

On the Cover

Colors of the North Shore



Joan Brandwein

Photojournalist

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VIKINGLAND VIEWPOINT

Volume 71, Issue 2

Autumn 2012

Strategies Face Accelerating Transformation of U.S. Healthcare

By Brad R. Benton and Joseph F. Kuehn, Jr., KPMG LLP

Given the recent Supreme Court decision on the Patient Protection and Affordable Care Act (PPACA), and regardless of continuing “institutionalized uncertainty” throughout the federal, state and local governments, there is an accelerating transformation of the healthcare industry. New business models are emerging with increasing velocity, characterized by clinical integration across many fronts, economic attribution based on value, and the inevitable transition from fee-for-service (FFS) medicine to non FFS, or value-based, payment models.

Additionally, participants in all healthcare industry sectors are dealing with challenges and risks related to an unprecedented competitive landscape and the fact that the regulatory environment at all levels is dynamic and will continue to be challenging to anticipate and manage.

To better understand and anticipate the potential implications of this transformation, healthcare organizations should begin to explicitly include the detailed scenarios associated with the transition to non-FFS payment models within their op-

erations planning horizon (typically, three-to-five years). This would include conducting a gap analysis of current capabilities against what will be required to manage the health of a defined population, including infrastructure, technology, skill sets, and related programs, to support the new care delivery model. The cost of remediating these gaps should be included in the plan, as well as various ‘war gaming,’ and required clinical integration and economic attribution model scenarios. Organizations will also need to explicitly define their transformation programs and projects according to explicit long-term strategies as they begin the transition.

Some of the longer-term strategic areas to consider include:

Address the shrinking balloon. A reduction in healthcare cost reduces revenue within the healthcare ecosystem, so the transformation is not revenue-neutral. At the same time, revenue will not only reduce but also shift among organi-

Continued on page 2

MHA/HFMA Autumn Institute

By Joe Schindler, MHA

The Autumn Institute provided inspiration and education as members are “Preparing for the transformation of health care finance” – this year’s theme. This annual conference proved to be another successful partnership with the Minnesota Hospital Association. There were over 130 participants who convened at the Plymouth Crown Plaza in Plymouth on October 11-12.

The Minnesota HFMA chapter celebrated its 60th anniversary as a chapter with a reception and dinner. Several former chapter stalwarts attended the dinner and awards ceremony including one the founding members, Ernie Lamson formerly of Blue Cross Blue Shield.

The keynote was provided by Christine Ricci of BE Smith, an executive recruitment firm. She outlined some of the key trends that hospital finance leaders should anticipate in the coming years in the areas of environment, workplace and leadership. It was noted that the labor market is shifting which makes talent acquisition a particular challenge.

Continued on page 3

Cover Story Continued— Strategies

zations. Leaders need to determine what defines winners and losers in the new industry ecosystem and remember that for successful organizations, “winning” is more than simply “maintaining.” An effective strategy also includes leveraging data to both support value-based payment models and, potentially, to generate revenue from unique intellectual assets.

Determine a meaningful compensation equation for health and wellness. Healthcare leaders need to have a clear understanding of the value chain and their organization’s place in it. This means calculating return on investment for health and wellness, knowing how your organization will be affected by the growing importance of individual rather than physician decisions, and maintaining a focus on specific population groups while providing platforms to support these groups. It also means preparing for new developments in genomics and health prediction, as well as intelligent information.

Understand where your organization fits within the shifting intersection of risk and reward. In today’s prepaid healthcare model, “real” risk is borne by employers and the general populace. As risk shifts further to the individual and population managers, you need to fundamentally understand levels of risk assumption, what infrastructure and capabilities are required to manage that risk, and how new levels of risk assumption fit within the culture and mission of the healthcare organization. In addition, you need to keep track of the intelligent-information requirements in the expected shift of this risk. This includes viewing quality and value as more than simply pitch-points, but rather as key economic reward drivers.

Leaders at healthcare organizations also need to consider critical transformational themes – leveraging data across multiple domains, healthcare IT enablement, clinical integration, clinical practice change, and associated business model implications – through a longer-term lens *as well as* a nearer-term planning horizon. The ability to rapidly move from strategy to near-term planning and tactical execution will define the winners as healthcare transformation accelerates.

For example, payment model disruption is a critical business issue in the transformation from FFS payment models to value-based models incorporating accountable care principles. Planning and forecasting associated with disparate payment models must consider that the financial incentives inherent in each are by definition not aligned. Simply put, the core strategic question is whether or not any organization can be both committed to non-volume-based care economics (regardless of the payment model) while at the same time working to sustain a volume-driven reimbursement status quo. The institutional schizophrenia that emerges in this instance may simply be unmanageable if the ultimate goal is refined revenue streams based on payment under accountable care principles.

More importantly, organizations need to recognize that payment model transformation will not occur along a smooth curve or in incremental fashion. In fact, traditional planning approaches may no longer work. If the critical inflection point is beyond the traditional one-to three-year (for operations) and five-year (for capital) planning horizon, those organizations have either underestimated or ignored the velocity and timing of payment model transformation, which could be a potentially fatal business mistake. To manage this critical business issue, planning approaches must consider actively managing the inflection point well inside the routine planning horizon of the business.

To successfully address this revenue transformation, organizations will have to bring the inflection point inside their planning horizon and consider the potential for a step change in their business models (like, for example, the impact on traditional film and camera companies with the emergence of digital media). These changes will not be simple or easy. However, the winners in healthcare—whether payers, providers, life science companies, or other organizations—will be defined by their leadership in recognizing the necessity of change and then planning and executing effective strategies based on this recognition.

Additionally, change leadership will be a critical success factor. As we know, change is easier to talk about than to actually accomplish. However, the need for transformative change leadership is greater now than at any other point in the history of healthcare. The organizations that survive tomorrow are the ones willing to act today.

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This article represents the views of the author only, and does not necessarily represent the views or professional advice of KPMG LLP.

Cover Story Continued - Autumn Institute

Other presentations focused on both federal and state regulatory and political environments with the most ominous threat being the so-called “fiscal cliff” which looms at the end of this year with the combination of the debt ceiling issue, tax breaks set to expire and a series of budget spending items that either get addressed or are cut.

One of the highlights of the conference was a refreshing look at the revenue cycle to position it as an asset to the patient experience rather than a liability. Scott Morgan with Avadyne Health presented an approach to patient engagement that builds a more effective communications strategy to ensure hospitals maintain patient trust and expectations.

The second day provided key insights from a health plan perspective related to value-based purchasing and creating centers of excellence. Data mining of its vast administrative claims set at UnitedHealth Group is the key to identify effectiveness of treatments. We further learned that Minnesota leads the country in Medicare Advantage plan uptake with 44.5% of Medicare beneficiaries enrolled. And finally, the conference ended with a session on technology. Gary Braley provided his insights on the progression of change and where technology is taking us in the mobile information age.



Speakers provided valuable insight to the changing environment of healthcare



MN HFMA Past Presidents and Medal of Honor Award Winners

REGION 8 CONNECTION

Greetings HFMA Region 8 Friends and Colleagues!



I hope you all enjoyed your summer and were able to stay cool during the record dry spell. Next comes fall with back to school, football and baseball games, and an election this year! This year's election could be a 'game-changer' in terms of Medicare and healthcare reform! In addition, the fall months bring you, as HFMA members, so many opportunities to enjoy outstanding programming and networking experiences. Be sure to watch for upcoming events available to you at the local and national level that will help you keep up to date on the latest in healthcare finance as well as to allow you to network with other HFMA members.

The monthly Region 8 webinars are again in full swing. This year they are scheduled for the third Tuesday of each month from 12:00 noon – 1:30 pm through April 2013. Be sure to put a placeholder on your calendar for these great webinars. They are an excellent way for you and your staff to participate in an outstanding educational event with minimal expense. The Region 8 chapter leaders have committed to providing these webinars at a minimal cost to members.

The fall is also a perfect time for you to begin to work toward achieving certification in HFMA. There are two levels of certification. The first level is the Certified Healthcare Financial Professional, CHFP. This is achieved with three to five years of healthcare financial management experience, a current and active HFMA membership, and through the successful completion of a standard examination. The second level of certification is FHFMA, a Fellow of the Healthcare Financial Management Association. After successful achievement of CHFP status, the FHFMA can be earned with five years of HFMA membership, a bachelor's degree and by volunteering your time in the healthcare finance field and/or in HFMA. The reasons to believe you can and should achieve certification in HFMA:

1. It will demonstrate that you are a proven leader in your organization.
2. It will demonstrate your commitment to healthcare industry.
3. Employers tend to look for the HFMA certification when evaluating potential employees.
4. Survey results show a strong link between HFMA certification and career advancement.

Please contact your chapter's Certification Chairperson for additional information about becoming certified, as well as whether your chapter offers any form of financial assistance to chapter members for the study materials and/or the exam. Thank you again for the opportunity to serve Region 8. In the winter edition of the Region 8 Connection, I will provide an update on recent meetings with the chapter Presidents and Presidents Elect. When you see your chapter leaders at meetings and networking events, please thank them for their tireless efforts leading the chapters on to what is sure to be an exceptional year! I welcome your questions and comments, any time! My telephone number is 515-574-6603 and my email address is dewerfmj@ihs.org.

Mike Dewerff, FHFMA
HFMA Region 8 Regional Executive 2012-2013

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REGION 8 CONNECTION

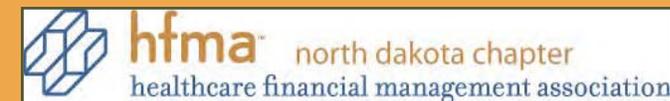
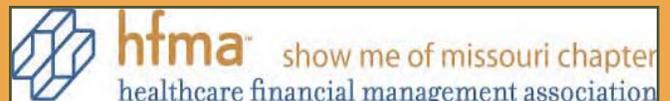
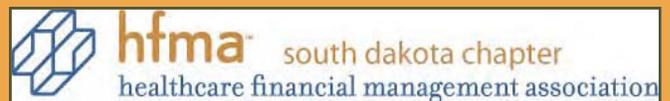
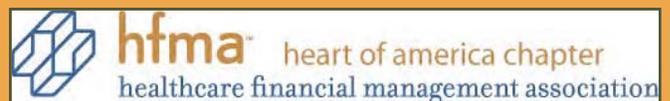


My name is Randy Hoffman and I am a past president of the Nebraska Chapter (2008-2009) and am currently the Region 8 Regional Executive-Elect. I am honored to serve the Region! There are so many dedicated leaders serving the Region, as Regional Executive-Elect I am very fortunate to be assisting the Chapter President Elects fulfill their current duties and prepare to become Chapter Presidents next year. An additional responsibility of the Regional Executive-Elect is to assist the Regional Executive as needed. This “assistance” is in reality a chance to learn from the Regional Executive.

Through the Leadership Training Conference and the Annual National Institute I have had the opportunity to meet many of your Chapter leaders. The Minnesota Chapter leadership group is a great example of the dedicated leaders in the Region!

Watch for Region 8 Webinar information via email or visit our website

www.mnhfma.org



PRESIDENT'S MESSAGE



How do you lead in your organization? Are you a formal leader with a title, authority, and responsibility or are you an informal leader? Regardless, Leadership Matters!! As HFMA's National Chairman Ralph Lawson has shared with some of us through HFMA, leadership does matter. Leadership is critical for our organizations to continue moving through turbulent or calm waters through clear skies or stormy. HFMA believes that we as finance professionals need to lead our organizations through this current environment. We need to demonstrate and communicate objective results, balance margin vs. mission, and help clinicians improve quality through dedicating resources and measuring results. Finance leaders need to provide a sense of calmness to others that we will once again get through these reform initiatives.

These are changing times and the MN Chapter of HFMA is up to the challenge. Greg Brock and I want to thank you for your support for us to attend the Fall President's meeting in September.

There were numerous valuable insights we gained and shared with other chapters in Region 8. As we returned home, we are more confident than ever that

the MN Chapter will once again rise to the occasion and continue to enhance the value of your membership. We continue to offer a full range of educational offerings related to these changing times and are developing new programs that will hopefully exceed the needs of our members.

You will continue to receive emails regarding the various webcasts that are offered on a frequent and no less than monthly basis that provide low cost education to multiple members of your teams. The Chapter just held one of our conferences with the Autumn Institute back on October 11-12 at the Crowne Plaza in Plymouth. Once again the Chapter worked with MHA to present the program titled "Preparing for the Transformation of Health Care Finance". Thanks to Joe Schindler, Sarah Gustafson, and the MHA staff for organizing and arranging the excellent slate of speakers.

In conjunction with the Autumn Institute, the MN Chapter celebrated its 60th Anniversary. There was a social and dinner on Thursday evening October 11th with over 60 people attending. For me it was a special night seeing so many friends and acquaintances that I has not seen in many years. Judging by the decibel level, the conversations were quite lively which was great to hear. Thanks to those who help set this up and attended.



PRESIDENT'S MESSAGE CONTINUED



The MN Chapter continues to work to enhance your HFMA membership. We continue to offer new programming of which two such new programs involve partnering with other Region 8 Chapters of HFMA. We are planning a conference with IA, SD, and NE on March 1st in Omaha which will involve a day-long session on how finance and nursing can work together to improve the performance of healthcare

providers. It is shaping up to be an excellent roster of speakers and panelists that I encourage you to share with your nursing leaders. In addition, Region 8 is working on a conference scheduled for August 2013 that will include speakers from around the country.

The MN Chapter continues to be a leader in providing educational offerings to our members through many collaborations as well as our own offerings. I encourage you to check the www.mnhfma.org website for up to date information on all of these conferences. One upcoming conference is the annual Regulatory Conference scheduled for November 15th. Please watch for further details or check the website.

We want to thank you for your continued support of HFMA and the MN Chapter. It is your Chapter's Board intention to continue to bring value for your membership. Once again this fall will be the annual member satisfaction survey that will be distributed out to you the HFMA members. We encourage you to complete the survey and hopefully you will be able to indicate in your responses that your needs are being met. If however you have suggestions and comments on how better to serve you and to meet your needs, please feel free to contact me or any board member. You can go to the Chapter website at www.mnhfma.org to see a list of the Board of Directors and to also contact them through the website. Of course you can always contact me at fenskeb@rice.willmar.mn.us or 320-231-4009.

Bill Fenske
Chapter President



MN Chapter President Bill Fenske
Autumn Institute



MN Chapter Past Presidents
Left to Right:
Paula, Tricia, Amy

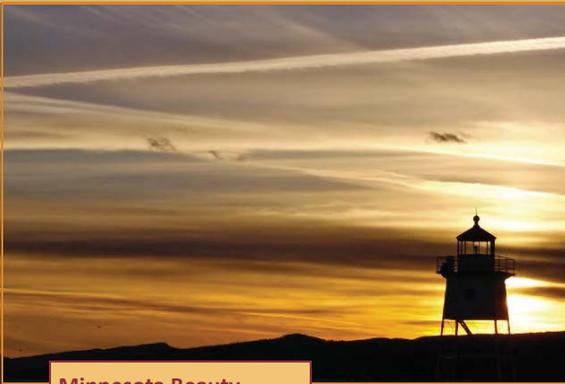
LETTER FROM THE EDITOR



As I began to gather the information for this edition of the Vikingland Viewpoint, it dawned on me that this is the fourth Autumn Newsletter I've published—fourteen publications in total. And with each publication I scour the state for photos depicting the seasonal beauty found throughout Minnesota. Minnesota is so very beautiful. Yes, seasons do change as can the direction of our life's journey path; my path is leading me east, to New Hampshire.

So it is with excitement and anticipation that I say good-bye to Minnesota, a state I have called home for most of my life, and journey on in my career as a leader of Healthcare Finance. Although change can sometimes be uncertain, one thing I know for sure is the resources available through HFMA membership - education, networking, tools, and much, much more! The connections I've made the past 12 years as a member of the Minnesota Chapter of HFMA will travel with me on my journey as does the knowledge I've gained participating in the many educational events provided both by our chapter and by national. So rather than good-bye to MN HFMA I will simply say see you at the ANI in June - stay connected - leadership matters!

Vera Schumann, FHFMA
Newsletter Editor



Minnesota Beauty
North Shore lighthouse



Autumn at the North Shore



Chocorua Lake and Mountain - New Hampshire



New Hampshire Beauty
White Mountain Sunset

HFMA LEADERSHIP UPDATE

HFMA Board of Directors Strategic Planning Session

The HFMA Board of Directors met in August to focus on long-term strategic planning for the Association. The retreat began with an overview to develop a shared understanding of HFMA's position, trends, and response for membership, products, services, and engagement.

The discussion shifted to identifying the strategic parameters for HFMA as we plan our future direction. The board was asked to define, at a high level, the scope and boundaries within which the organization will accomplish its mission. The output centered around becoming "The" leadership organization for strategy, finance and measurement and being known as the credible convener and the go-to source for information, education, networking, and other resources to solve organizational problems.

Healthcare Leadership Council (HLC)

The HLC was created in 2009 to complement the guidance provided by the HFMA Board of Directors and to serve in an important advisory role to HFMA's leadership for key issues that impact HFMA members and healthcare finance. The current HLC members are:

Suzanne Delbanco, Executive Director, Catalyst for Payment Reform

John Glaser, Ph.D., CEO, Health Services, Siemens Healthcare

Karen Ignagni, President & CEO, America's Health Insurance Plans (AHIP)

Paul Keckley, Ph.D., Executive Director, Deloitte Center for Health Solutions

Judith Persichilli, R.N., B.S.N., M.A., President & CEO, Catholic Healthcare East

Lee B. Sacks, M.D., Executive Vice President and CMO, Advocate Health Care; CEO, Advocate Physician Partners

Simon Stevens, Executive Vice President, UnitedHealth Group

Discussion with HFMA's Healthcare Leadership Council and the HFMA Board in July centered on macro challenges affecting the industry including cost containment and clinical transformation to reduce variation; Accountable Care Organizations (ACOs), bundled payment, and value-based purchasing; and engaging employers and patients to drive change.

Information gathered from the HLC meeting fed into the August HFMA Board of Directors discussions about the implications of reform and market shifts for HFMA.

COMMITTEE UPDATES

HFMA/MNCPA Health Care Conference

This new HFMA/MNCPA Health Care Conference will be held on Wednesday February 20, 2013 at the Earle Brown Center, Brooklyn Center, MN. Mary Brainerd from Health Partners will be our keynote speaker. She will discuss General Health Care Reform. Other topics include health care analytics, health care insurance exchanges, auditing in a reformed health care system, leadership, ethics, integration models in the new environment, HIPAA compliance in a shared data environment, updates on 501 (r) (3)/Form 990 and how these relate to healthcare compliance, and how to reduce healthcare costs. Look for the “save the date” e-mail later this year and registration information to come out in early, 2013. This conference promises to be one that will impact CPA’s who practice in the healthcare industry.

Certification

Becoming a Certified Healthcare Financial Professional distinguishes you as a leader and high-level professional in the healthcare finance industry and demonstrates your commitment to maintaining up to date skills and knowledge. Your Minnesota HFMA Chapter not only encourages certification, but has invested in resources to help you achieve this personal and professional goal. The chapter has purchased several seats for the online study program (\$195 value) to help you prepare for the exam. The course materials are available to you for one year and include modules related to Revenue Cycle, Disbursements, Budgeting and Forecasting, Internal Control, Financial Reporting and Contract Management. In addition to being well prepared for taking the exam, you will receive 10 CPE’s for completion of the on line study program. The cost for taking the exam is \$395. Minnesota HFMA members will pay the fee when they register to take the exam. The Chapter will reimburse this fee upon successful completion of the exam. The chapter’s goal is for 13 members to become certified by May 2013. Please take advantage of this wonderful opportunity and call Marilee Vogel, Certification Chair, to get started. If you have already received a log in for the study course, renew your commitment and set a date to sit for the exam.

COMMITTEE UPDATES

Winter Institute

Building Revenue and Sustainability in the Changing Landscape of Healthcare Reform

This year's winter institute will be held on Thursday, January 24, 2013 at the Crowne Plaza in Plymouth, MN. The all day conference theme will be 'Building Revenue and Sustainability in the Changing Landscape of Healthcare Reform'. The topics will include a motivational speaker, a Revenue Cycle leadership panel with local and national representation, a CFO panel focusing on healthcare reform impact, a view from a local provider on preparation for ICD-10 and a legislative update. Look for the 'save the date' email and registration information to come out in November. It promises to be an exciting day of topics that are impacting all healthcare settings. Hope you can join us. If you have any questions, please feel free to contact Kara Carpenter (karacarpenter@gmail.com).

HFMA/MMGMA Conference

This winter's joint HFMA/MMGMA will be held on Tuesday March 5 and Wednesday March 6, 2013 at the Xcel Center, St. Paul, MN. This year's conference theme will be "Reform School". The topics will include national and local speakers on change management/patient satisfaction, health care exchanges, ACO's, revenue cycle/total cost of care, telemedicine, and collections. Look for the "save the date" e-mail later this year and registration information to come out in early, 2013. This conference promises to be one that will impact providers in all types of healthcare settings. Hope you can join us.

COMMITTEE UPDATES

Regulatory Committee

This year's HFMA Regulatory Conference will be held on November 15th at the education building at Abbott Northwestern. The conference will cover topics related to reimbursement issues, wage index, cost report changes, and the Medicaid EHR program. Please look for an upcoming brochure and email communication for further details. Due to this conference, the November Regulatory Committee meeting will be cancelled.

Topics that continue to be discussed among the group relate to the Medicaid EHR incentive program, DSH audits, MERC reimbursement, and the Minnesota Department of Health's HAR simplification process. These topics, and others, will be addressed further at upcoming Regulatory Committee meetings.

Additionally, The Administrative Uniformity Committee (AUC) and members of the Regulatory Committee continue to meet and discuss changes in data that is submitted back to the hospitals from the PMAP plans. Minnesota Hospital Association (MHA) is also assisting with the discussion to attempt to get this issue resolved. If you want more information related to this committee, contact Trisha Schirmers at Trisha.Schirmers@allina.com or Amy Tepp at Amy.Tepp@hcmcd.org.

The Regulatory Committee continues to meet bi-monthly on the third Thursday of the month. Our next meeting is scheduled for Thursday, January 17, 2013. Anyone wishing to participate is encouraged to attend. For rural providers who are unable to travel to the meeting, we have call-in capabilities which allow participation remotely via the telephone. Any suggestions for agenda topics at upcoming meetings are always welcome. If you have a suggested agenda topic or would like more information about the regulatory committee, please contact Jackie Hinderks at 320-231-4425 or jhinderks@rice.willmar.mn.us.



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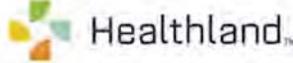
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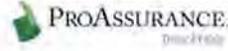


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Fairview Health Services

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Client Executive
Experian Healthcare



**On the right:
Ernie Lamson
60 Year Chapter Member!**



hfma minnesota
healthcare financial management association

UPCOMING EVENTS

Regulatory Conference

November 15, 2012

Allina Education Building

Chicago Avenue, Minneapolis, MN

[View Brochure](#)

Region 8 Webinar

November 20, 2012

Self-Administered Drugs: Learn about New Guidance

Reducing Coverage, Increasing Hospital Flexibility

[Register online](#) by November 13, 2012

[View Brochure](#)

Watch for Details on these Upcoming Events

HFMA Regulatory Committee Meeting

January 17, 2013

Winter Institute

January 24, 2013

Crowne Plaza, Plymouth

New to Healthcare Finance Conference

January 25, 2013

Crowne Plaza, Plymouth

HFMA/MN Society of CPA's Conference

February 20, 2013

Earle Browne Center, Brooklyn Center

Watch for Email announcements for more details on upcoming events or visit us at
www.mnhfma.org

CHAPTER CONTACTS

Chapter Officers

Bill Fenske , FHFMA, CPA	President
Greg Brock , CPA	President Elect
Terry Currie , CHFP	Secretary
Dalton Huber	Treasurer
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Elaine Leonard , CHFP	VP Education
Thomas Hogan , CPA	Past President

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Joe Schindler Sarah Gustafson	Autumn Institute
Candace Peterson	Communications
Cathy Huss Elaine Leonard	Concordia
Shawn Schwartz	MGMA
Aaron Bouw Jeff Olson	Membership
Kurt J. Bennion	Newsletter
Ray Costello Bill Fenske	Sponsorship
Kara Carpenter Andy Lanik Maggie Kendall	Winter Institute
Sue Ankeny	Rural Health
Jackie Hinderks Diane Delsantro	Regulatory
Tom Hogan	Tax
Gordon Gablenz Shawn Deluhery	New to Healthcare Finance
Marilee Vogel Bill Fenske , FHFMA, CPA	Professional Certification
Tyler Bernier , CPA Shawn Deluhery	Website
Jeff Johnson Pam Larson Gregg Redfield	CFO Conference
Jackie Hinderks Greg Brock Ron Grousky	Cost Report Seminar
Pam Brinkley Tom Gavinski	Revenue Cycle - AAHAM
Bill Fenske Tom Hogan	ACHE
Jill Sigelman Bill Fenske	Webcasts
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Our objectives are to provide members with information about chapter and national HFMA activities and to provide a forum for reporting state and national issues relating to the healthcare industry.

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Vera Schumann, FHFMA
Newsletter Editor

The Vikingland Viewpoint is the official newsletter of the Minnesota Chapter of the Healthcare Financial Management Association.