

FINANCIAL SCENE



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healthcare financial management association

Program Schedule

Annual National Institute

June 22-26, 2003
Baltimore, Maryland

Fall Institute

September 25-26, 2003
Seelbach Hotel
Louisville, Kentucky

Turning Data Into Useful Information

Steven Berger
September 25-26, 2003
Seelbach Hotel
Louisville, Kentucky

Mid-Atlantic Regional Conference

November 5-7, 2003
Grove Park Inn
Asheville, North Carolina

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For more news see the chapter website — www.hfmaky.org

Managing Utilization of Clinical Resources The Other Part of the Profitability Equation

Joan Cisna, BKD

It begins to get monotonous. Every health care journal article begins with a summary of the multiple challenges we face. Every health care executive describes the relentless pressures to reduce cost, improve quality and service, and do more with less. Making sure you are coding and billing properly to obtain appropriate reimbursement is a first-line strategy to cope with the changing environment. Next, health systems typically look for opportunities to improve productivity and efficiency by reducing waste, duplication and rework. What do you do next, when this isn't enough?

It may be time to look more closely at the core business of clinical care, and make sure your clinical resources are being managed as effectively as possible. It is possible to be very efficient performing services, but still experience unfavorable financial performance if you are doing things that don't add proven value to patient care.

- Are medical necessity screens being applied consistently to assure that patients are receiving the right services, at the right time, in the most appropriate level of care, based on their individual needs?
- Are the appropriate diagnostic and treatment procedures being performed, at the right time and in the right quantity?
- Are the most effective pharmaceutical agents being employed at the appropriate time and under the indicated circumstances?
- Are the most appropriate supplies being used, in the quantities needed, to avoid

waste and unnecessary purchase or inventory costs?

- Is continued and follow-up care being planned and executed effectively, to avoid complications or re-admissions?

Second to skilled personnel, clinical supplies and equipment are the most valuable assets to your health care business. Managing utilization is ultimately in the hands of the physician, who is the only one authorized to make decisions regarding the nature of diagnostic and treatment resources utilized for patient care. Managing use of the clinical resources requires the establishment of an infrastructure that supports effective and timely decision-making for the physician. While many utilization programs began with prospective payment for inpatient services, they are becoming increasingly important for ambulatory services under APC reimbursement.

Two essential elements to an effective Clinical Resource Management program are Case Management and Clinical Guidelines. Multi-disciplinary collaboration is essential. Critical success factors for management of clinical resources include:

1. Prioritization of efforts with analysis of high utilization patient populations (high cost, high volume, high LOS and high risk).
2. Medical staff leadership.
3. Top-level administration support.
4. Integration of all levels of care, including inpatient, outpatient, observation and post-acute services from pre-admission through post-discharge.
5. Multi-disciplinary collaboration, coordinated with existing committees

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Financial Scene

Newsletter Committee Members

Ronda Beck, Chair
 Larry Vaughn, Vice Chair
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 Katie Black
 Jill Crawford
 Sheri Gould
 Michele Lawless
 Mary McKinley
 Dale Skaggs
 David Tate
 Chris Woosley
 Mukesh Yadov
 Dorothy Zimmerman

Editorial Policy

Opinions expressed in articles or features are those of the author and do not necessarily reflect the view of the Kentucky Chapter, the Healthcare Financial Management Association, 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.

Publication Objective

The *Financial Scene* is the official publication of the Kentucky Chapter Healthcare Financial Management Association. Our objective is to provide members with information regarding Chapter and national activities, with current and useful news of both national and local significance to serve as a forum for the exchange of ideas and information.

Financial Scene strongly encourages submission of material for publication. Articles should be typewritten and submitted electronically to Editor by the deadlines listed below. The Editor reserves the right to edit materials and accept or reject contributions whether solicited or not. HFMA Founder Points are granted for any articles published in *Financial Scene*.

Deadline for articles:

April/May	4/1/2003
June/July	6/1/2003

President's Message

Mary McKinley

HFMA KY

Associations: organizations of persons having a common interest; a group of individuals with specific goals; a team of volunteers striving to make a difference. The most broad, and maybe the most meaningful definition of volunteering is doing more than you have to because you want to, in a cause you consider good.

To **A**chieve HFMA's vision of being an indispensable professional resource for healthcare financial managers, we all need to contribute our time and talents to our chapter. Volunteerism is simply the right thing to do. It's essential for the health of our society. The fact is volunteering isn't just nice. It's necessary.

Thank you to the many volunteers of the Kentucky chapter of HFMA who began this wonderful group many years ago, to those who recently completed their service for 2002/2003 and to those officers, directors, committee chairs and committee members who have been elected for 2003/2004. You are the HFMA.

Be **A**ctive. To those members who are not yet a part of our chapter's leadership, volunteer and be active. There's no better way to enhance your professional career, your skill set, your sense of self-worth, and your healthcare community than to volunteer, even in some small way, with the chapter. Call any of the chapter leaders to volunteer to:

- speak at one of the chapter's educational sessions
- donate funds as a chapter sponsor
- suggest relevant educational topics
- help to plan upcoming educational events
- work at the registration table

- write a newsletter article
- recruit new members
- work with our new student member committee
- attend educational and networking sessions
- mentor our new members
- take pictures at HFMA events for the newsletter and display board
- become a certified member
- be a future HFMA leader

Altruism. Most of us in volunteer programs now realize that those 1000 points of light of George Bush #1 are really 500 candles burning at both ends and the only thing to trickle down from Reganomics was budget cuts. That exemplifies the lives of those of us in healthcare. We are all very busy people. Our professional careers are spilling over into our personal lives. It seems as if we are asked to do more, do it more quickly and do it with less money. But as author John Holcomb once said, "you have to become involved to make an impact. No one is impressed with the won/loss record of the referee."

Assets. This year's HFMA theme is "it's personal". Getting involved with the chapter's activities is the best way to make the most of your HFMA membership. Although attending educational sessions regularly is a great way to build your personal knowledge and healthcare expertise. The real value to us bean-counters lies in networking with healthcare colleagues, sharing personal experiences and challenges, and working together to solve problems.

"A civilization flourishes when people plant trees under which they will never sit."

- Greek proverb

DSH Program Q & A's

The chapter's Annual A/R Focus Workshop held in Lexington on March 14 included a session on Kentucky's Medicaid DSH program. The presenters were Laura Wentworth Director of Education for MedAssist, Incorporated, Russ Fendley Director of Hospitals and Outpatient Facilities for The Kentucky Department of Medicaid and Darlene Burgess Medicaid Services Specialist III also with the Department.

During the session, several questions were directed to Burgess and Fendley who requested additional time for specific research before responding. Following are those questions and responses received from Ms. Burgess:

Are Medicare inpatient deductibles covered by DSH?

No. Medicare inpatient deductibles are not covered by DSH.

Is income for foster care counted?

Yes, this would be counted as other income.

What determines minor and major outpatient services: There are no Medicaid guidelines for determining minor or major outpatient. Each hospital will have to determine what it constitutes as major and minor outpatient services.

What is the formula for a resource spenddown?

Countable resource limits may be reduced by unpaid medical expenses to establish eligibility. Resources above the allowable amounts shall result in ineligibility for DSH unless they are spent down to establish eligibility. For example, if an

otherwise eligible individual with \$2,300 in assets is hospitalized, he would become eligible for DSH coverage after receiving \$300 in billable services.

Are illegal aliens eligible for DSH?

Only aliens legally admitted to this country for permanent residents or aliens admitted who are refugees, asylees, parolees, members of the United States armed forces, retired members of the armed forces, and dependents of an active or retired member of the armed forces are eligible. Illegal aliens are eligible to participate if they have a life-threatening emergency condition.

Does the date of service have to be an emergency to approve illegal aliens for DSH?

Yes, it must be an emergency.

Are potential spenddown patients eligible for DSH?

Not if they are eligible for Medicaid through the spenddown program.

What if income is counted when the applicant is self-employed?

Self-employed income is the total annual gross income minus any work expense that is directly related to producing a good or service.

What are the time parameters for applying for DSH?

Applications must be filed within thirty (30) days from the date of the hospital service or within thirty (30) days from the date of notification from the hospital of potential DSH eligibility, whichever is later.

Are time parameters dated from notification to patient or date of service?

Thirty (30) days from the date of service or from the date of notification, whichever is later.

How is income counted; current, previous year, previous twelve months, projected or formula?

Income is based on income received during the twelve (12) months preceding the month of receiving services.

Are applicants who are denied Medicaid eligible?

Yes, applicants who are denied Medicaid are eligible for DSH.

Is the DSH application good for six months?

Yes, the application is good for six months unless there is a change in income levels. At that time, there needs to be another application.

Are health clinics based in the hospital and employed by the hospital eligible to participate in DSH?

No. DSH is available only for Medicaid participating hospitals.

If a patient pays a small portion of the bill, can DSH still be applied?

No. DSH cannot be applied if any portion of the bill is paid by the recipient.

Darlene Burgess is available via e-mail Darlene.burgess@mail.state.ky.us.

Special Thanks to Katie Black for coordinating the responses and writing this article!

Recognizing the Leader in You

HFMA depends on volunteers. The Founders Merit Award Series was created to recognize individual member's contributions. The Founder Merit Points for the Chapter Year 2002-2003 must be reported to National by August 10. Please report any non chapter eligible activities to Sheri Gould. This would include self study courses with CPE, speeches and presentations, and publication of books and articles. You may view your past founder points on the national website, www.hfma.org. Proceed to member login, select membership area, and next click onto membership directory button. You will see on left side of screen button called Profile with your name. If you click on that, it will display your demographics, including founder points awarded by last 3 chapter years. If you feel the number is incorrect, please contact Sheri Gould at sheri.gould@lpnt.net.

Meet Your New Chapter Leaders

Your Kentucky Chapter of HFMA mission is to serve its members needs in the following areas by:

- Providing high quality, timely and relevant education.
- Making available professional networking, fellowship and career advancement support systems.
- Advocating fair and adequate financing of healthcare in Kentucky.
- Implementing outreach initiatives to bring broad diversification to the membership.

These needs are 100% met by member volunteers. The following individuals will serve on your behalf for the coming chapter year. If you are interested in serving in any volunteer role, please contact Mary McKinley or any officer or committee chair.

Mary McKinley, President

Mary is a Senior Manager with BKD, LLP. She enjoys traveling to fun new places for vacations, going to aerobic classes, hiking, riding the bicycle and shopping.

Mary says the best part of her job is working as a business partner with her clients. She finds trying to stay ahead of the ever-changing healthcare industry is her biggest professional challenge. Networking with so many financial professionals in the healthcare field is what Mary enjoys most about HFMA.

Mary is looking forward to serving the chapter as president because it is such a great opportunity to continue developing leadership skills while working with a very talented group of healthcare financial professionals.

David Kottak, President- Elect

David is a Partner for Ernst and Young, LLP. David enjoys being active and his hobbies include golf, tennis and running. He feels HFMA is a fun way to continue to grow professionally and develop relationships outside the normal business environment. David plans to devote the chapter year getting to know more members and observe what works within the chapter so that he will be ready for his presidency in 2004-2005.

Michele Lawless, Vice President Education

Michele is the Director of Reimbursement and Managed Care Contracting for Commonwealth Health Corporation (CHC). Michele is married to Paul and has two daughters, Kate and Anne. Since her daughters are young, 2 1/2 and 15 months, most of her time away from work is spent on family activities.

Michele feels the best part of her job is being able to do the work she enjoys for a good company and with great people. Her greatest professional challenge is balancing a professional and personal life.

Michele is a great spokesperson for HFMA. She says, "I enjoy HFMA because I learn so much that I apply to my work. I learn technical information from the education sessions. I develop leadership skills from my involvement on the Board. I build professional relationships through networking. There are so many people that I can call as a resource due to my HFMA involvement."

Michele plans on working hard to provide quality educational programs this coming year.

Steve Manecke, Vice President Communications

Steve is a Partner with Healthcare Strategy Group. Steve and his wife, Teresa, have one 17 year old son, Talbott. They enjoy planning for time at the beach and travel to any destination and then finding the time to go. Talbott and Steve really enjoy their father/son ski trip to Steamboat every winter. He feels the best part of his job is getting to meet new professional friends and helping them solve their respective hospital/physician challenges. Steve believes his greatest professional challenge to date was leaving healthcare industry in 1996 and returning in 2002. The value of HFMA was never made clearer than going through this challenge.

Steve says, "One of the best advantages of belonging to HFMA is the educational resources made available. Also, meeting other professionals that have similar challenges and hearing how they overcame them." Steve plans on communicating to the chapter membership the various benefits and resources available from HFMA during the coming chapter year.

David Tate, Vice President Member Services

David is a Senior Manager for Ernst and Young, LLP. He has been married for five years and has two children (Dillon and Ethan). Somehow his wife, Leslie, is convinced that if she continues to push David to work on the "To Do List" around the house, he will eventually become handy. David often thinks: "The reason I continue to work so hard at E&Y is so that I can pay someone else to do this stuff." When not trying to fix something that his wife or children have broken and when not at work, David spends time preparing or participating in an activity at his church.

David began his career with Ernst & Young as an intern in the Lexington, KY office while attending the University of Kentucky. He worked primarily on healthcare engagements. Upon graduation David accepted an offer as an auditor with E&Y in the Louisville, KY office and added several large insurance companies to his client list. After two years auditing both healthcare and insurance clients, he moved into the Healthcare Consulting practice under the direction of Mark Carter, Chris Roszman and David Kottak. (All active members of HFMA.) Along the way, he has tried several different service lines at Ernst & Young, all within Healthcare Consulting, including Supply Chain Initiatives, Post Merger Integration, financial projections and service line feasibility studies. His focus has returned to servicing the needs of healthcare providers primarily in the Commonwealth of Kentucky.

For David, HFMA has provided him the opportunity to associate with other members of the Healthcare finance community and to strengthen relationships that will last a lifetime. It has given him the opportunity to develop presentation skills and is a significant resource that helps him stay informed with the ever-changing healthcare finance and regulatory environment. HFMA provides David an avenue to help make a difference to the healthcare industry in the Commonwealth of Kentucky.

In the coming chapter year, David would like for the KY Chapter of the HFMA to regain prominence in the Healthcare finance community and to reach a consistent level of 200+ members participating in each HFMA Institute.

Sheri Gould, Secretary and Founders Awards

Sheri is the Director of Business Services and Health Information Management for Bluegrass Community Hospital. Sheri enjoys golf, running, and spending time with her family. Sheri feels interacting with patients and customers are the best part of her job. Keeping up with all the billing and medical record regulations is her greatest professional challenge.

When asked what she enjoys most about HFMA, Sheri stated “timely educational sessions and the networking.” Sheri has agreed to serve another two-year term as Chapter secretary. Sheri wants to get more members involved in officer positions.

Shawn Woosley, Treasurer

Shawn is a Senior Accountant with Deloitte and Touche, LLP. Shawn enjoys spending time with his family, a wife and three dogs, and golfing. He feels the best part of his job is the ability to work with various clients on a daily basis in an ever-changing environment.

Shawn enjoys HFMA networking opportunities and has a goal of meeting the needs of HFMA membership for the coming year.

Bob Barbier, Director and Corporate Sponsorship Committee Chair

Bob is Vice President of Operations and CFO for University of Louisville Hospital. He has seventeen years in hospital financial management. He enjoys cooking, woodworking, playing guitar, hitting arts and crafts fairs with his wife, helping his children with their college decisions, hiking with the boy scouts and movies. Bob feels the best part of his job is seeing the progress his hospital is making in a challenging environment. He enjoys working with a variety of individuals to solve issues and seize opportunities. Bob’s greatest professional challenge is having the confidence to make decisions in a rapidly changing environment.

Bob finds HFMA an excellent opportunity to interact with professionals that encounter the same challenges and issues facing him and individuals trying to find some of the answers to the increasing number of questions surrounding our industry.

He hopes HFMA can help enhance hospital’s financial viability in an economic environment that has expenses inflating faster than reimbursement.

Joe Cramer, Director

Joe serves as Director of Financial Planning for Appalachian Regional Healthcare. He has a BS in Accounting from the University of Kentucky and has CHFP designation. Joe has been with ARH for 22 years and 8 years in his current role. Joe enjoys golfing and hiking in his spare time. Joe feels the best part of his job is the challenge of staying competent in the various aspects of Healthcare finance. He also notes that the same answer can be stated when asked about the worst part of his job!

Joe says his greatest professional challenge is the declining reimbursement for the uninsured and underinsured populations we serve. For Joe, HFMA is an organization that attracts people that care about patients and are interested in being more effective in their jobs. The education, professional certification, and networking opportunities can’t be found anywhere else.

Joe plans to work hard during his term to increase the number of HFMA members from Eastern Kentucky. He has already contributed to our membership growth by serving as sponsor for many members this year.

Kyle Lee, Director and Spring Institute Program Chair

Kyle is the Division Director of Reimbursement for Norton Healthcare. He is married to Kaye and has one son, Quade and three dogs and always looking for a home for at least two of them. Kyle enjoys helping people in all disciplines of healthcare with areas of reimbursement, payment and regulation that impact business and operational decisions. He also states that keeping up with the ever-changing world of government regulations is the biggest professional challenge. Kyle especially enjoys HFMA for the opportunities to meeting folks from other chapters and swapping war stories. For the coming chapter year, Kyle hopes to increase participation and/or membership.

Dale Skaggs, Director

Dale is a Senior Manager with Blue and Co. CPA’s. Dale is married to Tracy and expecting their first child soon. He has a dog, Chloe, and says he enjoys winter sports, traveling and yard work!

Dale feels the best part of his job is having the flexibility to achieve a balance between professional and personal goals. Dale states his greatest professional challenge continually working to develop programs or strategies, which allow healthcare providers to receive better reimbursement from the various payer services.

Dale finds the networking with healthcare professionals and the timely information in the monthly HFMA publications very helpful. He wants the Kentucky Chapter of HFMA to have continued growth through involving new individuals from the healthcare industry.

Mark Higdon, Regional Executive for Region

Mark is a Partner with KPMG Health Care Advisory Services for the Mid-Atlantic region, based in Baltimore, MD. He served as the Maryland President in 2001. Mark enjoys his role as Regional Executive and feels the best part to be meeting with other chapter members and attending educational sessions throughout Region 4. His greatest professional challenge is time management — so many good things going on at HFMA and our industry. Balancing time between family, work and HFMA Mark says, “The thing I enjoy most about HFMA is working with talented and nice people. HFMA means to me: friends, focused education and fun.” Mark has two goals for the coming chapter year: Educate members (and non-members) and have fun!

Shellie Dube Shouse, Membership Committee Chair

Shellie is a certified public accountant at Dean, Dorton & Ford, CPA. There’s so many things she enjoys that life provides, but the most enjoyable activities are being active in church, learning, traveling to different countries, dancing, exercising, scrap-booking, and most of all, spending time with her husband and friends.

Shellie finds it rewarding to help clients with reimbursement issues. She also finds auditing and filing 990’s for healthcare clients interesting because she learns more than she often expects



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Bob Barbier
University of Louisville Hospital

Director

Joe Cramer
Appalachian Regional Healthcare

Director

Kyle Lee, Norton Healthcare

Director

Dale Skaggs, Blue and Co., LLC

Meet Your New Chapter Leaders

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to learn. Working with wonderful people has been a blessing as well.

Shellie says, "Healthcare has been a rewarding industry to work in because of the many challenges that have stretched my problem solving abilities. One of the biggest challenges is applying ever-changing healthcare regulations to the work that I do, and HFMA helps me achieve that."

As for HFMA, Shellie says HFMA has helped her increase her knowledge in the healthcare industry so she can help others and be more valuable in her career. HFMA has also given her the opportunity to build relationships with people facing the same challenges.

In the upcoming chapter year, Shellie hopes to play a role in educating potential members of the many opportunities HFMA provides. As an outcome, she hopes to increase HFMA's membership with quality people.

Other Committee Chairs:

Ronda Beck, *Chapter Outreach & Public Relations*

David Bundy, *Winter Institute Program Co Chair*

John Burgett, *Certification/Career Advancement*

Bob Brandenburg, *Summer Institute Program Chair*

Shelly Haggard, *Entertainment*

Bill Jones, *Patient Financial Services*

Kim McIntosh, *Newsletter Chair*

Carrie Merrill, *Fall Institute Program Chair*

Steve Miller, *KHA Liaison*

Tony Miranda, *Past President's Advisory*

Gretchen Newton, *Forum for Members New to Healthcare*

Steve Ratliff, *Physician Practice Liaison*

David Richard, *Winter Institute Program Co Chair*

Chris Roszman, *Nominating and Policy and Procedure*

Melanie Watson, *Yerger Awards*

Earl Wolf, *Job Referral*

Chris Woosley, *Information Systems*

Richard Guthrie, *Rural Healthcare & Reimbursement*

Managing Utilization *continued from page 1*

that address specific aspects of utilization (i.e. Utilization Review, Pharmacy and Therapeutics). Functional expertise helpful may include:

- Medical staff
- Nursing and ancillary clinicians and management
- Utilization review
- Social Services
- Quality improvement
- Risk management
- Compliance
- Infection control
- Coding
- Billing
- Financial analysis

6. Continuous measurement and monitoring of performance, including:

- Length of stay

- Cost per case
- Cost per day
- Ancillary utilization
- Performance against cost caps and external benchmarks
- Outliers

Financial managers play a critical role in identifying high opportunity areas, asking challenging questions, stimulating thought-provoking ideas, role modeling multi-disciplinary collaboration, and assisting in measuring and monitoring results.

Welcome to the Following New Members

Please be sure to welcome our newest members at our next meeting

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This month's MYSTERY MEMBER:

Benny Nolen, Manchester Memorial Hospital. Call Ronda Beck at 859-323-5702 ext 192 by 06/27 for your prize.

SPOTLIGHT ON NEW MEMBERS

Heather Minton is a Western Kentucky University senior in Healthcare Administration with minor in Business Administration and Finance. She also is an office manager for Superior One Source in Bowling Green, Kentucky, and a Mary Kay beauty consultant. She loves to write and enjoys great books. (Since she stays so busy currently, HFMA should get her involved in a volunteer role as soon as she graduates!) Heather joined HFMA since she hopes to work in healthcare finance upon graduation. She feels HFMA can help her keep up with changes in healthcare.

She feels her biggest challenge currently related to school, is knowing what she will use in a career. Heather also indicated her greatest challenge in her current job is dealing with customers. Welcome Heather Minton!

*HFMA of Kentucky thanks the following 2003/2004 sponsors
who have made this year's meeting possible:*

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