OUR NEW LEADERS

President
WENDY LEO, FHFMA

President-Elect
MEREDITH SIMONETTI, FHFMA

Vice President
DAVID WOODS

Treasurer
JOSEPH GUARRACINO

Secretary
MARYANN J. REGAN

Immediate Past President
DAVID EVANGELISTA
2014-2015 CORPORATE SPONSORS

PLATINUM
Adreima
BDO USA, LLP
CAB-Charles A. Barragato & CO., LLP
Craneware
Ernst & Young LLP
Jzanus LTD.
KPMG, LLP
McGladrey LLP
MCRC Group
Miller & Milone, P.C.
POM Recoveries, Inc.
PricewaterhouseCoopers LLP
RTR Financial Services, Inc.
Siemens Medical Solutions
TRITECH Healthcare Management, LLC
WeiserMazars LLP

GOLD
Betz-Mitchell Associates, Inc.
CBIZ KA Consulting Services, LLC
Cirius Group, Inc.
E-Management Associates, LLC
Group J
HCE LLC / McBee Associates, Inc.
Health/ROI
Jzanus Consulting, Inc.
M & T Bank
MBI Associates, Inc.
Navigant Consulting, Inc.
NTT Data Healthcare Technologies
Professional Claims Bureau, Inc.
Reimbursement Services Group

SILVER
Collection Bureau of Hudson Valley - CBHV
Convergent Revenue Cycle Management, Inc.
DGA Partners, Inc.
Deloitte & Touche LLP
Enablecomp
Healthcare Finance Group
Integrity Regulatory & Reimbursement Services, LLC
Liberty Billing and Consulting Services, Inc.
MCS Claim Services, Inc.
Mullooly, Jeffrey, Rooney & Flynn LLP
Nassau Suffolk Hospital Council, Inc.
Physicians’ Reciprocal Insurers
Pinnacle Strategies, Inc.
The SSI Group, Inc.
TD Bank - Healthcare Lending Division
Triage Consulting Group
WithumSmith + Brown, CPA’s
### Chapter Officers and Board of Directors

#### OFFICERS 2014-2015

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Wendy Leo, FHFMA</td>
</tr>
<tr>
<td>President-Elect</td>
<td>Meredith Simonetti, FHFMA</td>
</tr>
<tr>
<td>Vice President</td>
<td>David Woods</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Joseph J. Guaracino</td>
</tr>
<tr>
<td>Secretary</td>
<td>Maryann J. Regan</td>
</tr>
<tr>
<td>Immediate Past President</td>
<td>David Evangelista</td>
</tr>
</tbody>
</table>

#### PAST PRESIDENT

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-2013</td>
<td>Palmira M. Cataliotti, FHFMA, CPA</td>
</tr>
<tr>
<td>2011-2012</td>
<td>John I. Costa</td>
</tr>
<tr>
<td>2010-2011</td>
<td>Edmund P. Schmidt, III, FHFMA</td>
</tr>
<tr>
<td>2009-2010</td>
<td>Cynthia A. Strain, FHFMA</td>
</tr>
<tr>
<td>2008-2009</td>
<td>Mary Kinsella, FHFMA</td>
</tr>
<tr>
<td>2007-2008</td>
<td>Gordon Sanit, CPA, FHFMA</td>
</tr>
<tr>
<td>2006-2007</td>
<td>Elizabeth Carnevale</td>
</tr>
<tr>
<td>2005-2006</td>
<td>Jane C. Florek, CPA</td>
</tr>
</tbody>
</table>

#### BOARD OF DIRECTORS

**Class of 2015**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann M. Amato, CPA, MBA</td>
</tr>
<tr>
<td>Mario DiFiglia</td>
</tr>
<tr>
<td>Jason Gottlieb</td>
</tr>
<tr>
<td>Diane Masi</td>
</tr>
<tr>
<td>Diane McCarthy, CPA, CHFP</td>
</tr>
</tbody>
</table>

**Class of 2016**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Martin Abschutz, CPA, CGMA</td>
</tr>
<tr>
<td>Christina Milone, Esq.</td>
</tr>
<tr>
<td>James W. Petty, FHFMA</td>
</tr>
<tr>
<td>Donna M. Skura</td>
</tr>
<tr>
<td>Sean Smith</td>
</tr>
</tbody>
</table>

#### EX-OFFICIO

- All Past Presidents of the Metropolitan New York Chapter, HFMA
  - Daniel Sisto,
    President, Healthcare Association of New York State
  - Kenneth E. Raske,
    President, Greater New York Hospital Association
  - Kevin W. Dahill,
    President & CEO, Nassau-Suffolk Hospital Council

### Newscast Committee

**EDITORS:**

- Marty Abschutz, CPA, CGMA, Editor
- James G. Fouassier, JD, Esq., Assistant Editor

**COMMITTEE MEMBERS:**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kiran Batheja, FHFMA</td>
</tr>
<tr>
<td>Joel Dziengielewski</td>
</tr>
<tr>
<td>Paulette DiNapoli</td>
</tr>
<tr>
<td>William C. Hammond, CHFP</td>
</tr>
<tr>
<td>Phil Holtzman</td>
</tr>
<tr>
<td>Tina Jaggi</td>
</tr>
<tr>
<td>Mary Kinsella, FHFMA</td>
</tr>
<tr>
<td>Ginette Laliberte</td>
</tr>
<tr>
<td>Michael Lamothe</td>
</tr>
<tr>
<td>Wendy Leo, FHFMA</td>
</tr>
<tr>
<td>Mike McGrath, FHFMA</td>
</tr>
<tr>
<td>Andrew Natkin</td>
</tr>
<tr>
<td>Edmund P. Schmidt, III, FHFMA</td>
</tr>
<tr>
<td>Ken Sheridan</td>
</tr>
<tr>
<td>John Scanlan, FHFMA</td>
</tr>
<tr>
<td>Cynthia Strain, FHFMA</td>
</tr>
<tr>
<td>Stephanie Welsher</td>
</tr>
</tbody>
</table>

### Metro NY HFMA Newscast Schedule

**Electronic Publication Date**

10/23/14

**Article Deadline for Receipt by Editor**

9/19/14

www.hfametrony.org
# Contents

**President’s Message**  
Wendy Leo, FHFMA ................................................................. Page 5

**Editor’s Message**  
Marty Abschutz, CPA, CGMA ............................................... Page 7

**Calendar of Events** ............................................................... Page 8

**New Members**  
Robin Ziegler ........................................................................ Page 9

**Committee Listings 2014-2015** ........................................... Page 10

**The Regional Front**  
Teresa R. Figueroa, CPA ...................................................... Page 12

**New York Metro Chapter Of HFMA: Individual Chapter Yerger Submissions For 2014**  
Dana Keefer ........................................................................ Page 16

**HFMA Metro NY Annual Business Meeting** ....................... Page 17

**Barbara Principe Outstanding Volunteer Award**  
Cindy Strain ........................................................................ Page 19

**Metro NY HFMA Member Profile**  
Marty Abschutz ................................................................ Page 22

**HFMA Metro NY Spring Academy** ...................................... Page 23

**Going Green While Improving Environment of Care**  
Steve Wey ........................................................................... Page 25

**HFMA Metro NY Golf Outing** ............................................. Page 27

**New “Out-Of-Network” Protections For Physician And Hospital Patients**  
James G. Fouassier, Esq. ....................................................... Page 29

**A New Paradigm for Technology**  
Michael Gsellmeier ................................................................ Page 32
Leading the Change…..

I am honored you have selected me as you 2014-2015 President of the Metropolitan New York Chapter of the Healthcare Financial Management Association. I am enthusiastically approaching this upcoming year as the changes in the healthcare industry, with the Affordable Care Act (ACA), have finally become a reality to us all. Together with my outstanding team of Board of Directors, Committee Chairs and Co Chairs we will lead you through the Change together.

This year's National HFMA theme is appropriately titled “Leading the Change.” National Chairperson, Kari Cornecelli, pointed out, at this year's Leadership Training Conference, that our norm of a fee for service industry is being turned upside down and change ahead is inevitable. The Chapter's Board of Directors and I will take the lead on keeping you informed.

Our Education year was off to another great start thanks to the hard work of all our dedicated volunteers. We kicked our Spring Academy off at the LaGuardia Marriott on May 14th. The morning began with the Revenue Cycle Panel discussion of the implications of how the ACA is already impacting panelists' hospitals. We brought back the myriad of breakout sessions before regrouping for the Medicaid Update from Bill Allison. That was followed by a very well received CEO Panel, which Bill moderated. The day concluded with our Annual Business Meeting, another new pairing at Metro.

We hosted our Annual Chapter Golf Outing on June 12th at North Hempstead Country Club. It was a great day of golf, food and networking. Our Social Events Committee is busy planning our next event.

Our usually quiet summers won’t be so quiet this year; we will kick off our Corporate Sponsor webinars, a Finance 101 seminar and a compliance seminar. August brings a free seminar featuring the update on Medicaid. Don’t miss out.

The Committees are already hard at work planning the Fall Academy. It will be held on Oct 15th at the Uniondale Marriott. Please stay current on all our Education programs by visiting our website at www.hfametrony.org.

The Joseph A Levy Annual Institute Committee is already developing the program for the 2015 year. Our signature education event will be held March 12-13, 2015, at the LaGuardia Marriott. The Annual Institute has been called “the premier event in the country” by Joe Fifer, HFMA National President. You don’t want to miss it.

Once again your Chapter Leadership is challenging all members to become certified. You should have received a survey,
via email, requesting your interest in an online study group. The chapter will reimburse the exam cost for everyone who takes it, regardless of whether you pass it. Please contact me directly (or anyone on the Certification Committee) for details.

Newscast, our Chapters award winning on-line newsletter publication, will be published on a quarterly basis. The Newscast committee will continue to provide outstanding articles, including news about our chapter's events. The committee welcomes articles from you on educational or personal noteworthy topics.

In late October or early November, National HFMA will issue a survey to measure your satisfaction with our Chapter. We have set up a task force to address and correct any issues that are brought to our attention. Our goal is to receive only “extremely satisfied” responses from you. If you have any questions please contact me directly at wendyl@tritechhcm.com

As your President, I am here to make sure that your membership needs are being met. If there is anything I can do to improve our Chapter, please let me know. If you would like to become more involved in the Chapter by participating on a committee, please let me know. A list of committee chairs will be put on the website. www.hfmetrony.org.

I look forward to serving the NY Metro Chapter, leading to another successful year.

Like us on Facebook and Linkedin.

Wendy Leo, FHFMA
President
While the weather outside is NOT frightful, it seems more like early Fall than mid-Summer. Our thoughts turn to taking the best advantage we can of it or looking forward to a well-deserved vacation or thinking about the great vacation we took earlier (for us, it was the Big Island in April). There is an additional thought we might consider. Consider getting involved in HFMA.

I have been a member for about 30 years. I was involved in the Task Force Committee when I first joined HFMA. Generally, the Committee’s charge was to take on assignments from the Board or National HFMA that didn’t fit within another committee’s charge. I had some fun times working with Jeff Blumengold, who chaired the Task Force.

For whatever reason, I became an inactive member of HFMA for many years. Sure, I attended many of the excellent education programs through the years, but I was not doing anything to help our chapter be better. Nearly seven years ago, I decided that since I like to write, I’d answer Cindy Strain’s call for volunteers and see if our Chapter leadership would allow me to join the Newscast Committee.

Not only did they allow me to join, Chapter Leaders and fellow committee members were very welcoming. I was given the opportunity to take responsibility. Within three years, I became the Editor of Newscast. I related all of the above to let you know that when the call goes out for volunteers, you will be welcomed! It’s never too late or too early in your HFMA membership to get involved. I sincerely recommend it.

Congratulations to all of the 2014 – 2015 Metro NY Chapter’s newly elected Officers and Directors. The Officers and Directors listed on page three were elected at our Annual Business Meeting on May 14, 2014 at The LaGuardia Marriott in East Elmhurst, NY. As is tradition, I also welcome my fellow volunteer Committee Chairs, Co-Chairs, Vice Chairs and Committee members to another great year.

Special thanks to James Fouassier for agreeing to continue to take time from his busy schedule to Co-Chair Newscast. I count on Jim to give me the provider perspective on submitted articles, since it has been more than 14 years that I have worked at a provider. In addition, he is our Chapter’s most prolific writer in these pages.

We are starting a new column in this issue, profiling our Committee Chairs. It’s only fair that I agreed with myself to be the first one profiled. While we will continue the excellence you have come to expect, we are always looking for new ideas, your feedback and other ways to improve. You can reach me at HFMA.Marty@gmail.com or (516) 616-0200, extension 109.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/7/2014</td>
<td>Annual Medicaid Update - FREE to Members</td>
</tr>
<tr>
<td></td>
<td>LaGuardia Marriott</td>
</tr>
<tr>
<td>8/27/2014</td>
<td>National Webinar - Responding to the Delayed ICD-10 Implementation</td>
</tr>
<tr>
<td>9/8/2014</td>
<td>Mid-Year Reimbursement Update - TBD</td>
</tr>
<tr>
<td>10/15/2014</td>
<td>Fall Academy - Uniondale Marriott</td>
</tr>
</tbody>
</table>

**FREE Webinars**

(Check www.hfametrony.org and www.hfma.org for more)

HFMA Seminars provide timely, in-depth strategies and metrics to help you keep pace with the healthcare finance topics you care about the most. View all upcoming HFMA Seminars and register at [www.hfma.org/seminars](http://www.hfma.org/seminars).
MetroNY HFMA is pleased to welcome the following new members to our Chapter. We ask our current membership to roll out the red carpet to these new members and help them see for themselves the benefits of HFMA membership. Encourage them to attend seminars and other Chapter events. We ask these new members to consider joining a Committee to not only help the Chapter accomplish its work, but to expand their networks of top notch personal and professional relationships. See the list of MetroNY HFMA Committee Chairs, along with their contact information, listed in this eNewsletter.

APRIL 2014

Mary Jane Nixon
Jzanus Consulting, Inc.
Patricia Costanza
NY Presbyterian Hosp Westchester
Jennifer Weiner, CRC CPC
Montefiore Medical Center
John Dougherty
Jamaica Hospital Medical Center
Ronald Rebong
MCRC
Eileen Binkes
Miller & Milone, P.C.
Hemchand Prasad
New York Presbyterian Hospital
Donna Sheidlower
Miller & Milone, P.C.
Geraldine W Mwangi
LMC Physician Services
Louis Kass
KTR Financial Services
Marcela Sciortino
Continuum Health Partners
David R Okrent, Esq
Law Offices of David R Okrent
Elizabeth Murphy
Miller & Milone, P.C.
Glenda Bonsako
Jzanus Consulting, Inc.
Renata Markska
MediSys Management, LLC
James Johnson
Jamaica Hospital Medical Center
Stephanie Misco
Jzanus Consulting, Inc.
Sylvia Wu
HealthROI
Lydia Silva
Jzanus Consulting, Inc.
Barbara Swaby
Jzanus Consulting, Inc.
Michael Meyer
Ernst & Young
David Burke
KPMG
Joseph Bestreich
Miller & Milone, P.C.
Christine Fung
Miller & Milone, P.C.
Sara Shackelford
Miller & Milone, P.C.
Dorothy Post
Miller & Milone, P.C.
Theresa Hutchinson
Miller & Milone, P.C.
Abah Felix
Miller & Milone, P.C.
Gevannoy Leon
Miller & Milone, P.C.
Nancy Fahim
MediSys Management, LLC
Melissa N. Gardner
Excellus, Inc.
Jason Aguado
North Shore LIJ Health System
Diane K Cristadoro
Catholic Health Services, Inc.
Robert Guciardo
Catholic Health Services, Inc.
Donald Legrant
Interfaith Medical Center
Robert E Montgomery
Montefiore Medical Center
Kiran Lorick
Montefiore Medical Center
Viola Lingat
Flushing Hospital Medical Center
Ahmed Fawzy
Jamaica Hospital Medical Center
Gabriel Alvarado
Jamaica Hospital Medical Center
Yvonne Rivezzo
Catholic Health Services of LI
Karlene Mailland
MCRC
David Toft
MCRC
Elisa Plaku
MCRC
Dawn Bianchini
Jzanus Consulting, Inc.
Leslie Gamza
Jzanus Consulting, Inc.
Diane Grau
Jzanus Consulting, Inc.
Eva Gregorek
Jzanus Consulting, Inc.
James Reynolds
The Riverside Company
Hal Greenberg
The Riverside Company
C. Capoziello
St. Barnabas Hospital
J. Albert
St. Barnabas Hospital
E. Cosme
St. Barnabas Hospital
Matthew Levering
Montefiore Medical Center
Dennis LaMotte
JPMorgan Chase
George J Mac Ewen
SUNY Downstate Medical Center
Tiffany C Jackson
Deloitte & Touche LLP
Kathleen Morgener
J.P. Morgan Asset Management
Michael Fusco
J.P. Morgan
Davis B Friend
BDO Consulting
Dana Jernigan
Jamaica Hospital Medical Center
Penelope Napolitano
MediSys Health Network
Michele DiChiara
Shari Levine
Winthrop University Hospital
Proudly Welcomes the Following New Members!

APRIL 2014 CONTINUED

Kelley Lawson  
Jzanus Consulting, Inc.

Joubin Bavarian  
Alvarez & Marsal

Althea Leahing  
Jzanus Consulting, Inc.

Crystal Owens  
Jzanus Consulting, Inc.

Donna McAuley  
Jzanus Consulting, Inc.

Barry Richmond  
Jzanus Consulting, Inc.

Kelley Lawson  
Jzanus Consulting, Inc.

Joubin Bavarian  
Alvarez & Marsal

Althea Leahing  
Jzanus Consulting, Inc.

Crystal Owens  
Jzanus Consulting, Inc.

Donna McAuley  
Jzanus Consulting, Inc.

Barry Richmond  
Jzanus Consulting, Inc.

MAY 2014

Valerie Cataldo  
North Shore Health System

Ted Zubulake  
Oliver Wyman

Paul Reda  
KPMG

Alan Bond  
BLX Group

Christopher Guidi  
FTI Consulting

Mary Castellano  
New York Methodist Hospital

Vivian Campagna  
Lutheran Medical Center

Alexandra Campuzano  

Catherine LoPresti  
HELP/PSI, Inc.

Olga Schiele  
The Connex Group

Sarah Alexander  
The Advisory Board Company

Beth Meyers, RN

Suraj II Abdulai  
FEGS Health & Human Services

JUNE 2014

Tony Narsayah, CRCP  
NYU Langone Medical Center

Harry Ching  
NYU Langone Medical Center

Albert Lok  
NYU Langone Medical Center

Adrienne A K Martin  
Ernst & Young LLP

Hilda Pagan  
Montefiore Medical Center

Tina Jaggi  
Health ROI

Pamela Nelson  
Staten Island University Hospital

Carmine Barone  
American Express

Christine M Quintana  
Ernst & Young LLP
<table>
<thead>
<tr>
<th>COMMITTEE NAME</th>
<th>CHAIR</th>
<th>CO-CHAIR</th>
<th>VICE CHAIR 1</th>
<th>VICE CHAIR 2</th>
<th>VICE CHAIR 3</th>
<th>VICE CHAIR 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVISORY COUNCIL</td>
<td>Cindy Strain</td>
<td>Palmira Cataliotti</td>
<td>Mary Long Kinsella</td>
<td>David Evangelista</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:cyndy65@aol.com">cyndy65@aol.com</a></td>
<td><a href="mailto:pcatalliott@winthrop.org">pcatalliott@winthrop.org</a></td>
<td><a href="mailto:marykhfma@verizon.net">marykhfma@verizon.net</a></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 796-3700</td>
<td>(516) 663-2311</td>
<td>(212) 297-5445</td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56TH ANNUAL INSTITUTE</td>
<td>Diane McCarthy</td>
<td>Jason Gottlieb</td>
<td>Bob Jacobs</td>
<td>Jim Argutto</td>
<td>Mario DiFilga</td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:dmccarth@jhmc.org">dmccarth@jhmc.org</a></td>
<td><a href="mailto:jag9064@nyp.org">jag9064@nyp.org</a></td>
<td><a href="mailto:RJacobs@health-roi.com">RJacobs@health-roi.com</a></td>
<td><a href="mailto:jima@pomr.com">jima@pomr.com</a></td>
<td><a href="mailto:mdifiglia@nshs.edu">mdifiglia@nshs.edu</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 630-3911</td>
<td>(212) 297-4549</td>
<td>(516) 616-0200 x 201</td>
<td>(631) 761-1028</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AUDITING</td>
<td>John Scanlan</td>
<td>Gordon Sanit</td>
<td>Al Farina</td>
<td>Joe Guaraccino</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:jscanlan@maimonidesmed.org">jscanlan@maimonidesmed.org</a></td>
<td><a href="mailto:gsanit@deloitte.com">gsanit@deloitte.com</a></td>
<td><a href="mailto:afarina@medmetrix.com">afarina@medmetrix.com</a></td>
<td><a href="mailto:jg9905@nyp.org">jg9905@nyp.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(718) 283-3911</td>
<td>(516) 918-7065</td>
<td></td>
<td>(718) 250-6755</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BYLAWS</td>
<td>Maryann Regan</td>
<td></td>
<td></td>
<td>Wendy Leo</td>
<td>Ed Schmidt</td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:mjregan@winthrop.org">mjregan@winthrop.org</a></td>
<td></td>
<td></td>
<td><a href="mailto:wendyl@tritechhcm.com">wendyl@tritechhcm.com</a></td>
<td><a href="mailto:eschmidt@verizon.net">eschmidt@verizon.net</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(516) 454-0700</td>
<td>(516) 572-4834</td>
<td></td>
</tr>
<tr>
<td>CENTRAL REGISTRATION</td>
<td>Robin Ziegler</td>
<td>John Scanlan</td>
<td>Kirk Batheja</td>
<td>Michael McGrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:rziegler@mcsclaim.com">rziegler@mcsclaim.com</a></td>
<td><a href="mailto:jscanlan@maimonidesmed.org">jscanlan@maimonidesmed.org</a></td>
<td><a href="mailto:kiranbatheja@verizon.net">kiranbatheja@verizon.net</a></td>
<td><a href="mailto:mmcgrath5374@aol.com">mmcgrath5374@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 338-1100 x314</td>
<td>(718) 283-3911</td>
<td></td>
<td>(516) 656-5374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CERTIFICATION</td>
<td>Jim Petty</td>
<td></td>
<td></td>
<td>David Evangelista</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COACHING</td>
<td><a href="mailto:jpetty@nshs.edu">jpetty@nshs.edu</a></td>
<td></td>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 876-6022</td>
<td></td>
<td></td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CERTIFIED MEMBERS</td>
<td>Kiran Batheja</td>
<td></td>
<td></td>
<td>Michael McGrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:kiranbatheja@verizon.net">kiranbatheja@verizon.net</a></td>
<td></td>
<td></td>
<td><a href="mailto:mmcgrath5374@aol.com">mmcgrath5374@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(516) 656-5374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNITY OUTREACH</td>
<td>Josephine Vaglio</td>
<td></td>
<td></td>
<td>David Evangelista</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:josephineatpba@yahoo.com">josephineatpba@yahoo.com</a></td>
<td></td>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 248-2422</td>
<td></td>
<td></td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONTINUING CARE</td>
<td>Wendy Leo</td>
<td></td>
<td></td>
<td>Michael McGrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:wendyl@tritechhcm.com">wendyl@tritechhcm.com</a></td>
<td></td>
<td></td>
<td><a href="mailto:mmcgrath5374@aol.com">mmcgrath5374@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 454-0700</td>
<td></td>
<td></td>
<td>(516) 656-5374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CORP COMPLIANCE/</td>
<td>Ann Amato</td>
<td>Laurie Radler</td>
<td></td>
<td>David Evangelista</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INTERNAL AUDIT</td>
<td><a href="mailto:Aamato@snch.org">Aamato@snch.org</a></td>
<td><a href="mailto:laurie.g.radler@us.pwc.com">laurie.g.radler@us.pwc.com</a></td>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CPE’s</td>
<td>Ed Schmidt</td>
<td>John Scanlan</td>
<td></td>
<td>Michael McGrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:eschmidt@verizon.net">eschmidt@verizon.net</a></td>
<td><a href="mailto:jscanlan@maimonidesmed.org">jscanlan@maimonidesmed.org</a></td>
<td></td>
<td><a href="mailto:mmcgrath5374@aol.com">mmcgrath5374@aol.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 572-4834</td>
<td>(718) 283-3911</td>
<td></td>
<td>(516) 656-5374</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DCMS/ BALANCED SCORECARD</td>
<td>Diane Masi</td>
<td>Donna Skura</td>
<td></td>
<td>David Evangelista</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>diane.masiltriageconsulting.com</td>
<td><a href="mailto:dskura@numc.edu">dskura@numc.edu</a></td>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 391-8003</td>
<td>(516) 283-3911</td>
<td></td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXEC. COMM. &amp; PLANNING</td>
<td>Meredith Simonetti</td>
<td>Wendy Leo</td>
<td></td>
<td>Wendy Leo</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:msimonetti@echsl.org">msimonetti@echsl.org</a></td>
<td><a href="mailto:wendyl@tritechhcm.com">wendyl@tritechhcm.com</a></td>
<td></td>
<td><a href="mailto:wendyl@tritechhcm.com">wendyl@tritechhcm.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 454-0700</td>
<td>(516) 454-0700</td>
<td></td>
<td>(516) 454-0700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMITTEE NAME</td>
<td>CHAIR</td>
<td>CO-CHAIR</td>
<td>VICE CHAIR 1</td>
<td>VICE CHAIR 2</td>
<td>VICE CHAIR 3</td>
<td>VICE CHAIR 4</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>----------------------------</td>
<td>-----------------------------</td>
<td>------------------------------</td>
<td>------------------------------</td>
<td>----------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>FINANCE/REIMBURSEMENT/AUDIT</td>
<td>Mario DiFiglia</td>
<td>Sean Smith</td>
<td>Kwok Chang</td>
<td>Pat Semenza</td>
<td>Rachelle Hashinsky</td>
<td>Rich Nagy</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:mdfiglia@nshs.edu">mdfiglia@nshs.edu</a></td>
<td><a href="mailto:sean.smith@chsl.org">sean.smith@chsl.org</a></td>
<td><a href="mailto:kchang@nyee.edu">kchang@nyee.edu</a></td>
<td><a href="mailto:pss9003@nyp.org">pss9003@nyp.org</a></td>
<td><a href="mailto:rnagy@chpnet.org">rnagy@chpnet.org</a></td>
<td></td>
</tr>
<tr>
<td>FOUNDER'S AWARDS</td>
<td>Paulette DiNapoli</td>
<td>Donna Skura</td>
<td>Dianne Masi</td>
<td>Al Farina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:pdinapoli@winthrop.org">pdinapoli@winthrop.org</a></td>
<td><a href="mailto:dskura@numc.edu">dskura@numc.edu</a></td>
<td>diane.masiltriageconsulting.com</td>
<td><a href="mailto:afarina@medmetrix.com">afarina@medmetrix.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 576-5638</td>
<td></td>
<td>(516) 391-8003</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GENERAL EDUCATION</td>
<td>Christina Milone</td>
<td>Heather Miskovic</td>
<td>Kirk Batheja</td>
<td>Christina Milone</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:cmilone@millermilone.com">cmilone@millermilone.com</a></td>
<td><a href="mailto:hmiskovic@jhmc.org">hmiskovic@jhmc.org</a></td>
<td><a href="mailto:kiranbatheja@verizon.net">kiranbatheja@verizon.net</a></td>
<td><a href="mailto:cmilone@millermilone.com">cmilone@millermilone.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIM/UR</td>
<td>Stacey Levitt</td>
<td>Vanessa Mckay</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:slevitt@lenoxhill.net">slevitt@lenoxhill.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(646) 732-5052</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HISTORIAN</td>
<td>Michael McGrath</td>
<td>Paul Cheng, Jr.</td>
<td>Kiran Batheja</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:mmcmgrath5374@aol.com">mmcmgrath5374@aol.com</a></td>
<td><a href="mailto:pchengjr@aol.com">pchengjr@aol.com</a></td>
<td><a href="mailto:kiranbatheja@verizon.net">kiranbatheja@verizon.net</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 656-5374</td>
<td>(347) 581-7573</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEGAL AFFAIRS</td>
<td>Fred Miller</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:fmiller@gwtlaw.com">fmiller@gwtlaw.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 393-2250</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MANAGED CARE</td>
<td>James Fouassier</td>
<td>David Evangelista</td>
<td>Pat Nolan</td>
<td>Rich Nagy</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:james.fouassier@sbumed.org">james.fouassier@sbumed.org</a></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td>(718) 206-6930</td>
<td><a href="mailto:rnagy@chpnet.org">rnagy@chpnet.org</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(631) 638-4012</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSP</td>
<td>Kiran Batheja</td>
<td>Michael McGrath</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:kiranbatheja@verizon.net">kiranbatheja@verizon.net</a></td>
<td><a href="mailto:mmcmgrath5374@aol.com">mmcmgrath5374@aol.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(516) 656-5374</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEMBERSHIP MARKETING</td>
<td>Robin Ziegler</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:rzlegler@mcsclaim.com">rzlegler@mcsclaim.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 338-1100 x314</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDICAL GRP MGMT.</td>
<td>Josephine Vaglio</td>
<td>Luis de la Prida</td>
<td>Art Cusack</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:josephineatpba@yahoo.com">josephineatpba@yahoo.com</a></td>
<td><a href="mailto:idelaprider@islandurgent.com">idelaprider@islandurgent.com</a></td>
<td><a href="mailto:ajcusack@msn.com">ajcusack@msn.com</a></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 766-0521</td>
<td></td>
<td>(917) 603-7670</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MIS</td>
<td>Ken Reda</td>
<td>Christine Kassouff</td>
<td>Daniel Evenchen</td>
<td>John Mertz</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:kreda@profitadvisorygroup.com">kreda@profitadvisorygroup.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:ckassouff@snch.org">ckassouff@snch.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NEWSCAST</td>
<td>Marty Abschutz</td>
<td>James Fouassier</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:HFMA.Marty@gmail.com">HFMA.Marty@gmail.com</a></td>
<td><a href="mailto:james.fouassier@stonybrook.edu">james.fouassier@stonybrook.edu</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>732-906-8700 x 109</td>
<td>631-638-4012</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NOMINATING</td>
<td>David Evangelista</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMITTEE NAME</td>
<td>CHAIR</td>
<td>CO-CHAIR</td>
<td>VICE CHAIR 1</td>
<td>VICE CHAIR 2</td>
<td>VICE CHAIR 3</td>
<td>VICE CHAIR 4</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>------------------------------</td>
<td>------------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
<td>----------------------------</td>
<td>----------------------------</td>
</tr>
<tr>
<td>PATIENT FINANCIAL SERVICES</td>
<td>Cathy Ekbom</td>
<td>Abdul Razack</td>
<td>Jason Gottlieb</td>
<td>Phil Holtzman</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:catherineekbom@betzmitchell.biz">catherineekbom@betzmitchell.biz</a></td>
<td><a href="mailto:arazack@snch.org">arazack@snch.org</a></td>
<td><a href="mailto:jag9064@nyp.org">jag9064@nyp.org</a></td>
<td><a href="mailto:pholzman@health-roi.com">pholzman@health-roi.com</a></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(212) 297-4549</td>
<td></td>
<td>(212) 297-4549</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPDD</td>
<td>David Evangelista</td>
<td>Cindy Strain</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td><a href="mailto:cyndy65@aol.com">cyndy65@aol.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(718) 206-6930</td>
<td>(516) 796-3700</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEBMASTER AND PERSONNEL PLACEMENT</td>
<td>Mary Long Kinsella</td>
<td>David Evangelista</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:marykhhma@verizon.net">marykhhma@verizon.net</a></td>
<td><a href="mailto:devangel@jhmc.org">devangel@jhmc.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(212) 297-5445</td>
<td>(718) 206-6930</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PUBLIC RELATIONS &amp; COMMUNICATIONS</td>
<td>Emily Casto</td>
<td>Donna Skura</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:e.castro@craneware.com">e.castro@craneware.com</a></td>
<td><a href="mailto:dskura@numc.edu">dskura@numc.edu</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(614) 263-1043</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REGION 2</td>
<td>Cindy Strain</td>
<td>Diane McCarthy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:cyndy65@aol.com">cyndy65@aol.com</a></td>
<td><a href="mailto:dmccarth@jhmc.org">dmccarth@jhmc.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 796-3700</td>
<td>(516) 630-3911</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REGION 2 COLLABORATION WEBINARS</td>
<td>David Woods</td>
<td>Diane Masi</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:dwoods@nyee.edu">dwoods@nyee.edu</a></td>
<td><a href="mailto:diane.masi@triageconsulting.com">diane.masi@triageconsulting.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(516) 391-8003</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RYAN AWARD</td>
<td>Mary Long Kinsella</td>
<td>John Coster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:marykhhma@verizon.net">marykhhma@verizon.net</a></td>
<td><a href="mailto:jcoster@zanus.com">jcoster@zanus.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(212) 297-5445</td>
<td>(516) 240-8147</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOCIAL EVENTS</td>
<td>Kiran Batheja</td>
<td>John Mertz</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:kiranbateja@verizon.net">kiranbateja@verizon.net</a></td>
<td><a href="mailto:jmertz@snch.org">jmertz@snch.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(516) 338-1100 x314</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPONSORSHIP</td>
<td>Michael McGrath</td>
<td>Wendy Leo</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:mmcgrath5374@aol.com">mmcgrath5374@aol.com</a></td>
<td><a href="mailto:wendyl@tritechhcm.com">wendyl@tritechhcm.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(516) 656-5374</td>
<td>(516) 454-0700</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YERGER AWARD</td>
<td>Dana Keefer</td>
<td>Jonathan Segal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:dkeever@imbursement-services.com">dkeever@imbursement-services.com</a></td>
<td><a href="mailto:jtsien@soundviewhealth.net">jtsien@soundviewhealth.net</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(315) 938-5624</td>
<td>(212) 274-7230</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(718) 589-2232</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Following Mr. Bruce K. Liebel, FHFMA, Regional Executive (“RE”) 2013-2014. I must tell you that he is an outstanding leader, a mentor, and an extraordinary human being, professional and friend. It will be tough to follow his footsteps, as for me the standard is set at a very high level. I am lucky enough to have Bruce as one of my backstage counselors, so I am fully confident in my role. Thank you Bruce for all your contributions to our outstanding Region 2, and for your continued help!

My term as RE preliminarily started in January, with the beginning of the coordination for our main educational event at a regional level: The Region 2 Institute. The 2014 event will take place on October 22-24 at the Turning Stone Resort & Casino in Verona, NY. One member of each one of the seven chapters comprising Region 2, generally a past chapter president, belongs to the group of coordinators, together with the outgoing RE, the incoming RE-Elect, and our regional Treasurer. We are planning an extraordinary educational event that you should not miss. Mark your calendars at this time for October 22-24, 2014!

I am already thankful to all our current year coordinators: Karen Carter from Central NY Chapter, Matthew Knaus from Hudson Valley Chapter, Cindy Strain from Metro NY Chapter, Rabin Kayastha from Northeastern NY Chapter, Rafael Rodriguez from the Puerto Rico Chapter, Alicia Dockrell from Rochester Regional Chapter, Christine Blidy from Western NY Chapter, Mollie Kennedy, Regional Executive-Elect, John Cousins, Regional Treasurer, and Bruce Liebel, of course.

My first official presentation as RE happened at our regional Mini LTC 2014, which took place on June 1-2 at the Harbor Hotel in Watkins Glen, New York. With more than 55 attendees, this was an outstanding regional event organized by the 2014 host chapters: Northeastern NY Chapter and Rochester Regional Chapter. Our sincere appreciation to Tige Monacelli and Paula Tinch, Presidents of both chapters, for their outstanding job organizing this great event. We are also very thankful of Jinna Davis, from HFMA National, and Nancy Reiss, CAT Member, for their contribution as speakers. We enjoyed the wonderful and beautiful hotel by Seneca Lake, and had a great time networking and socializing. We really enjoyed, also, the great presentation of our guest speaker, Mr. Jay Rifenbary.
What is coming next? Our most immediate event will be the Fall Presidents Meeting, which will take place in Chicago, from September 21 to 23, 2014. That will be our most important meeting at the regional level, which I will have the honor to conduct. I must tell you that I, being from the Puerto Rico Chapter, feel very proud to lead Region 2, one of the most outstanding Regions within HFMA. As stated in his series, “Roots and History of Our Chapter” by Mr. Enrique Baquero, Past President and Founder of the PR Chapter, “the moving of the Puerto Rico Chapter from Region 5 to Region 2, effective in 1994-95 was a natural thing to do because we always had a cultural and historic tie with New York due to the migration of Puerto Ricans and the constant travel between San Juan and New York. Another factor was politics, since we always aligned our petitions to Congress with the politicians from New York, as our representative in Congress doesn’t have a vote. And in healthcare we were part of Region II in New York; we had a close working relationship with HCFA, especially during the implementation of the Medicare Prospective Payment System.” I know that the bonding among all of us will strengthen during this 2014-2015 year. I am already enjoying this “voyage” that requires a lot of time commitment and is greatly rewarding.

To all of you, 2014-2015 Region 2 Chapter Presidents: Michele Mecomonaco (Central), Joanna Schaffer (Hudson Valley), Wendy Leo (Metro), Tige Monacelli (Northeastern), Aristides Castro (PR), Paula Tinch (Rochester) and Bob Lavesque (Western), thank you for your commitment and dedication; I am sure we will all keep our Region in the successful and outstanding path it has reached. Together we will be “LEADING THE CHANGE.”

Teresa R. Figueroa, CPA
Regional Executive 2014-2015
HFMA Region 2
New York Metro Chapter Of HFMA: 
Individual Chapter Yerger Submissions For 2014

By: Dana Keefer, Yerger Committee Chairperson

The Helen M. Yerger Special Recognition Awards are given by HFMA National to the individual HFMA chapters each year, in acknowledgment of outstanding achievements by the chapters. Four Yerger applications are accepted from a chapter, and these are distributed among judges – three per application. The scores are totaled, and awards are then made based on the numbers.

In the 2013/2014 fiscal year, the Metro chapter selected the maximum of four programs for Yergers from a wide range of outstanding achievements this year, under the leadership of Immediate Past President, David Evangelista. Three of our applications received awards from National:

- The Yerger for the Emergency Preparedness segment of the Spring Academy, with special focus on the response of our region's hospitals, was written by Michele Manuel, with assistance from then-Chair of the Education Committee, Wendy Leo, as well as Committee members Meredith Simonetti, Donna Skura and Maryann Regan.

- The Yerger for the ICD-10 Academy in the Fall was written by Jeanne Haas, with assistance from Jason Gottlieb of the Education Committee.

- The Yerger on the Corporate Sponsor Webinar series was written by Dana Keefer, with significant input from Diane Masi.

Our fourth entry, describing a brand new direction for our chapter – the Breast Cancer luncheon – was written by Jonathan Segal, with assistance from Catherine Ekbon, was not selected for an award, this year. We are awaiting the judging documents with scores to ascertain where we fell short in our application, because the program itself was a terrific success, and the topic one that should have garnered high points. The good news is that with the success of the breast cancer luncheon, the chapter has decided to proceed with a series of such luncheons in the current fiscal year. The expansion of the program will make a great Yerger topic for this year, with a slightly different focus.

A company is known by the people it keeps. The Metro New York chapter is remarkable in its high level of volunteerism and commitment, year after year. We are inordinately proud of the Chapter's outstanding track record of presenting informative and timely seminars and innovative approaches to education. The heartfelt and generous efforts of the Chapter leaders make the work of the Yerger Committee much easier than would otherwise be the case.
HFMA Metro NY
Annual Business Meeting

Photos selected by Marty Abschutz

www.hfametrony.org
Barbara Principe Outstanding Volunteer Award

By: Cindy Strain

Volunteerism is the practice of volunteering, for free, one's time or talents for charitable, educational or other worthwhile activities especially in one's community. We as a Chapter rely solely on our member volunteers to carry out all of the duties and responsibilities that are required of our organization. Every volunteer from the beginning of the Chapter's inception has left a personal imprint on the Chapter's rich history. Some volunteers have left more than an imprint they have left a legacy. The Executive Board and the Board of Directors voted to create a volunteer award that embraces all of the strengths, qualities and characteristics of amazing volunteers that we have worked with over the past thirty years. During the development of this award Past Presidents were contacted and asked what qualities they felt described an outstanding Volunteer. In reviewing the responses received it was clear that there was one particular member that left a legacy and impacted an innumerable amount of people within the organization and that member was Barbara Principe. Barbara was a volunteer who supported the chapter for over 30 years. She gave her time and talent freely. She was a strong mentor to many of the Past Presidents you see today as well as a strong motivator. Barbara was the epitome of the outstanding volunteer and embodied what we feel are the qualifications for this award.

The Barbara Principe Outstanding Volunteer Award will be given to a member in good standing who has embodied the spirit and essence of the qualities that are defined as an outstanding volunteer:

- A mentor who challenges and supports a member to constantly do more within the organization.
- A motivator who gives freely of time and knowledge
- An active member who has made significant contributions towards the Chapter meeting or exceeding goals and benchmarks.
- Knowledge of the Chapter and how it works in relation to the local, regional and national level.
- Active participation at educational and social events.
- A minimum of ten years of service on multiple committees.
HFMA Metro NY
Barbara M. Principe Award

Congratulations, Mike McGrath!

Photos selected by Marty Abschutz
Tell us about a unique hobby or interest of yours.
I am an avid bicyclist. My goal is to ride 4,000 miles this year; I've passed the 2,000 mile mark, already. Last year, I rode more than 3,500 miles.

What prompted your interest in this?
I was looking for a way to become fit. I started jogging on a treadmill at home. The treadmill kept breaking down. Cycling seemed like a good way to do what I wanted. I thought, “What could go wrong riding a bike?” Well, if you take care of your bike, not much should go wrong.

How did you develop your interest in this area (for example, through lessons?)? How many hours per week or month do you devote to this interest?
Initially, I rode alone – a lot. While it felt great, I was looking for something more. An acquaintance of mine mentioned that he cycles the Coast the Coast event that the National Multiple Sclerosis Society puts on every year in May. The start is at Monmouth University, in West Long Branch, NJ. They have different distances available, with 25 miles being the shortest. That year, I worked my way up to being able to do the 25 mile ride. I was hooked.

Tell us about some of the most memorable experiences you've had while engaging in this activity.
I found friends to ride with. I created a Yahoo Group to easily communicate planned rides to the group. We can be seen many weekends (and some weekdays) riding the roads of Central, Northern or Southern New Jersey. My friends and I support the Coast the Coast ride; we have ridden the two-day, 170-mile route the past two years. Next year will be my tenth participation. It has spurred me on to support other charity rides, including riding the Century for the Cure for the past four years. That ride supports the Rutgers Cancer Institute of New Jersey. One of those years, right after a storm, we had to be rerouted so that the route was 109 miles (instead of the usual ~100). That has been my longest one-day ride, to-date.

What is something people may not know about this activity?
As your wheels spin faster and faster, it is virtually impossible to just fall over. Not being a scientist, I cannot tell you the principle of physics demonstrated by this behavior.

Does your passion for this activity provide a release from the pressures of healthcare finance?
In what ways can the experiences you've gained through this activity be applied to the world of healthcare finance?
When I'm riding, I'm focused on the road, traffic, my friends and the scenery. When my Dad passed away, in June 2013, riding every day helped me quite a bit. It may be a stretch to identify how my cycling experiences can be applied to healthcare finance. It has helped me make new friends, expanded my appreciation for the countryside and helped me experience interacting with many more people than I otherwise would have without it. On top of all that, I lost about 80 pounds; I'm fitter than at any time since I was a teenager.
HFMA Metro NY
Spring Academy

Photos selected by Marty Abschutz

www.hfametrony.org
HFMA Metro NY
Spring Academy

Photos selected by Marty Abschutz
Going Green While Improving Environment of Care

By: Steve Wey
Vice President, TRANE New York – New Jersey

Hospital administrators are concerned about how the Patient Protection and Affordable Healthcare Act will affect their balance sheets. According to a recent American College of Healthcare Executives (ACHE) survey, more than two-thirds of hospital chief executives see financial challenges as their organization’s most serious problem.

No wonder hospital administrators, staff and caregivers are teaming up to manage costs without taking their eyes off healthcare’s other bottom line – providing an environment of care that contributes to positive patient outcomes.

Using green technologies to improve building performance is a win-win opportunity for healthcare facilities. High performance buildings equipped with modern heating, ventilating and air conditioning (HVAC) solutions, building automation systems and other green features can deliver substantial savings in energy and related costs. Meanwhile, dozens of studies cited by the Center for Health Design found direct ties between positive patient outcomes and the cleaner, safer, more comfortable indoor environment that these technologies enable.

**Hospitals often overlook benefits of going green**

There is plenty of room for improvement in the energy and environmental performance of healthcare facilities. Inpatient facilities consume nearly three times the energy per square foot as the typical commercial building, according to the Environmental Protection Agency (EPA), producing more than 30 pounds of CO2 emissions per square foot. Only restaurants use more energy per square foot.

The EPA estimates that U.S. healthcare organizations spend a mindboggling $8.8 billion on energy each year. If that number is hard to grasp, consider that the agency estimates that the average hospital spends an amount equal to or greater than 15 percent of profits on energy.

A number that large should create a considerable target. But most hospital CEOs feel helpless when it comes to cutting their energy bills; according to Energy Star, 75 percent say that energy costs are their least controllable expense.

**Passavant Area Hospital improves care environment, building performance**

In late 2008, management at Passavant Area Hospital began looking for ways to improve the quality of care at their facility, a 93-bed nonprofit community hospital located in Jacksonville, Ill., which serves five West Central Illinois counties.

During a preliminary study, conducted with an energy services company (ESCO), Passavant gathered staff members’ thoughts on how the hospital’s physical environment affected clinical performance. After analyzing input, the management-ESCO team concluded that infrastructure improvements could help expedite the healing process, reduce the risk of infection, improve patient and staff satisfaction, and provide various other benefits.

Equally important to the management team was the opportunity to shrink the facility’s carbon footprint by reducing energy consumption and leveraging the savings to offset improvement costs.
The study team recommended an investment-grade systems audit, which was conducted in early 2009. The audit identified infrastructure improvements that would help the hospital enhance the environment of care, better manage energy costs and reduce greenhouse gas emissions.

After evaluating audit findings, the hospital’s board of directors approved a $2.3 million infrastructure improvement program that started in mid-2009 and was completed early this year.

**Improvements deliver benefits for patients, staff and bottom line**

The improvements address a wide range of concerns raised by the staff. For example, new automated temperature controls improve comfort throughout the facility, eliminate the need to disturb patients to make manual adjustments and let caregivers focus on patients’ needs. Upgrades to HVAC systems, ductwork and other infrastructure allow more precise air quality control, improving comfort and infection control. And more efficient HVAC components reduce noise levels, responding to noise complaints from staff and patients and creating a better healing environment.

Energy savings for the project are estimated at more than $313,000 per year. According to a model developed by the EPA, that number provides a financial benefit to the hospital equal to about $7 million in incremental annual revenue. The energy savings provide environmental benefits equivalent to taking 525 cars off the streets each year.

By using an innovative energy performance contract, Passavant was able to use future energy and operational savings to help fund the project, which is expected to pay for itself in about 6.5 years.

Healthcare facility managers play key role in improving organization performance

As administrators face the challenges of a dynamic and rapidly changing healthcare delivery system, they rely on the unique expertise of facility managers to make sure the organization is a good steward of the natural resources needed to keep the facility operating effectively.

By working with an experienced ESCO with a proven track record, facility managers can implement sustainable energy strategies that contribute to the hospital’s financial wellbeing and, more importantly, to its ability to serve the community and provide an environment of care that leads to consistently positive patient outcomes. A variety of professional organizations, including the National Association of Energy Service Companies (www.naesco.org) provide guidance on finding and selecting a qualified ESCO.

For more information, contact: Steve Wey at TRANE New York – New Jersey at phone 718-269-3600 or email: sfvey@trane.com.

# # #

About the author:

**Steve Wey is Vice President, Trane New York / New Jersey. He has over 30 years experience in heating, ventilation and air conditioning (HVAC) and building automation. Steve holds a Bachelor of Science degree from John Hopkins University.**
New “Out-Of-Network” Protections For Physician And Hospital Patients

By: James G. Fouassier, Esq.

Several of my articles have discussed the financial consequences to patients of “out of network” medical and hospital services. Medically necessary services for which your health plan or insurer would be responsible to pay (subject to any applicable deductibles, copayments and coinsurance percentages) if performed by a “participating provider” will not be covered, or will be covered to a significantly lesser extent, if performed by a provider who is not under contract to the health plan to “participate” in the plan’s network of providers (and accept lower rates of payment than the provider’s actual retail charges). Since the “out of network” provider is not bound by contract to accept any amount less than the full billed charges, and since the plan does not cover the claim (or covers it at a much lower payment amount), the balance becomes the liability of the patient.

Sometimes a hospital is “in network” with a patient’s insurance plan but not so for some or all of the physicians and other clinicians affiliated with the hospital. Sometimes the treating physician is “in network” but performs the surgery in a hospital that is “out of network”. Sometimes the surgeon is “in network” but the anesthesiologist selected by the surgeon, or assigned by the hospital, is not. In all of these cases the patient may be surprised to find that he or she is the subject of a “balance billing” of hundreds or thousands of dollars.

While these problems occur in the context of elective surgery there often is time for the patient and his or her primary care physicians to communicate with insurers and other providers to verify that all clinicians are “in network”. In cases where specialty services are necessary but not available from “in network” providers the insurers often will make ad hoc agreements with out of network providers for single service arrangements (and this sometimes is required by law). However, emergency situations pose their own unique problems in this area for the simple reason that time does not allow for inquiries and arrangements in advance of the services that must be provided as quickly as possible. While most states have laws that require plans to provide coverage for emergency care the regulations do not dictate the amount of coverage, and out of network providers are free to pursue unpaid balances of their billed retail charges. Also, many plans strictly define “emergency” care as that necessary solely to stabilize the patient, at which time the patient must be transferred to a participating facility if coverage is to continue under the terms of the policy in question; hence a few extra days in Hospital A may incur thousands of dollars in hospital and physician charges that are not covered.

For years, patient advocacy groups have argued that emergency patients should be kept out of the mix when a health plan and a provider disagree as to the proper amount of the billing and the proper amount of the payment. As little negotiation as actually may take place in an elective context, there is none in an emergency situation; the patient is taken to the nearest hospital and treated by the physicians actually in attendance at the time and by the specialists (like plastic surgeons who almost never are under contract with health plans) called in for the emergency, with no discussion, let alone agreement, on professional fees.

Most states have done nothing to address this problem; the different constituencies were vociferous in their opposition to any particular “fix” and legislatures appeared to be unwilling to muster the political fortitude to come down somewhere on the issue. California finally saw its Supreme Court step in with a judicially imposed solution. Here in New York, after several legislative attempts came to naught, the Governor’s recent budget bill included proposals that now have been adopted that purport to address some of the more important issues. Most provisions of the law go into effect on April 1, 2015.

The new state law applies only to health insurers and plans subject to New York State jurisdiction. Patients covered by Medicare Advantage plans (even if administered by commercial insurers otherwise subject to state regulation), self-funded plans existing under ERISA, and federal employee plans are not subject to the new state law. However, certain provisions of the federal Affordable Care Act, which are applicable to Medicare and ERISA plans, impose some similar requirements, as I will discuss below.

These are the law’s highlights. Interested readers may contact me for a copy of a white paper “Guide to the Out-of-Network Consumer Protection Law” issued by the Healthcare Association of New York State, which provides much greater detail than the overview presented in this article.

The law has two main parts. The first part applies only to physicians. It prohibits physician billing of an insured patient
for out of network “emergency” services, and it prohibits physician “surprise” billing of an insured patient for any service, whether or not an “emergency” 3, if the patient had assigned benefits to the physician. It also establishes a comprehensive dispute resolution mechanism by which any patient, insured or not, may contest the amount of a bill, or a provider contest the amount of the health plan's payment. The second part of the new law establishes new notification requirements, particularly via provider websites, that physicians and hospitals must meet.

The rule for the payment of “emergency” out of network billings is fairly straightforward. When an insured patient receives “emergency” services from an out-of-network provider, the health plan must ensure that the patient is only responsible for whatever cost share the patient would have borne were the services provided in network. The plan must pay the proper amount regardless of whether it is billed directly by the provider or whether the patient is billed and then forwards the claim on to the health plan. An uninsured patient, on the other hand, will be responsible for an “emergency” bill but may appeal the amount of the bill. (See infra.)

For “surprise billings” the process is a bit more complex. For “surprise” bills the patient may or may not be responsible for payment depending upon whether he or she is insured and has assigned benefits to the provider. “Surprise bills” are defined as bills for the services of an out of network physician at an in network hospital; or for bills from an out of network physician in cases in which an in network physician is not available; or bills from an out of network physician who renders services without the patient’s knowledge (such as a plastic surgeon called into an emergency while the patient is unconscious); or bills for unanticipated medical services that arise only when the contemplated or anticipated service is rendered. “Surprise bills” also include bills for services rendered by an out of network physician engaged without the explicit written consent of the insured patient. Lastly, the law includes as a “surprise bill” any billing for services when the patient has not received the required disclosures in a timely manner. If an insured patient assigns benefits to the provider and is later in receipt of a “surprise” bill the provider cannot bill the patient except for the amount for which the patient would have been responsible if the provider were in network. As in the case of “emergency” bills, the provider is relegated to an appeal (infra). If the patient is uninsured, or if the insured patient has not assigned benefits, then the patient will be responsible for the “surprise bill” but, like the uninsured emergency patient above, he or she may appeal the amount. The law establishes a process of expedited appeal of disputed bill amounts or plan payments to an “independent dispute resolution entity” or IDRE. If the patient is insured then the health plan in the first instance must pay the out of network (i.e., “non-participating”) physician an amount that the plan determines to be “reasonable”. If the provider disagrees with the payment amount it may not simply “balance bill” the patient, as is the case at present. Instead the provider will be limited to an appeal to the IDRE. The IDRE must make a determination within 30 days of receipt of the appeal. It may direct both parties to attempt negotiation for up to ten days, but then must decide if no agreement is reached. Importantly, the process requires that the IDRE examine the provider bill and the payment made, and select one or the other; no Solomon-like splitting of the baby is allowed. This advances a policy goal of encouraging in the first instance that the provider bill a reasonable amount and the plan pay a reasonable amount. In cases where the patient is uninsured, the patient may appeal the amount demanded by the provider in an “emergency” or a “surprise bill” without paying any filing fee, and the IDRE will make a determination of reasonableness de novo.

The Affordable Care Act imposes its own requirements respecting out of network payments. The ACA requires that any patient responsible share for out of network emergency services be the same as for in-network emergency services. (Although the ACA does not prohibit balance billing insured patients for out of network emergency services the new state law does.) In addition, the ACA establishes minimum standards that insurers must meet when paying for out of network emergency services. All health plans (including ERISA plans) must reimburse at the greatest of the negotiated in-network provider rate in the contract with the provider, or a regulated “Usual, Customary, and Reasonable (UCR)” rate 4, or the fee-for-service (i.e., traditional) Medicare reimbursement rate. For non-emergency services, the ACA allows patients to be balance billed for charges in excess of those paid by the health plan; under the new state law, however, and for plans subject to New York State jurisdiction, if an insured patient receives a non-emergency surprise bill, the patient must be held harmless for out-of-network services. Also, if a plan does not have a provider with appropriate training and experience, the patient may request an authorization or a referral to an out-of-network provider. The patient may appeal a denial of any request for out-of-network services to the New York State Department of Financial Services.

Turning to the law’s new disclosure requirements the following are the highlights.

Physicians must afford patients contact information for any provider scheduled to perform anesthesiology, laboratory, pathology, radiology, or assistant surgeon services in connection with care provided in the physician's office or referred or coordinated by the physician. For scheduled admissions or outpatient services, the physician must provide the patient and the hospital with contact information for any physician whose services will be arranged by the primary physician prior to the provision of the services.
doctor also must make available to the patient the names of all health plans in which he or she participates (i.e. is “in network”) and all hospitals with which he or she is affiliated. Lastly, the physician must advise the patient that the “retail” fees charged for professional services rendered “out of network” are available on request.

On their websites, health plans subject to New York jurisdiction must provide a list of their network physicians’ affiliations with participating hospitals, which list must be updated within fifteen days of any change. The website must spell out just how a plan member can submit a claim directly to the plan. It also has to specify the method the plan uses to determine how much it will pay for an out of network service if the plan benefit design covers out of network care, and how it calculates the amount that it will pay if the benefit design requires payment to be made as a function of some percentage of what is “usual, customary and reasonable”. To assist plan members the website also must have some examples of out-of-pocket costs for frequently billed out of network services, and even develop and offer an on-line “out of pocket cost estimator” for those services.

When the services actually are scheduled, the plan then must advise the member whether the scheduled provider is in-network and (assuming the member's plan offers out of network coverage) the approximate dollar amount the insurer will pay for the out of network service.

Hospitals also are subject to extensive disclosure requirements. A hospital's website must list the hospital's retail charges for the services it provides; a list of all health plans with which it is “in network”; and a statement containing the following:

that professional services provided in the hospital by private attending physicians or those with admitting privileges are not included in the hospital charges (otherwise known as “facility fees”, to distinguish them from the clinicians’ “professional fees”); that physicians who provide services in the hospital may or may not participate with the same health plans as the hospital; that patients should check with the physician arranging for the hospital services to determine the plans with which the physician participates; and the name, address, and phone number of physician groups with which the hospital contracts to provide services, so the patient can find out if the physicians in the group(s) are in his or her health plan network.

Lastly, in non-emergency situations and at the time of registration (which usually precedes actual admission) the hospital must remind the patient to check with the physician arranging the hospital services to learn of any other physician whose services were secured by the primary physician (such as anesthesiologists), so the patient can inquire as to network status. The hospital also must tell the patient whether the nature of the care and treatment expected to be rendered may require the services of hospital-employed or contracted physicians who, in their turn, may be billing their professional fees separate from and in addition to the hospital's facility fees, so the patient may inquire if those services will be covered in network.

Almost every active practitioner, especially those with family oriented practices, invariably will have occasion to consult with a client about medical and hospital bills. The advent of the Affordable Care Act and the likelihood that new health plan models will impose ever greater patient-responsible financial obligations emphasize the importance of patient awareness, which is enhanced by provider compliance with the provisions of the new law.

ENDNOTES

2. Part H, Chapter 60 of the Laws of 2014 (Amendments to Insurance Law sections 3217-a; 3224-a; 4306-c; 4324; 4900; 4904; 4910: 4914: a new section 3241; and parallel provisions of the Public Health Law.)
3. The law applies to “emergency” services and does not cite a specific setting for such services. According to both state and federal law, an "emergency condition" means a medical or behavioral condition, the onset of which is sudden, that manifests itself by symptoms of sufficient severity, including severe pain, that a prudent layperson, possessing an average knowledge of medicine and health, could reasonably expect the absence of immediate medical attention to result in placing the health of the person afflicted with such condition in serious jeopardy, or in the case of a behavioral condition placing the health of such person or others in serious jeopardy; serious impairment to such person’s bodily functions; serious dysfunction of any bodily organ or part of such person; or, serious disfigurement of such person.
4. The law purports to define “usual, customary and reasonable” cost as the 80th percentile of all charges for a particular specialty provided in the same geographic area in accordance with the newly created FAIR Health database. FAIR Health was established in October 2009 as part of the settlement of the Ingenix investigation by New York State into the health insurance industry's practice of determining out-of-network reimbursement based on data compiled and controlled by a major insurer. FAIR Health, in its website, states that it was “formed to manage, improve and expand the claims database that supported claims adjudication and to enhance its transparency, objectivity, reliability and accessibility.” www.fairhealth.org

James Fouassier is the Associate Administrator of Managed Care at Stony Brook University Hospital, SUNY at Stony Brook, New York and Co-Chair of this Chapter’s Managed Care Committee. His opinions are his own and may not necessarily reflect those of the State University of New York or the State of New York. james.fouassier@stonybrookmedicine.edu

www.hfmametrony.org
As health care organizations pursue the Triple Aim vision, they need to explore every facet of their care delivery systems. Reliance on technology, the vehicle for reform, requires organizations to take a fresh look at how they view technology assets. This paper briefly explores a new paradigm for technology acquisition and lifecycle management that aligns with improving patient care, reducing health delivery costs, and improving population health.

**An old strategy in a new environment**

Historically, most health care organizations viewed technology like an emerging nuisance—with reluctant providers preferring pen and paper. Technology equipment was not regarded with the same esteem as equipment used to deliver direct patient care, nor could a direct line be drawn to the bottom line. Therefore, in many health care organizations, an efficient and cost-effective strategy was never developed to acquire and manage the lifecycle of technology, resulting in costly maintenance and repairs over time.

**What has changed?**

HITECH and the PPACA have created an environment where technology is critical in improving patient care, enhancing the patient experience, and reducing health delivery costs. Electronic Health Records (EHR) utilization incentives and penalties are directly tied to an organization’s financial performance. New regulations and new technology require new strategies. While holding on to outdated technology may have been an option in the past, employing this strategy today will hinder performance, competitiveness and the bottom line.

**What makes this so different?**

2014 is a pivotal year in health care:

- Decreases in reimbursements
- Technology incentives drying-up
- Introduction of insurance exchanges
- Unpredictable government regulations (ex: ICD-10)

These changes are decreasing cash flow, aging accounts receivables, and challenging even the largest and strongest institutions. This is the new normal; health care organizations are trying to become comfortable with being uncomfortable.

**It is time to rethink the paradigm**

A strategic commitment to keeping technology current is essential for health care organizations to achieve the Triple Aim, remain competitive and, ultimately, to survive. Embracing a routine refresh cycle utilizing lease financing enables you to:
**Lower acquisition costs:** low, fixed payments made over the lease term will cost less than purchasing the equipment outright

**Reduce indirect costs:** technology is a rapidly changing commodity with a short useful life; aligning term with useful life and maintenance coverage will significantly reduce support and out-of-warranty maintenance costs

**Stay current and flexible:** as technology changes, health care organizations can easily refresh equipment to keep pace with innovations in technology

Leasing is not a decision based on whether or not you use your cash. It is a strategic financing method organizations use to manage the life cycle of their equipment.

---

**Total Cost of IT Ownership Breakdown**

The data presented in these graphs is based on a 2009 study sponsored by Intel Corporation.
Untapped Savings
Unlike traditional for-profit businesses, non-profit hospitals do not experience the tax savings created by the depreciation of assets (a tax-shield). Leasing is the only tool that will allow hospitals to experience savings from the tax-shield. In a true lease, the leasing organization is able to depreciate the equipment, resulting in tax savings that will pass through to the health care organization.

Conclusion
Budgeting for technology in this era involves a new paradigm for how we acquire and maintain equipment. The solution to technology management challenges facing health care today starts with rethinking the way we view technology and its increasing importance in our pursuit of the Triple Aim. Organizations must make a strategic commitment to technology and create an environment that is able to adapt to change.

Works Cited

Michael Gsellmeier is a Vice President at First American Healthcare Finance in Fairport, NY. www.fahf.com