



**hfma** alabama chapter  
healthcare financial management association

*The Alabama Chapter  
Presents The  
2009  
Dixie Institute*

*Jammin'*

*at the Dixie*

*Working in  
Concert to Share  
Educational Resources*

*February 17-20, 2009  
Region V Dixie Institute  
Renaissance  
Riverview Plaza Hotel  
Mobile, Alabama*

Please visit [www.hfmadixie.org](http://www.hfmadixie.org) for updated information, printable brochure, sponsorship and exhibit opportunities, hotel information and all else Dixie 2009!





**Special Thanks to following people for their help  
with the 2009 Dixie Institute:**

Betty McCulley, CHAM - Chair, Dixie Access Track

Vicki Parks, CPA, FHFMA – Chair, Dixie CFO Track

Linda Maddox - Chair, Dixie PFS Track

Jeffrey H. Burkhardt, Ph.D., FHFMA - Chair, Dixie Exhibit Committee

Ashlye Hix - Chair, Dixie Sponsorship Committee

Kim Shrewsbury, CPA - Chair, Entertainment/Decorations

Sherri Harper - Chair, Dixie Registration Committee

**A special thanks to High Cotton for the printing of the  
2009 Dixie Institute brochure!**

**CONTINUING EDUCATION CREDITS: This program has been approved for 21 hours of CPE business related hours by the Alabama State Board of Public Accountancy.**

### Hotel Information

The **Renaissance Riverview Plaza**, located in downtown Mobile , has reserved a block of rooms for the Healthcare Financial Management Association for the dates of Monday, February 16, through Friday, February 20, at a rate of \$150.00 (plus tax) per night, single and double occupancy. Current lodging taxes are 14%. Reservation may be by phone or internet through Marriott. Marriott Reservations can be reached at 800-922-3298 – just ask for HFMA or Healthcare Financial Management. Reservations can be made online at [www.marriott.com](http://www.marriott.com) – just find Mobile, AL , using the city search, choose the Renaissance Riverview Plaza; then place the group code of “hfmhfma” in the box indicated. The site will guide you from there.



### Message from the Dixie Chair

We are Proud to be back in Mobile, Alabama for the 2009 Dixie Institute. For those of you who attended the 2004 Dixie in Mobile , I'm sure you will agree that it was a Great meeting and the Location was Fantastic. Mobile is the original home of Mardi Gras and we have worked hard to offer you excellent speakers and sessions but still allow you to participate in and enjoy the local festivities. Our Theme “Jammin’ at the Dixie – Working in Concert to Share Educational Resources” is supported by 3 full tracks of sessions from Access Management through the Revenue Cycle and including Financial/Top Level Management sessions. Our Keynote Speaker Vonetta Flowers is a celebration in spirit in regards to Working together and Sharing – so Please – don't wait – go Online now and make sure you are a part of this event!



- Mitzi Winters CHAM, FHFMA

### Welcome from the Alabama Chapter President



Welcome to Mobile! The Region 5 Dixie meeting has a longstanding tradition for educational excellence, professional networking and as always, lots of fun. This year will be no exception! I would like to personally thank Mitzi Winters' and her team who have worked diligently to make this a great meeting. There are three session tracks so everyone should be able to find sessions that are of interest to them. There will also be plenty of opportunities to network, so let's continue another Region 5 tradition of making connections with HFMA members from our Region 5 states. I hear the parades at night are entertaining and should not be missed. Personally, I have never attended a Mardi Gras parade, so I know this will be an experience that I will not forget. Please take time to thank all of the Dixie sponsors and exhibitors. This meeting would not happen without their continued support to HFMA. I hope you will enjoy your visit to the State of Alabama. We are glad you are here.

-Vicki Parks, FHFMA

## AGENDA

### REGISTRATION DESK HOURS:

Tuesday, February 17, 2008: 9:00 am - 4:00 pm

Wednesday, February 18, 2008: 8:00 am - 5:30 pm

Thursday, February 19, 2008: 8:00 am - 4:00 pm

### Tuesday, February 17, 2009

10:00 am - 5:00 pm **HFMA Certification Coaching Session**  
Johnny L. Holland, MBA, FHFMA, FACHE  
President/Chief Compliance Officer  
Synergy Business Services, Inc.  
**Mobile Bay Ballroom 1 & 2**  
**(Space is Limited to 20 participants)**

### Certification Testing Requirements-Test date February 18th, 2009

If you are going to take the certification test on February 18th in Mobile Alabama, you must do the following by Feb 1, 2009. Go to the HFMA web site - [www.HFMA.org](http://www.HFMA.org)

- Select Certification category
- Select Core study-specialties
- Fill out the application and submit that to National HFMA as the instructions state on the web page.

National HFMA will send you a sign on and a password to use the day of testing only. Make sure you have this with you when you come for the GREAT EVENT!

**If the application is not completed by February 1st you will not be eligible to test on the 18th. There is a minimum of a 10 day process for this to be set up for you.**

The test site will be provided by the SSI Group in Mobile after you have gone through the study materials with Johnny Holland while attending the DIXIE Conference. Directions to the test site will be available at the registration desk.

Check with your chapter President to see if you are eligible to have the test cost reimbursed by your chapter. Alabama does reimburse - contact Vicki for specifics for Alabama. If you have any questions you may email Vicki Parks, President of the Alabama Chapter at [Vicki.parks@stvhs.com](mailto:Vicki.parks@stvhs.com).

1:30 pm - 5:00 pm **Region V Board Meeting**

2:00 pm **Vendor Introductory Meeting - REQUIRED (Vendors only)**  
Jeff Burkhardt and Ashlye Hix  
**Bon Secour Ballroom I**

2:00 pm - 6:00 pm **Vendor Exhibit Setup**  
**Bon Secour Ballroom I**

6:00 pm -8:30 pm **Region V Past President's Dinner - Invitation Only**

6:30 pm **Parades Downtown - (On Your Own) – HAVE FUN!**

## SPEAKERS AND SESSIONS

### Wednesday, February 18, 2009

7:00 am - 8:00 am **Continental Breakfast in Exhibit Hall**  
**Bon Secour Ballroom II and III**  
WELCOME YOUR VENDORS - Let the Games Begin.....

8:00 am - 8:45 am **SESSION 1: Welcome and Introductions - Healthcare Financial Management: Making Connections, Meeting Challenges** - Mary Beth Briscoe, FHFMA  
**Bon Secour Ballroom II and III**

Healthcare finance professionals today face a host of challenges affecting key drivers of business success. At the same time, the need for reform of the nation's healthcare payment system promises inevitable change for healthcare finance. Learn more about how you can connect with ideas and resources to meet today's challenges while planning for an uncertain future.

"GRAB Some Fresh Coffee"

8:45 am - 10:00 am **SESSION 2: Building a Successful Online Patient Financial Portal: Effective Patient Billing**  
Presented by: Lesa Klepper, FHFMA, CBO Director, Novant Health; Doug Suddarth, Director Business Development, RelayHealth  
**Bon Secour Ballroom II and III**

You will receive tools to help market your business office service and tips to increase self-pay collections and reduce cost. This is a HFMA Peer Reviewed Session.

After this session you will be able to:

- Identify the impact of consumerism on your hospital's financials and operations.
- Develop and effectively deploy an online business office business case for your organization.
- Build an effective plan to increase self-pay collections.

**Target Audience:** CFOs, directors and vice presidents of patient accounting, revenue cycle or business office, directors of patient access and directors of physician services.

10:00 am -12:00 pm **SESSION 3: Building a Dream. By Sharing A Vision - One Day at a Time**  
Keynote: Vonetta Flowers, Gold Medalist  
2002 Winter Olympics  
**Bon Secour Ballroom II and III**

Sometimes it is impossible to run from destiny. At the moment that Vonetta Flowers was about to relinquish her dream of becoming an Olympic champion, fate stepped in to offer her another chance – in the unlikelyst of times and places. As a young girl growing up in Birmingham, Flowers revealed her athletic talents at an early age. Her childhood coach, Dewitt Thomas, knew she was special when he first discovered her in 1982. In a race at Jonesboro Elementary School, Flowers placed first among all of the children. Dewitt was shocked to discover that “V. Jeffery” with the fastest time was a girl, and he knew he'd stumbled onto a unique talent. Years later, she would graduate from UAB with 35-conference titles and hold the title as the universities first 7-time All American. However, in the face of injury and repeated dis-



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appointment, Flowers came dangerously close to losing her dream. Fortunately, her unyielding faith in herself, in God, and in her lifelong goal pushed her along a remarkable path to her destiny. She paved the way for other young athletes and proved to everyone that sometimes blessings come from unexpected places.

12:00 pm - 1:30 pm Lunch Buffet in Exhibit Area  
**Bon Secour Ballroom I**

1:30 pm - 3:00 pm **SESSION 4: Show Me The Money - Health Care Fraud Greed**  
Presented by: Alice Martin, U S Attorney Northern District of Alabama, U.S. Department of Justice  
**Bon Secour Ballroom II and III**  
**(This session qualifies for Accounting and Auditing CPE)**

Session will outline health care fraud cases that have been recently prosecuted. It will include federal statutes used, our use of forensic accountants, and forfeiture information.

3:00 pm - 3:30 pm Break in Exhibit Area  
**Bon Secour Ballroom I**

3:30 pm - 5:30 pm **SESSION 5: Cross-Generational Communication**  
Presented by: Sherri Neal, AVP Diversity, HCA  
**Bon Secour Ballroom II and III**

Like every organization in the United States, HCA is experiencing a new set of workplace dynamics based upon the phenomenon of four generations working together. This allows us to draw on the different perspectives, skills, and strengths of a multigenerational workforce and engage in clear and sensitive cross-generational communication. If employees and patients at HCA believe that who they are and what they do is respected, conflict and missed opportunities decrease, morale and productivity go up, and the quality of care and the patient experience improve. This session will focus on our responsibility to challenge the assumptions we make about others based on the generation in which they were born and to adjust our communication style to ensure that generational differences do not lead to stereotypes and miscommunications.

5:30 pm - 7:30 pm **Kick- Off Reception in Exhibit Area**  
**Bon Secour Ballroom I**



**Band - Excelsior**

**Sponsored by:**  
**Armstrong and Associates**

**Please join in the FUN as we kick off the 2009 Dixie....Come meet and mingle with new and old friends alike....You DO NOT want to miss an exciting opening Welcome to Mardi Gras - HFMA STYLE!!!**

## 2009 Dixie Institute - Region V

7:30 pm - 10:00 pm **Dinner**  
**Bon Secour Bay I & II**

**Not just dinner, but a real indoor Mardi Gras Parade experience!**  
**Get ready to catch those beads!!!!**

**Thursday, February 19, 2009**

7:00 am - 8:00 am **Continental Breakfast in Exhibit Area**  
**Bon Secour Ballroom I**

### **CONCURRENT SESSIONS:**

8:00 am - 9:00 am **SESSION 6 : Access Track**  
**Access Career Building through Effective Training and**  
**Career Laddering** - Jackie M. Weber, Manager,  
Revenue Management Training, Orlando Health  
Brian A. Wetzel, CHAM, Admin. Coordinator of Operational  
Planning, Dr. P. Phillips Hospital/Orlando Health  
**Mobile Ballroom III**

This presentation will focus on how an effective training program and growth opportunities in Access areas through career laddering will lead to higher retention and job satisfaction for Access team members. At Orlando Health, we have achieved lower turnover results and happier team members as we have built a successful training program and provided access team members the opportunity to expand their roles, responsibilities and pay grade within as little as six months.

#### **Learning Objectives:**

1. Important considerations when developing an effective training program
2. Transfer of Training
3. Implementing a career ladder and making it work

**Target Audience:** Access and Education leadership

8:00 am - 9:00 am **SESSION 7 : CFO Track**  
**Effective Written Business Communication**  
Jim Grigsby, President, Jim Grigsby Consulting  
**Bon Secor Ballroom II**

This course will help professionals improve business communication in memos, emails, and reports by avoiding common mistakes. Attendees should leave with an understanding of how to construct writing that conveys their point clearly, succinctly, and professionally.

8:00 am - 9:00 am **SESSION 8 : PFS Track**  
**Life After 1011** - Edna Buffington-Price, Senior Director of Patient  
Financial Services, Community Health Systems  
**Bon Secor Ballroom III**

The number of illegal aliens in our facilities has increased in the past years and the 1011 program provided some reimbursement for these patients. Now with 1011 coverage at risk, how will this affect hospitals in the future and how can we be proactive to off set the elimination of this program? Working with our Self Pay Screening vendors, other Community Agencies and identifying other avenues for these patients will be critical in some areas.

9:15 am - 10:15 am **SESSION 9 : Access Track**  
**Improving the Accuracy of Patient Identification and Insurance Data Entry while Reducing Insurance Fraud**  
Jim Hicks, III, BS, BSBA, CAM, CHAA, CHAM  
Southeastern Regional Medical Center  
NAHAM Publications/Communications Committee Chair  
**Mobile Ballroom III**

This Session will teach attendees to recognize and evaluate various technologies available to assist in accurate patient identification. Attendees will learn strategies and techniques to use with employers and payers to synergize patient identification technologies with insurance card enhancements in an effort to reduce insurance fraud and improve the accuracy of insurance demographics obtained by the registrar. The session will also include an overview of the new guidelines for the new standardized health insurance card.

**The Learning Objectives:**

1. Recognize and evaluate various technologies available to assist in accurate patient identification.
2. Recognize ways in which patient ID technologies can be synergized to improve patient identification while reducing insurance errors and fraud.

**Target Audience:** Directors, Managers, & Supervisors, in Patient Access and related areas. Business Office Managers and Directors, Physician Practice Managers and Directors. Contract Managers, CFO's & Reimbursement Directors, IT Directors & Managers, Medical Records Directors and Managers, & Risk Management Directors.

9:15 am - 10:15 am **SESSION 10: CFO Track**  
**Improving Registration Accuracy Through Tools and Technology** - J. Patrick Murphy, MBA, FHFMA,  
Vice President of Finance / CFO at Thomas Hospital and  
Paul Shorosh, President, AccuReg Software  
**Bon Secor Ballroom II**

As the revenue cycle's last (and best) frontier, this presentation will explore the financial impact of registration errors, identify quality assurance programs that will immediately improve registration accuracy rates, and review methods, tools and technologies available to audit and track registration errors for increased accountability and competency. You will learn how to develop effective quality assurance processes that improve staff competency at the front and prevent reword and denials at the back. Helpful take-home tips, ROI calculations and QA tools will be provided as well as an error tracking and reporting database tool you can use immediately to streamline your revenue cycle.

**The Learning Objectives:**

1. Understanding the financial impact of the revenue cycle.
2. Identifying quality assurance programs that will immediately impact registration accuracy.
3. Understanding the technology available to audit 100% of registrations with minimal manual processes.

**Target Audience:** CFO's, Patient Access and PFS Directors

9:15 am - 10:15 am **SESSION 11: PFS Track**  
**Once Upon A Time** - Janice O. Ridling, CHFP, MPA  
VP Revenue Management, Baptist Health System, Birmingham  
**Bon Secor Ballroom III**  
**(This session qualifies for Accounting and Auditing CPE)**

Once Upon A Time there was a marriage between Patrick Access and Patricia Accounting...While we are all aware of the interdependence between all functions of the revenue cycle, sometimes we forget just how mutually dependent we are. With the goal of top-of-mind awareness, this session focuses on the dependencies between Patient Access and Patient Accounting, with a spotlight on the inter-related results.

10:15 am - 10:45 am Break in the Exhibit Area  
**Bon Secor Ballroom I**

### CONCURRENT SESSIONS

10:45 am -12:00 pm **SESSION 12: Access Track**  
**Are you Smarter than an Access Director?**  
Maxine Wilson, CHAM, Wilson Consulting,  
NAHAM Past President  
**Mobile Ballroom III**

Will have audience participation in Question/Answer Session and interaction to obtain answers to ongoing requirements of Government Regulations, Verification, Pre-Certification, Medical Records, etc.

#### The Learning Objectives:

1. Awareness of Expectations in Access Area
2. Insight of sample questions pertaining to certification
3. Importance of Front-End and Finance "Working Together" for Knowledge Base.

**Target Audience:** Access - Revenue Cycle - Finance Management - Medical Records - CFO  
(Anyone responsible for before patient arrives, when patient arrives, and collecting co-pays or deducts during and after stay.)

10:45 am - 12:00 pm **SESSION 13: CFO Track**  
**Ten Critical Questions for Healthcare Financial Managers** - William O. Cleverly, Ph. D., President  
Cleverly & Associates  
**Bon Secor Ballroom II**

This session will identify ten critical financial questions that are often asked by healthcare boards. The questions are based upon 30 years of involvement with hospital boards and senior management. Each of these ten questions will consist of three segments. First, what is the appropriate framework or methodology to answer the question. Second, what relevant financial metrics exist to help answer the question. Third, that are the relevant values for comparative benchmarking data. A real world case example will be used to integrate answers in the ten areas.

#### The Learning Objectives:

1. To identify the appropriate framework to answer each of the 10 questions.
2. To list the financial metrics that are relevant in each of the ten financial policy areas.
3. To show how benchmarking data can be used to answer these policy questions.

**Target Audience:** CFOs/Controllers

10:45 am - 12:00 pm **SESSION 14: PFS Track**  
**Medicare Admission Review Compliance - A "How To" Guide to Never Have a RAC Medical Necessity Denial**  
Jerry Smith, Vice President, Revenue Cycle,  
St. Vincent's Health System and Joe Zebrowitz, MD,  
Executive Vice President, Executive Health Resources  
**Bon Secor Ballroom III**

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CMS recently released an evaluation report on the RAC Demonstration, which states that "As of March 27, 2008, RACs succeeded in correcting more than \$1.03 billion in Medicare improper payments." According to the report, approximately 96% of the improper payments identified were overpayments collected back from providers and the remaining 4% were underpayments repaid to providers.

An example of a major and costly compliance concern under the microscope of these regulatory initiatives is observation status and 1-day stays. Misuse of Inpatient and Observation patient status translates into an average \$2-3 million revenue integrity and compliance issue per hospital. As a result, hospitals must find Physician Advisors who are experts in Medical Necessity and on the ever-changing Federal regulations, as many hospitals face recurring denials in these areas from Medicare and Medicaid, resulting in compliance risk and loss of revenue.

This session will provide you insight into building and optimizing your UR Committee and process, ensuring an effective observation status and 1-day stay certification and appeal process that leverages case management, medical staff, and physician advisement expertise, and defending against Recovery Audit Contractor (RAC) medical necessity denials and potential False Claims Act (FCA) exposures. Participants in this session will learn why observation status and 1-day stays have become a major compliance concern and why hospitals often lose significant revenue from inappropriate observation claims. Attendees are also provided with a step-by-step approach to implement a consistent process that can not only ensure regulatory compliance but also create revenue integrity.

12:00 pm - 1:30 pm Lunch Buffet - Vendor Exhibit Area  
**Bon Secor Ballroom I**

1:30 pm - 2:45 pm **SESSION 15: Access Track**  
**10 Ways to Increase Upfront Collections and Improve Customer Satisfaction** - Paige Dean, CPAR, CHAA, CHAM, Lead Computer Training Specialist, Baptist Health System, ALAHAM VP and Donilda McMahan, CHAM, Patient Access Director, Shelby Baptist Medical Center  
**Mobile Ballroom III**

Upfront collections for healthcare is challenging. This presentation is to promote behavioral changes with staff and customers. Also promoting ideas for measuring outcomes.

## **The Learning Objectives:**

1. Identifying Areas for Potential Collections
2. Determine Best Practice for specific areas
3. Measuring Outcomes

**Target Audience:** Anyone associated with the Revenue Cycle - both Access and Patient Financial Services.

1:30 pm - 2:45 pm **SESSION 16: CFO Track**  
**Collaboration of Clinical and Financial Staff to Achieve 2009 Pay-for-Performance Initiatives** - Vanessa Stacks, System Director, Financial Services, Baptist Health System, Montgomery, AL, and Linda Corley, Corporate Compliance Director, Perot Systems.  
**Bon Secor Ballroom II**

Four current CMS initiatives (MS-DRGs, the Hospital Quality Program, Pay for Performance, and Pricing Transparency) require improvement in clinical outcomes for continued optimum governmental reimbursement. Along with new private payor emphasis on payment quality initiatives, these expanding programs touch every aspect of the healthcare system. Therefore, providers are facing the growing need for integrated clinical and financial solutions. Changing regulatory

requirements that, in the past, have impacted only the revenue cycle, now must be operationalized quickly into expected clinical results. These results must be well documented, recorded in measurable outcomes, and reported in standardized formats. Find out about new medical and financial management strategies that will allow providers not only to meet the challenging 2009 governmental program initiatives, but also to reduce unnecessary care and to positively react to health-care reform.

1:30 pm - 2:45 pm     **SESSION 17: PFS Track**  
**Understanding Case Mix Beyond the Number**  
Vincent Bonetti, Executive Director-PFS,  
Huntsville Hospital System  
**Bon Secor Ballroom III**

How one hospital determined to drive expertise and understanding of Case Mix. The goal was to provide the enterprise a “report card” that drove more than conversation. We discovered it truly does take a village to understand and respond to this increasingly important number. Ultimately winding up with physician participation, outcomes management, finance, intake management, HIM, nursing, decision support, quality and administration as routine partners in this routine discussion. We started from a single report with lots of data to a multi-disciplinary team that reviews and reports monthly on information learned from many levels of data. Ultimately we understood the most important question to be answered was.....you will have to come listen to find out.

2:45 pm - 3:00 pm     Break (Beverages only)

3:00 pm - 4:30 pm     **SESSION 18: Access Track**  
**Access Awesome Recharging Registration to Magnify your Bottom Line** - Katherine H. Murphy, CHAM, Director of Access Services, NEBO Systems, Inc., NAHAM Executive Delegate  
**Mobile Ballroom III**

Patient Access personnel are a pivotal force in ensuring a successful hospital revenue cycle. To that end, new tools and technologies are available to facilitate this brave new world. This presentation will present an overview of both barriers to and strategies for success, highlighting advances that promise a metamorphosis in the way Access departments operate.

### **The Learning Objectives:**

1. Identify what is driving change in Patient Access
2. Understand how to utilize automation and redesign for patient friendly best practices (Collection, Pt. I.D., Q.A., Transparency, consumerism)
3. Learn basic change management principles to apply to redesign processes for successful outcomes

**Target Audience:** Revenue Cycle Leadership - Patient Financial Services, Patient Access, Health Information Management, Chief Financial Officers

3:00 pm - 4:30 pm     **SESSION 19: CFO Track**  
**Hospital/Physician Compensation Arrangements**  
Eron C. Reid, CPA, ABV, Senior Manager, Horne CPA & Business Advisors  
**Bon Secor Ballroom II**

The presentation will focus on the latest trends surrounding the structure of hospital/physician compensation arrangements. Best practices information will be provided concerning documenting the reasonableness of physician compensation. This information is vital for health systems trying to limit compliance risk and retain physicians.

## The Learning Objectives:

1. Increase knowledge base concerning structuring physician compensation arrangements.
2. Share best practices for documenting the reasonableness of physician compensation arrangements.
3. Share compensation market data which can be used in physician contract negotiations.

**Target Audience:** CEO, CFO, COO, Chief Medical Officer & Director of Physician Services

3:00 pm - 4:30 pm

## **SESSION 20: PFS Track**

### **Building the Case for PFS Employee Training...**

### **Growing the Bottom Line and Market Share**

Bobette Gustafson, Founder & President of Gustafson and Associates, Inc.

## **Bon Secor Ballroom III**

Productivity and bottom line shortfalls...Compliance concerns...extensive customer service recovery efforts...Turnover... Like never before, Patient Financial Services and all financial leaders must find the secret to overcome their longstanding challenges and leverage their scarce human capital resources. Overall, however, the industry continues to "hold-back" on making adequate education budget dollars available to ensure that employees are adequately equipped to do their difficult and ever-changing jobs.

Attendees will focus on the transitioning consumer-driven environment, expert research results and case study information to identify "today's" required employee technical and emotional intelligence competencies. Discussions will also explore the options for, and benefits and potential shortfalls of various training methods including e-learning. Extensive case study-based take-home tools will enable the participants to calculate the true cost of turnover; the cost of not training; and the Return on Knowledge (ROK) which will be realized through an effective revenue cycle employee training program.

## The Learning Objectives:

1. Attendees will review the current revenue cycle labor challenges and how to calculate the true cost of employee turnover.
2. Define the technical skills and emotional competencies required by today's PFS team members in order to achieve strong bottom line results and grow market share through achieving patient loyalty.
3. Learn to use each take-home tool to calculate the true cost of turnover, Return on Knowledge and other essential human capital ratios to ensure effective employee development, retention, and the highest bottom line and patient loyalty outcomes.

4:30 pm - 6:00 pm

## **Wine & Cheese Reception - Vendor Exhibit Hall**

## **Bon Secor Ballroom I**

6:30 pm - 8:30 pm

Exhibit Take Down

## **Bon Secor Ballroom I**

6:30 pm - 8:00 pm

Parade - DOWNTOWN (On Your Own)

## 2009 Dixie Institute - Region V

Friday, February 20, 2009

7:30 am - 8:30 am Continental Breakfast - Vendor Exhibit Area  
**Bon Secor Ballroom I**

8:30 am - 10:00 am **SESSION 21: What keeps your CEOs Up at Night?**  
**Panel Discussion** - Moderated By: Greg Johnston, VP of Finance, Baptist Health System, Birmingham, AL  
**Panelists:** Carl Bailey, CEO & President, Coffee Health Group, Florence, AL; Neeysa D. Biddle, Interim President & CEO, St. Vincent's Health System, Birmingham, AL; Steve Johnson, President & CEO, Bay Medical Center, Panama City, FL and Glenn C. Sisk, President & CEO, Coosa Valley Medical Center, Sylacauga, AL  
**Bon Secor Ballroom II & III**

Do you ever wonder what keeps your CEO up at night? Is it access to capital? Is it the rise in uncompensated care? How about the tougher Joint Commission standards? An incompetent CFO? (No, it couldn't be that!). You can find out what worries them if you attend this lively panel discussion featuring four CEO's from our region. You will learn the important issues that the CEO's believe are impacting our hospitals and our industry.

10:00 am - 12:30 am **SESSION 22: RAC-Managing Your Opportunities**  
Laura Pait, RHIA, CCS, Senior Manager, Dixon Hughes PLLC  
**Bon Secor Ballroom II & III**

This session will focus on the management issues organizations are facing when Recovery Audit Contractors (RAC) enter the house. We will visit ownership, accountability and opportunities for improvement that can help minimize the impact of this new program to your organization.

### **The Learning Objectives:**

1. Review ownership and accountability of the RAC process
2. Review performance measures that provide a sense of permanence
3. Review suggested tracking and monitoring tools

**Target Audience:** CFOs, PFS Managers, Directors of Ancillary Departments, Compliance Officers, Health Information Management, Case Management

12:30 pm Door Prizes Giveaways - Adjournment

6:30 pm Parades - Downtown (ON YOUR OWN)

## **SPEAKER BIOS**

**Carl W. Bailey** has 36 years of health care experience. He served as chief financial officer for ECM Hospital until November of 1998, when he was named vice president of Coffee Health Group and hospital director for ECM. Coffee Health Group is a not-for-profit health care network comprised of two hospitals and an outpatient diagnostic and rehab center. In January 2000, he was named Chief Executive Officer and President of Coffee Health Group. Bailey received a Bachelor of Science degree in business administration from Florence State University in 1970 with a major in accounting. In 1984, he received a Master of Science degree from the University of South Carolina, where he specialized in health care finance. Awards and Recognitions include: Past Chair of Alabama Hospital Association, 2007, 2006 and 2005 Thomson Top 100 Hospitals for Performance Improvement Award, 2006 Recipient of Grassroots Champion Award for Alabama by the American Hospital Association, 2006 Distinguished Service Award -Alabama Hospital Association, 2003 University of North Alabama Alumni of the Year, 2003 Recipient of Alabama Regents Award of the American, College of Health Care Executives, Made presentations on the issue of Wage Index and Medicare reimbursement in Alabama, Florida, Louisiana, Mississippi, Arkansas, Oklahoma, Tennessee, New York and to staffers and CMS in Washington, D.C.

**Neeysa D. Biddle** joined St. Vincent's in October, 2005 as President and Chief Operating Officer and Executive Vice President/Chief Operating Officer of St. Vincent's Health System which includes St. Vincent's Hospital Birmingham, St. Vincent's East, St. Vincent's Blount and St. Vincent's St. Clair. In July, 2008 Neeysa assumed the role of Interim President & CEO for St. Vincent's Health System. Biddle has a long record of accomplishments, previously serving as Chief Operating Officer of Brookwood Medical Center and in several leadership roles at Medical Center East, including Vice President of Ambulatory Services. She also served in leadership and management capacities at Marshall Medical Centers in North Alabama. A Summa Cum Laude graduate of the University of Alabama at Birmingham's Masters of Science in Health Administration Program, Biddle was named Alumnus of the Year in 2001. She serves as an adjunct faculty member in the School of Health Professions. In 2004, Biddle was named one of the city's "Top 10 Businesswomen of the Year" by *Birmingham Business Journal*.

**Rudolf M. ("Rud") Blumentritt, CPA/ABV, CVA** is a senior manager in the Hattiesburg, MS, office of HORNE where his primary focus is the valuation of health care entities. He has performed numerous valuations including those of long-term acute care hospitals, rehabilitation hospitals, home health care agencies and medical practices. In addition, he has valued fair market value leasing agreements between health care organizations as well as valuations of other health care related assets including intangibles and medical equipment. He works with members of HORNE's health care services team providing a variety of consulting services to physicians, medical groups, hospitals and other health care organizations. Rud joined the Firm in 2004 and has more than five years of accounting experience. He also has experience in litigation support services and has worked directly with attorneys in several cases involving the calculation of damages in both health care and non-health care related matters. Rud earned a Bachelor of Science degree from Auburn University and a Master of Accounting degree from Tulane University.

**Vincent Bonetti** is currently Executive Director-PFS for Huntsville Hospital System. He has over 20 years of AR Management. He has worked in for-profit and not-for-profit - enterprise, stand alone and multi-hospital systems. He has held local, regional and nationally responsible positions across the U.S.

**Mary Beth Briscoe, FHFMA, CPA** is CFO of University Hospital, UAB Health System, Birmingham, Alabama. She served as the voluntary Chairman of the Healthcare Financial Management Association (HFMA) during its 2007-08 term, from June 1, 2007 through May 31, 2008. A member of HFMA since 1984, Ms. Briscoe's involvement with the National Association includes serving on the Managed Care Forum Advisory Council (1996-99), the National Advisory Councils (1999-00), the Board of Directors (2000-03 and 2005-08), as chairman of the Audit & Finance Committee (2005-06), as chairman of the Strategic Planning Committee (2006-07), and the Executive Committee (2005-08), serving as chairman in 2007-08. Ms. Briscoe also served the Alabama Chapter as Vice President, Treasurer, Secretary, President-Elect, and President. She has received the Follmer Bronze, Reeves Silver, Muncie Gold, and Medal of Honor merit awards. Ms. Briscoe, a Fellow of HFMA, a Fellow of The American College of Healthcare Executives, and a Certified Public Accountant, earned her BS degree in Accounting from the University of Alabama, Tuscaloosa, and her MBA from the University of Alabama, Birmingham.

**Edna Buffington** is the Senior Director of Patient Financial Services at Community Health Systems. Edna has over 30 years of healthcare experience as a Director of Patient Financial Services, Regional Director, and Senior Regional Director. Edna is currently responsible for Regional Directors that support 120 hospitals in 28 states in the U.S. Edna's team is responsible for developing policies and procedures for all Patient Financial Services and Patient Access Departments. Edna served on the task force that developed the standard policy and procedures as well as automation Revenue Cycle flow for Community Health Systems. Edna has been with Community Health Systems since 1989.

**William O. Cleverley, Ph.D.**, has been the President of Cleverley & Associates since its formation in January 2000. In addition to his professional responsibilities, Dr. Cleverley is also Professor Emeritus at The Ohio State University where he has taught courses in healthcare finance since 1973. Dr. Cleverley is the author of 50 books dealing with the application and use of financial management principles and data in healthcare organizations. In addition, he has authored over 200 articles on healthcare financial issues in a wide variety of both academic and professional journals.

**Linda Corley** is a director for the Perot Systems healthcare revenue cycle solutions group. She has more than 15 years of experience working directly for, or with, hospitals in the areas of Patient Financial Services (PFS) and accounting. Ms. Corley has been a part of the business office solutions group for more than four years and has managed our Medicare task force for three years. She has extensive knowledge of Medicare billing and compliance. She is involved with many of our hospital charge master reviews and coding projects. Ms. Corley is also very involved with the internal review of our government and insurance billing and follow-up procedures. She provides guidance and training on compliance topics and HIPAA regulations. Ms. Corley is an experienced hospital accounting manager and college professor. She has six years of experience working with financial accounting systems in hospitals and more than 15 years of experience training accounting professionals and PFS staff for the medical environment. She has also served as chief accountant/controller for a university-owned four-hospital group—which included acute,

rehabilitative, outpatient, and long-term care settings. She held primary managerial responsibility for the fiscal budgeting process, for cash control recordation and reconciliation procedures, and for the plant, property, and equipment accounting functions. Ms. Corley holds a bachelor of science degree in business administration, along with a master of business administration, and has recently been credentialed as an AAPC Certified Professional Coder (CPC). Active in local professional accounting organizations and a member of HFMA, Ms. Corley serves on the Georgia UB-92 Committee and the State Medicare/Medicaid Crossover Claim Task Force. She was recognized as the Georgia HFMA's "Most Valuable Member" for 2001.

**Paige Dean** is employed with Baptist Health System in Birmingham, Alabama as Lead Access Trainer. She has 23 years of experience in the healthcare field. Her work experience includes working in the ancillary department of Respiratory Therapy, Collections, Insurance Billing, Registration, Bed Control, Centralized Scheduling and Project Manager/Administrator for systems impacting registration. She is currently the President of the Alabama Association of Healthcare Access Managers. She has the following certifications: CHAM, CPAR and CHAA. She lives in Talladega, Alabama with her husband David. They have two children: Krista (currently enrolled in University of Alabama in Tuscaloosa - Roll Tide!!) and Corey (all around Athlete). Paige enjoys vacationing at the beach and cruising the Caribbean whenever possible.

**Jim Grigsby** is an Economics and Mathematics major at Western Michigan University, Jim is president of Jim Grigsby Consulting, a revenue cycle and management consulting company. A former PFS Director, Jim serves as Editor for the Florida Chapter newsletter and is a past AAHAM national officer. He has authored dozens of articles on business process management, staff development, revenue cycle improvement, HIPAA, healthcare technology, and disaster recovery. *His first book Don't Tick Off The Gators! Managing Problems Before Problems Manage You* was published by Rainbow Books Inc in 2006. *His second book, Are You Surrounded By Jerks?* is scheduled for release this year.

**Bobette M. Gustafson** is the founder and president of Gustafson and Associates, Inc. a firm based in Wisconsin's Door County Peninsula. G+A is dedicated to quality healthcare business process consulting and education. Ms. Gustafson has worked in the industry for over 37 years and has developed a respected and growing consulting practice serving hospitals and other healthcare providers as well as system and outsource vendors. In her roles as project administrator, facilitator, educator and consultant, and professional coach, she has focused on all areas of revenue-related activities. Before founding Gustafson and Associates, Ms. Gustafson held patient access and account management positions including that of Corporate Director in 2 Chicago-area multi-hospital systems. Ms. Gustafson serves as a Director for the HFMA Great Lakes Chapter and is also active in the Wisconsin Chapter. She has held all leadership positions in the First Illinois Chapter of HFMA and also served a term as a National Director. Designated as an HFMA "Distinguished Speaker" Bobette regularly teaches National HFMA's course on revenue cycle management and presents annually at the ANI. She has received the Bronze, Silver, Gold and Medal of Honor awards and was the recipient of National HFMA's first annual PFS Lifetime Achievement Award. Ms. Gustafson also regularly accepts appointments to many state and national task forces.

**Jim Hicks** is the Patient Access Manager for Southeastern Regional Medical Center. Hicks holds a BS in Management from Clemson University and BS in Healthcare Management from Appalachian State University. He holds CHAA and CHAM certifications thru the National Association of Healthcare Access Management and a CAM certification through the North Carolina Association of Healthcare Access Management. Additionally, Hicks serves as a board member for these organizations at both the state and national level.

**Johnny Holland** has over 23 years of experience in healthcare administrative management and currently serves as President/Chief Compliance Officer of Synergy Business Services, Inc., as well as serving as the Director of Education of Florida HFMA. In addition to his HFMA duties, he currently sits on the board of directors for the Greater Florida Buccaneer chapter of AAHAM. Johnny is a Fellow of HFMA, with certifications in both patient accounting and managed care. He earned his MBA in Healthcare Administration from the University of Miami in 2004, and is board certified in healthcare management by the American College of Healthcare Executives, as well as being a Fellow of ACHE.

**Steve Johnson** began his duties as President and CEO at Bay Medical Center in August 2001. He came to Bay Medical Center with more than 20 years experience as a healthcare administrator, including 15 years as CEO of Coosa Valley Baptist Medical Center, a 226-bed hospital in Sylacauga, Alabama. In addition to serving as CEO there, Steve also served as interim CEO of Citizens Baptist Medical Center, a 123-bed hospital in Talladega, Alabama, from 1996-2000. He holds a Masters Degree in Hospital and Health Administration from the University of Alabama in Birmingham. Under Steve's administration, the hospital has made many strides. In 2005 Bay Medical was recognized as one of Solucient's 100 Top Hospitals in America. Bay Medical has also ranked among the top 5% in the nation for overall clinical quality from 2004 - 2008. This distinction landed them in the Top 50 Hospitals in America by HealthGrades. Bay Medical is recognized both regionally and nationally as a top quality provider of cardiac and pulmonary care. Bay Medical is currently nationally accredited by the Joint Commission as a Center of Excellence in the areas of Heart Attack, Heart Failure, Stroke (first in Florida) and Hip and Knee Replacement. Steve serves on the Board of the United Way and the American Heart Association. He is a Fellow in the American College of Health Care Executives and a Board Member of Voluntary Hospitals of America - Southeast and the Florida Hospital Association. Steve is an avid golf and football fan. He is married to Linda and has four children.

**Greg Johnston, CPA** is currently the Vice President of Finance for Baptist Health System (BHS) in Birmingham, Alabama. Greg's responsibilities include all aspects of operational finance for BHS including the coordination of revenue cycle and supply chain functions. Greg has served in various leadership roles within BHS since 1991. Prior to this, Greg was Controller for Lakeshore Rehabilitation Hospital in Birmingham from 1986-1991. He began his career with Arthur Young and Company (now Ernst & Young) in 1981. Greg is a graduate of the University of Alabama with a degree in Commerce and Business Administration. Greg also serves on the Boards of the Alabama Chapter of HFMA and the Alabama Chapter of the Multiple Sclerosis Society.

**Lesla K. Klepper, FHFMA** is the Director of the Central Business Office Triad Region for Novant Health located in Winston-Salem, North Carolina. She has held this position since 2000 and has A/R responsibilities for four acute care facilities, an outpatient surgical center, and two LTC facilities. Prior to joining Novant Health, she held positions at the

## *Healthcare Financial Management Association*

University of Tennessee Medical Center, Williamson Medical Center, and Hawkins County Memorial Hospital over an 18-year period. She is active in HFMA having served as President of the Tennessee Chapter, a four-year term on the National Board of Examiners. She participated in HFMA Abroad's inaugural trip to China and Russia. She currently sits on the NC Hospital Association's Medicaid Technical Advisory Group. She is a graduate of Carson-Newman College and has served on their National Alumni Association Board of Directors.

**The Honorable Alice H. Martin** has served as the United States Attorney for the Northern District of Alabama since September 29, 2001. President Bush's appointment made her the first female United States Attorney to serve the Northern District of Alabama. As U.S. Attorney, Mrs. Martin serves as the district's top federal law enforcement official. She manages a staff of more than 100 employees, including approximately 50 Assistant United States Attorneys, who handle civil litigation and criminal investigations and prosecutions involving public corruption, narcotics trafficking, violent crime, white collar fraud and other federal crimes. Mrs. Martin supervised the corporate fraud investigation of HealthSouth Corporation from 2003-2006, and the subsequent trial of Richard M. Scrushy, HealthSouth's former CEO which was the first case prosecuted under the tenants of the Sarbanes-Oxley Statute. Those efforts resulted in the conviction of 17 corporate officers. Mrs. Martin was selected as a "Top Ten Prosecutor" in 2004 by the Corporate Fraud Reporter. She is a native of Mississippi, received her undergraduate degree, a Bachelor of Science in Nursing, from Vanderbilt University. She is a Registered Nurse, and worked as a nurse during law school. She received her Juris Doctorate in 1981 from the University of Mississippi. She is licensed to practice law in Alabama, Mississippi, and Tennessee.

**Donilda McMahan** (CHAM) is Director of Patient Access at Shelby Baptist Medical Center. 24 yrs of healthcare management experience. 10 years managing physician practice, 14 yrs in healthcare access management in the Baptist Health System.

**Katherine Murphy** has over 20 years of healthcare revenue cycle experience and is cofounder and first President of the association of Illinois Patient Access Management (aIPAM). She is the Executive and Midwest delegate to the National Association of Healthcare Access Management (NAHAM) and Program Co-Chair for First Illinois Chapter HFMA. Katherine received her undergraduate degree from Northern Illinois University, DeKalb, Illinois, and a Graduate Certificate from Benedictine University, Lisle, Illinois. Currently she is the Director of Access Services for Nebo Systems, Inc. (a subsidiary of Passport Health Communications, Inc.) where her focus is Access/Revenue Cycle automated solutions, product development and process.

**J. Patrick Murphy, MBA, FHFMA** is the Vice President of Finance / CFO at Thomas Hospital (150-bed acute care facility), North Baldwin Infirmary (55-bed acute care facility) and Oakwood Nursing Home located in Baldwin County, Alabama. Pat has over ten years of healthcare financial management experience. Pat has administrative responsibility for the following departments: Patient Access, Health Information Management, Care Coordination / Social Services, Patient Accounts, Reimbursement, Decision Support, Accounting and Materials Management. Prior to joining Thomas Hospital, Pat was a senior consultant with PricewaterhouseCoopers, LLP in Atlanta, Georgia and Birmingham, Alabama. His past revenue cycle experience includes: revenue cycle assessments, patient access and patient account redesigns, design and implementation of denial management systems and cash acceleration engagements. Pat has a Masters in Business Administration and a Fellowship with the Healthcare Financial Management Association.

**Sherri Neal** is Assistant Vice President, Diversity for HCA where she works with a dynamic team of individuals in developing and deploying diversity and inclusion strategies to the company's workforce, patients, partners and communities. Prior to joining HCA, she led workforce diversity initiatives as the Chief Operation Officer for New Directions Management, Inc. She has over 15 years of combined experiences in leadership roles, having served as Senior Vice President of Membership for the Girl Scout Council of Cumberland Valley and as Assistant to the Director of the Kelly Miller Smith Institute at Vanderbilt Divinity School. Sherri is an energetic speaker, trainer, and facilitator, known for her ability to present information in a way that helps people to take inclusion seriously.

**Laura Pait, RHIA, CCS** is a Senior Manager with Revenue Integrity Solutions at Dixon Hughes PLLC. She has 20 years of business consulting experience working with hospital organizations. She specializes in Clinical Coding and Reimbursement services, including Documentation Improvement services. She presents numerous educational seminars for health care associations on the coding, documentation and billing related issues that challenge hospital facilities today. Most recently Laura has been providing clinical documentation/coding solutions for Hospitals by addressing Hospital profiles, changes to IPPS, depth of coding and its relationship to severity. Laura is a member of the North Carolina Health Information Management Association, and the North Carolina Healthcare Financial Management Association. She currently serves on the AHIMA Coding Community Council and is the current President for the North Carolina Health Information Management Association.

**Janice Ridling, CHFP, MPA**, is Vice President of Revenue Management for Baptist Health System, Inc., Birmingham, AL. One of the largest healthcare systems in the state of Alabama, Baptist Health System includes four core acute care hospitals, an acute care facility joint venture with Community Health System and nine senior housing facilities across the central and northern portion of the state. Janice has significant experience in health care finance, formally serving Tenet Health System as Vice President of Patient Financial Services, Western Division. Janice earned a Bachelor degree in Health Care Administration from Florida Atlantic University and a Masters in Public Administration from University of Alabama, Birmingham.

**Paul Shorrosh** has over 16 years of hands-on revenue cycle experience, most recently as Business Office and Revenue Cycle Director for Springhill Memorial Hospital in Mobile, Alabama. He holds an MBA in Healthcare Administration and IT from the University of Connecticut and an MSW in Healthcare from the University of Alabama. Seeing the disconnect between the front and back end of his departments, Paul developed a way to automate the manual QA process to report hundreds of common registration error types back to registrars so they could self-correct prior to billing. Complaints, rework and denials went down significantly and morale went up for both PFS and Patient Access staff, not to mention significantly greater accuracy rates and clean claim rates. Soon hospitals began requesting copies of AccuReg, and today Paul is President of AccuReg Software, a firm dedicated to empowering Patient Access.

**Glenn C. Sisk** currently serves as the President and Chief Executive Officer of Coosa Valley Medical Center in Sylacauga, Alabama. Sisk began his career with Baptist Health System in Birmingham in 1982 as a patient escort. He served in various roles with BHS with a primary focus on facility replacement and physician recruitment activities. He attributes his early training to his current intense focus on organizational culture and the impor-

tance of staying in touch with team members at all levels of the organization. He earned his bachelor of science degree in Allied Health Administration from The University of Alabama at Birmingham and his master of science degree in Health Services Administration from the University of St. Francis in Joliet, Illinois. Sisk currently serves on the Alabama Certificate of Need Review Board, the BlueCross BlueShield Hospital Advisory Board and is the Chair-Elect of the Alabama Hospital Association Board of Directors.

**Jerry Smith** is a graduate of Samford University school of Business in Birmingham, Alabama and is a Certified Public Accountant. He began his career with Price Waterhouse initially in audit then as a tax consultant. His career in health care began with a Skilled Nursing Facility chain of 4 facilities that grew to 25 facilities in two states as Controller then Chief Financial Officer. Jerry joined St. Vincent's in 2000 as Director of Business Services managing the Business Office and Patient Access with Health Information Management added in 2002. He served as HIPAA Administrator from 2001-2003 overseeing the implementation of TCS, Privacy and Security Standards. With the acquisition of Eastern Health System in 2006, Jerry was named Vice President, Revenue Cycle for the newly formed St. Vincent Health System managing Central Scheduling, Patient Access, Central Business Office, Health Information Management, Contracting and Charge Master. Jerry completed a two year Fellowship with the Health Care Advisory Board and in January, 2005 was named a Fellow of the Advisory Board. He has served on various civic boards and is a Board Member of the Alabama Chapter of HFMA.

**Vanessa Stacks, MHA** is System Director of Financial Services at Baptist Health System in Montgomery, Alabama. Ms. Stacks is a graduate of the University of South Carolina with a Masters in Health Administration. She has 10 years of experience in the area of Healthcare Financial Operations. Vanessa began her healthcare career at St. Joseph's Hospital in Augusta, GA, and joined Baptist Health System in Montgomery, Ala., in 2007. She now serves as System Director of Financial Services. In Vanessa's current position, she is responsible for Revenue Cycle operations and Centralized Scheduling for the system. She also manages Patient Access, Case Management and Health Information Management (HIM) at Baptist Medical Center South.

**Doug Suddarth** is Director Business Development for RelayHealth. For more than 20 years, Doug has helped revenue cycle directors achieve their financial goals by delivering technology solutions designed to impact the bottom line. By providing physicians and hospitals with leading edge revenue cycle tools, Doug has helped healthcare providers improve access management, increase claims acceptance and reduce accounts receivable. As Director of Business Development for McKesson Corporation and RelayHealth, Doug enjoys serving as a consultant and business partner in order to help healthcare providers solve revenue cycle challenges.

**Jackie Webber** is a graduate of the University of Southern Mississippi with a BS in Hospitality Management and a graduate of the University of St. Francis with MS in Health Service Administration. She joined Orlando Regional in 1992 as a pre-registration representative at St. Cloud Hospital and was soon promoted to PFS Trainer in 1994 and then to supervisor of Arnold Palmer Hospital Business office in 1995. She became Site Manager at St. Cloud Patient Business in 1996 and remained there for 10 years. Jackie joined the Revenue Management Training Team as Manager in June 2006 and achieved her CHAM certification in January 2008.

**Brian A. Wetzel** is the Admin. Coordinator of Operational Planning at Dr. P. Phillips Hospital in Orlando Florida. Brian is a graduate of Florida Southern College and received his MHA from University of St. Francis. He joined the Orlando Health System as a registration Representative and rose through the ranks to his current position. He achieved his CHAM status in January 2008.

**Maxine Wilson, CHAM** is currently Past President for the National Association healthcare Access Association as well as President of Tennessee Association Healthcare Access Managers and Co-Host for the Southeast Association Healthcare Access Managers. She has over 30 years of Access Experience as well as serving on many committees as well as the Board positions. She has been instrumental in the progress of the CHAM (Certified Healthcare Access Managers Certification) as well as the CHAA (Certified Healthcare Access Associate Certification), proctoring over 2,000 people. She lives in Tennessee and is an avid TENNESSEE VOLUNTEER FAN! She enjoys her family and spending time with them and also helping with her church. She has presented many topics for different organizations and loves to network with the different organizations and has a great sense of humor as well as a desire to help people.

**Dr. Zebrowitz** currently serves as Executive Vice President for Executive Health Resources (EHR). At present, more than 400 hospital and healthcare organizations in 42 states are using EHR's solutions. Dr. Zebrowitz was instrumental in the development of EHR's suite of clinical revenue cycle management solutions, endorsed by the AHA as "Best in Class," and is highly involved in EHR's strategic planning. Dr. Zebrowitz regularly conducts educational sessions at EHR's client hospitals and has completed hundreds of regulatory assessment audits for EHR's hospital clients. Dr. Zebrowitz also oversees EHR's education and regulatory assessment teams. Prior to joining EHR, Dr. Zebrowitz was a Founder and Vice President of Strategic Alliances at eHealthContracts, now Concuity Inc. Before Concuity, Dr. Zebrowitz was a practicing obstetrician/gynecologist at Abington Memorial Hospital in Pennsylvania. Dr. Zebrowitz received his medical degree from Temple University School of Medicine and a bachelor's degree from the University of Pennsylvania. He also attended the Wharton School of Business at the University of Pennsylvania, where he is a frequent lecturer.

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*Until December 10, there is a full refund for written cancellations. Written registration cancellations received prior to/on January 10, 2009 are subject to a service fee of \$75. After January 10, 2009 substitutions only. The Alabama Chapter HFMA wishes to ensure that special food requirements or other needs of attendees are met. Please email Mitzi Winters at [Mitzi.Winters@na.firstsource.com](mailto:Mitzi.Winters@na.firstsource.com) with your requests or questions.*





**Mitzi Winters, CHAM, FHFMA**  
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