: \$8 billion over 5 years to transform the states health care system and currently working on terms and conditions of the waiver with CMS. Also, the Senate and Assembly one house bills propose various controls and limitations on DOH administration of the waiver.

Highlights of discussion regarding the DSH audits, which will be for 2011 were: audits to begin immediately following closing of DSH Audit Tool following approval of Audit Contract (expected to occur in April); audits to be

completed by end of August or early September; final report to NYS DOH by September 30. The 2011 DSH Cap implementation will be: a two-step process starting in 2011 and subsequent DSH year; 2011 Indigent Care Pool to be finalized; revise 2011 DSH Caps based on DSH Audit Tool data; inform hospitals of DSH Cap adjustments; 2011 final audited DSH Cap Implementation Fall 2014. The 2011 and 2012 Indigent Care Pool payments are to be finalized and hospitals will be informed of amounts that are overpaid/underpaid by April. It will be determined by comparing final award amounts to amounts paid to date. Recovery to hospitals having underpayments will commence April.

Regarding the ICR audits for 2011, Mr. Gahan indicated that, overall, the Statewide audit findings decreased from 1037 for 2010 to 799 for 2011. Audit findings showed reductions related to errors in prior year, related to dual eligible reporting on Exhibit 30 and in Module 1 related to Physician costs. Findings showed an increase in errors

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in Module 4 – Related Party Transactions, in Module 6 – Exhibits 19 and 20 and in Module 9 – Capital on Exhibits 11, 40 & 41. Mr. Gahan then went over specific examples of the top findings of the various Modules. For the 2013 ICR, the following is what to expect: working to increase various edits related to areas reviewed as part of the audits to reduce findings; improve various instructions and definitions; update for any changes related to the Medicare schedules; and possibly eliminate schedules.

BREAKOUT SESSIONS

Session A: Ten Questions Leadership Should Be Asking About Their Revenue Cycle, presented by Robin Bradbury, Resolution

Mr. Bradbury provided finance executives with an effective game plan for monitoring and measuring the performance of the department that has the most direct impact on the organization's fiscal health: the business office. In his presentation, Mr. Bradbury elaborated on the ten questions and discussed how they can be used to collaborate with their Business Office Manager to create action plans that correct un-

derperforming areas and establish processes that ensure continuous improvement and superior performance.

Session B: Update on HITECH Regulations and the Pros and Cons of Lockbox, presented by Margaret Dowling and Beth Rubin, PNC Healthcare

The final HITECH rules changed a number of important requirements, including the breach reporting standards. This session reviewed the most significant changes in the final HITECH rule as well as touched on some lockbox best practices.

Session C: The Patient Experience and Your Revenue Cycle, presented by Casey Williams, RevSpring

This presentation highlighted the financial implications of the patient experience on healthcare organizations, the revenue cycle's influence on how patients perceive their quality of care, and concluded with some strategies and best practices to optimize patient interaction within the revenue cycle.

Session D: Maintaining Cash Flow Under ICD-10, presented by Linda Corley, Xtend Healthcare

Just prior to this presentation, it was learned that the implementation of ICD-10 was delayed by one year to October 1, 2015. Therefore, Ms. Corley slightly modified her presentation. Under ICD-10, cash flow will be entirely dependent upon the new code sets, and your facility's ability to charge and bill all payors under revised claims processing requirements and perhaps revised coverage requirements. Where are you in your readiness preparation? This session highlighted proven strategies for implementation and testing of ICD-10 reimbursement methodologies. The four phases of readiness were reviewed, with an emphasis on the specific tasks required for operations success.

Session E: Using Data Analytics to Support New Payment Models, presented by Gloria Kupferman, DataGen HANYS

This presentation covered the data elements and sources necessary to analyze new payment options and the analytic tools to make the job easier. Ms. Kupferman demonstrated how claims data and analytic tools have been used to successfully evaluate Bundled Payment op-

portunities and to monitor performance under a shared savings contract.

Session F: Reducing Hospital Prices While Increasing Net Revenues, presented by Mark Jeziorski, Sophysical Solutions

This presentation covered the pricing of hospital services and included a detailed discussion of each of the major components comprising a comprehensive initiative for establishing prices. The overall objective of the presentation was to provide information that can be used to improve the way hospitals establish their prices. The specific learning objectives included:

- Benefits of conducting a review of prices
- The major components comprising a comprehensive pricing initiative
- The activities involved in each of the major components
- Data and information required to conduct a comprehensive pricing initiative
- Examples of actual pricing initiatives conducted including the outcomes
- Tips for avoiding pitfalls and improving the outcome of the pricing initiative

The Regional Front

Bruce K. Liebel, FHFMA, Regional Executive



Welcome to the Spring Edition of my final “The Regional Front”, where as Regional Executive, I’ve been providing information on our seven chapters. It’s been a pleasure communicating chapter, regional, and national HFMA information to you.

This month’s article has a little different twist, as I’m starting by going back to the President’s Message I wrote for the Spring 2008 edition of ‘Fine Print’ – the Western New York newsletter, and getting my inspiration.

My President’s Message back then started with the word **PRIDE**. I wrote how that word did not have a lot of special meaning to me until my son Tom joined the U.S. Army. His transformation after 8 weeks of boot camp at Ft. Jackson in South Carolina, led to training time at Ft. Lee, Virginia, then assignment to Fort Carson in Colorado Springs. It was at that time of my message, that my family and I were preparing for his deployment to Iraq. Though it was going to be tough on us, we were proud of his commitment to his job, in serving our country.

From there I went on to convey my thoughts in serving as President of the WNY Chapter of HFMA. With the help of a committed team of volunteers, we were able to accomplish a lot – meeting goals, improving the chapter, and “Making a Difference” in our jobs, organizations, and even our communities. The chapter also provided me with much, with their confidence, trust, friendships, and the push to join the ranks of certified members. Yes, another type of **PRIDE** in and what our team was able to accomplish and provide our members., along with the opportunities afforded me.

Fast forward to April 2014, where much has changed, but really, much has not. My son notified us last month that he is to be deployed next month to Kuwait for 9 months. After a 3-year stint in Germany, a promotion to Sergeant, and a recent move to Ft. Huachuca in Arizona, he continues to serve our country well. We have been fortunate to have visited him at each stop, but while it tests our strength being away for long periods, what does not change is the **PRIDE** we have for him and his family, with their service.

And me, with but one month left in my term as Region 2 Regional Executive, I would have thought that I could not have been more proud of HFMA after having served as chapter President, but I have more **PRIDE** in it after having served in this position. Following the footsteps of Tom Crilly and a great line of Region 2 RE’s, last May I oversaw a rewarding Mini-LTC in Cooperstown, followed by the accomplishments of our Fall President’s Meeting in August. Shortly thereafter in October, I had the satisfaction of witnessing a great Region 2 Institute, which was the result of working with a great team of coordinators for almost ten months, along with a group of chapter volunteers that came together in the end to assist us.

Being in constant contact throughout the year with the 2013-14 Chapter Presidents, via meetings, conference calls and emails, I was able to hear of their accomplishments and concerns. It showed me not only their commitment to this organization, but to their members as well. It has led me to believe more in HFMA and its volunteer leaders, and to that I must say ‘THANK YOU’ to *Karen, Kristen, Chris, David, Jeffrey, Julio & Rabin.*



As for the President-Elects, I see them ready to move up and successfully lead their chapters. With the help of the incoming Regional Executive, Teresa Figueroa, from Puerto Rico, the Region is in good hands. I can't thank Teresa enough for her support this past year, along with her friendship. Waiting in the wings as RE, is Mollie Kennedy, from Northeastern New York, who I know will do a great job as well.

The culmination of the year will be the upcoming opportunity to witness our Chapter Presidents walk on stage at ANI in June to receive, not only their chapter awards, but the expected Region 2 Yerger Awards, that are a result of the collaboration of the seven chapters.

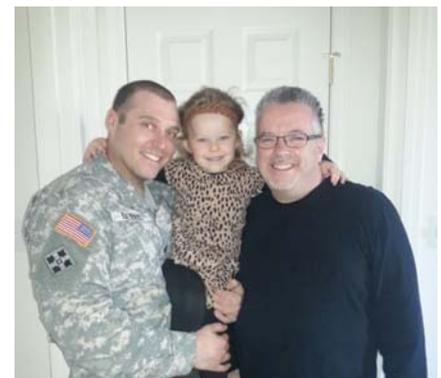
As I reported at several sessions this year, our chapters should be most proud of the results of the annual Chapter Member Satisfaction Survey. Below they show that for the last 5 surveys, **REGION 2 is #1 in the NATION**, as a result of the 7 chapters combined efforts.

Members' Overall High Satisfaction Ratings:				FY06 to FY10: Worst to FIRST!			
Region	FY14	FY13	FY12	FY11	FY10	FY08	FY06
1	73.0	65.8	60.3	61.9	51.6	52.0	48.6
2	<u>78.4</u>	<u>71.7</u>	<u>71.8</u>	<u>68.8</u>	<u>62.1</u>	56.5	44.7
3	68.8	64.1	55.8	65.9	62.0	58.1	48.7
4	70.0	69.1	61.1	62.7	54.0	57.0	52.2
5	69.2	63.4	57.1	58.7	48.6	53.0	50.8
6	70.0	65.1	62.9	63.1	56.6	54.5	45.3
7	63.4	60.8	61.6	62.5	55.0	56.1	53.1
8	73.2	69.6	66.1	67.6	57.8	58.5	51.9
9	66.3	67.9	62.7	59.7	57.1	58.1	54.1
10	63.5	67.0	62.0	57.5	51.6	49.5	49.6
11	59.3	61.8	57.7	54.4	47.1	52.6	49.2

Yes, **PRIDE**; a word that continues to take on more meaning, as I soon leave the helm of this group. I cannot be any prouder of what we have been able to provide our members and accomplish as a Region, and cannot thank you all enough for the opportunities it has afforded me. Allowing me to be your representative at the Regional Council Meetings and in communications with National HFMA, and entrusting me to lead your meetings and Institute, I only hope that I have fulfilled the role as well as those that have gone before me.

In friendship and with my special thanks, Bruce

Sgt. Thomas W. Liebel, Carmela Liebel & Bruce



The Chapter would like to recognize and thank its 2014-2015 sponsors:

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Save the date!



Golf Tournament

SPONSORED BY



Thursday, August 21st AT Glen Oak Golf Course
711 Smith Road, East Amherst, NY

Registration / lunch	11 - 11:45am
Shotgun	12pm
Cocktail hour	5 - 6pm
Dinner & awards	6pm

Sponsorship opportunities available!

For more information, contact Mike Schoell at 716/332-6207 or michael.schoell@freedmaxick.com.