



**hfma**<sup>™</sup> **texas gulf coast chapter**  
healthcare financial management association



# Top 15

***Influential  
People in the  
Healthcare  
Financial  
Management  
Association  
of the Texas  
Gulf Coast  
Chapter***

April • May • June 2015



# HFMA Texas Gulf Coast Chapter

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## President's Letter

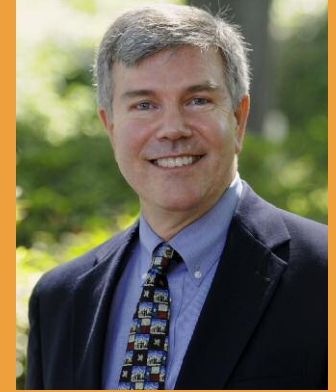
**W**e live in times characterized by rapid non-stop change. In 1970, Alvin Toffler wrote a book entitled *Future Shock*, in which he posited the world was experiencing too much change in too short a period of time. In this book, which became an international best seller, Toffler wrote that this pace of change left people with "shattering stress and disorientation" and was the cause of the majority of society's ills. I look back with warm nostalgia on the simple, relaxed and easy days of the sixties (yes, I am that old) and am amazed at how well we all now take continuous change very much in stride.

What Toffler saw through a glass dimly and described as the "super-industrial" revolution, we now know as the information age. We have the world's knowledge at our fingertips, and can communicate visually with anyone in the world at any time essentially for free. The fear expressed that we would be crippled by information overload did not anticipate computing power and search engines that quickly and easily find needles in haystacks, and then ranks the needles in relevance to the query.

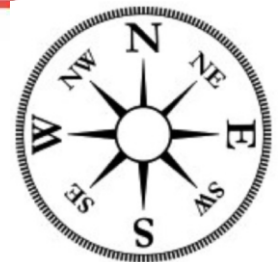
One byproduct of the information age is that many of our institutions have been rendered obsolete. Clubs and societies that were once very hard to join are now

starving for members, and the bleaching bones of companies unable to adapt litter the landscape. Yet somehow participants in the healthcare industry have been able to survive and thrive despite the tidal wave of regulatory, financial and operational challenges springing up daily. I believe HFMA has played a significant role in facilitating our ability to deal with these vicissitudes by bringing front line expertise from those making live ammunition decisions in real time.

HFMA itself has had to adapt, and is constantly reinventing itself to sustain its value to the membership. It is developing qualitative measures for its educational programs and new ways to improve member satisfaction. It is also taking a new approach to the Certified Healthcare Financial Professional credential. The CHFP is proof of a high level of industry knowledge, the possession of which has never been more important than now. HFMA is revamping its certification exam to be more knowledge-based, with less reliance on experience. The new program will be rolling out this summer, and I encourage everyone and especially young careerists to take the new exam. The Texas Gulf Coast Chapter will be introducing some exciting programs to create a paved road to achieving this highly prized designation.



**Mark S. Worthen**  
President  
Texas Gulf Coast Chapter



**No Member Left Behind**

I am looking forward to seeing everyone at our Annual Institute in Galveston this May 17-19, 2015, and offer my very best summer wishes to all.

Very truly yours,  
Mark,

*Mark*

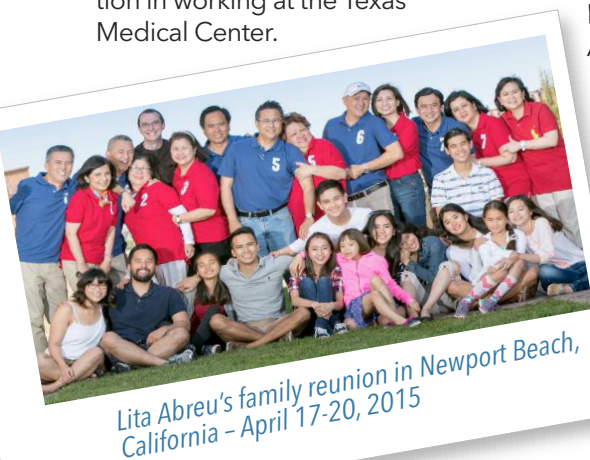
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# Lita Abreu

Editor of HFMA Texas Gulf Coast

**W**hen my uncle from the Philippines needed a heart surgery, a family friend from Houston, Texas suggested having it performed here in the Texas Medical Center. The surgery was performed by Dr. Denton Cooley, famous for performing the first implantation of an artificial heart. Other family members followed by having their procedures at MD Anderson Cancer Center for their cancer treatment at stage 4 and have gone home to continue a fulfilled life. I was in awe and it started my fascination in working at the Texas Medical Center.



Lita Abreu's family reunion in Newport Beach, California - April 17-20, 2015

I asked myself what is it that doctors do here at the Texas Medical Center that folks from all over the world choose to have their medical procedures done. My career here at the Medical Center kept in touch with many wonderful and talented people and it showed me that this place was indeed special.

I started my healthcare career in the Finance Department of The Houston Methodist Hospital as an Institutional Account Specialist. It was at this job that I was able to work and come in daily contact with various institutions such as: Texas Children Hospital, CHI St Luke's Hospital, The Michael E DeBakey VA Hospital, and Baylor College of Medicine. This position introduced me to the various

medical services offered, to the Doctors and Nurses who performed the procedures, and to the Directors and Managers who managed these Departments. With my background in Finance and my boss at the time John Woodward's 30 plus years background in the Hospital System, we forged a partnership on how to deal with hospitals, patients, services, and doctors.

After nine years at Methodist, I was offered positions by Baylor College of Medicine (Cardiology and Family and Community Medicine) as their HR and Business Manager and UT Health Science Center at Houston - Medical School (Cardiology) as their Administrative Service Officer. I was involved with all facets of Patient care, Research, Medical education, personnel, budgeting, revenue cycle and grant management. I assisted in re-building the Baylor Heart Clinic, initiated the Women's Center for Comprehensive Care and increased collections via review of the accuracy of the medical insurance coding, and did an aggressive review on denials resulting in millions of dollars.

Now almost 25 years later, I am the Administrator Associate /HR Manager for the Human Genome Sequencing Center (HGSC) at Baylor College of Medicine. In my current position I work at HGSC with 200 scientists, IT Programmers, Bioinformatics Programmers and research staff. Each day we collaborate with people from the Texas Medical Center, other US Institutions and Scientists from all over the world for the future of medicine. As my Director, Dr. Richard Gibbs states, "The recent advances and expansion of knowledge made in human genetics have been extraordinary. The human genome project, biotechnology, and other genome research all have such great potential to improve the quality of life."

**For this special issue of our April/May/June 2015 Newsletter, we invite you to read on some of our Most Influential People that are involved with the Healthcare Finance**

**Management Association, Texas Gulf Coast Chapter. They are amazing people who are so involved and passionate in their positions in Healthcare Finance. Read how they started with Healthcare, what positions do they currently hold and what is the future.**



Come attend our HFMA Annual Conference this May 17-19, 2015 in Galveston, monthly luncheons at The Houston Methodist Hospital, and off site conferences. Meet these influential people of Healthcare Finance. Over the years, my Influential People have been Dr. Michael DeBakey (World-renowned American cardiac surgeon, innovator, scientist, and chancellor emeritus of Baylor College of Medicine in Houston, Texas), Dr. Richard Gibbs, (Director of Human Genome Sequencing Center at BCM), Ron Giroto (former CEO-CFO of The Methodist Healthcare System), Dr. Paul Klotman (CEO of Baylor College of Medicine), Dr. Douglas Mann (former Cardiology Chief of BCM and St Lukes Hospital and now Chairman of Cardiology, Washington St Louis Medical School), Dr. Luis Fayad (Director of Lymphoma and Myeloma Center at MD Anderson Cancer Center), John Woodward, all the HFMA officers, Boards and Committee Chairs/Co-Chairs.

This is my last issue as Chair of the Newsletter after seven years in the Committee. It's been an honor, fun and privilege. Big Thank you to Vania Duckett, Dr. Jordan Mitchell, Kim Smelley, Justin Myers, Scott Sette, Laura Mascorro Tim Eng and all the sponsors whom I enjoyed being in contact with to create our First Edition of the HFMA TXGC Gold Sponsors. I will remain as Board of Director and will be Chair of the Community Benefits for Healthcare Financial Management Association Texas Gulf Coast.

## Influential People in HFMA Gulf Coast Chapter



**LEADERS** in the field of the Healthcare industry who have greatly influenced one another, people in their institutions, members, vendors, and all attendees of HFMA-TXGC conferences.

### Amy Adams



**Position:**  
Partner In Charge  
**Institution:**  
Richard, Wayne and Roberts  
[www.rwr.com](http://www.rwr.com)

**What got you interested in the Healthcare industry?** The people who work in the healthcare industry are genuinely kind and compassionate.

**What is it that you do in your current role and its impact in Healthcare?** I source, recruit, and qualify professionals on healthcare entities across the nation. Placing healthcare professionals with companies in positions where they are happy make them productive individuals adding value to their organizations.

**What do you see is the future of the Healthcare Industry?** The healthcare industry will continue to change with all healthcare providers working together collaboratively assisting each other in benefitting the patient.

### Diaa Alqusairi



**Position:**  
Senior Staff Analyst  
**Institution:**  
Houston Fire Department  
[www.houstontx.gov/fire/HFD-Home-Page](http://www.houstontx.gov/fire/HFD-Home-Page)

**What got you interested in the Healthcare industry?** You are never bored in Healthcare. It is a fascinating industry and always changing. It is also a place where you can make a positive impact on people's lives.

**What is it that you do in your current role and its impact in Healthcare?** Senior Staff Analyst with the Houston Fire Department, working on telemedicine project that connects low-acuity patients with community primary care resources. This dramatically reduces cost and improves the efficiency of the pre-hospital emergency care and hospital emergency departments. It helps solve the problem of people's reliance on EMS and ER for their primary care needs. Here is some of the media coverage on the project for more info:

<http://www.npr.org/blogs/health/2015/04/09/396583624/doctors-make-house-calls-on-tablets-carried-by-houston-firefighters>

<http://www.houstonpublicmedia.org/news/houston-fire-department-using-doctor-video-c-hats-for-minor-911-calls/>

<http://abc13.com/news/hfd-develops-virtual-911-checkup-program/589446/>

**What do you see is the future of the Healthcare Industry?** Lots of innovation in the way care is provided and managed. Telemedicine and web and mobile applications. Definitely more engagement and patient ownership of their healthcare. Not sure if it is coming, but I would like to see price transparency.

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**Most Influential continued—****Nancy Brock**

**Position:**  
**Executive Financial  
 Healthcare Consultant with  
 Pharmacy Optimization (RxO)**  
**Institution:**  
**McKesson Corporation**  
[www.mckesson.com](http://www.mckesson.com)

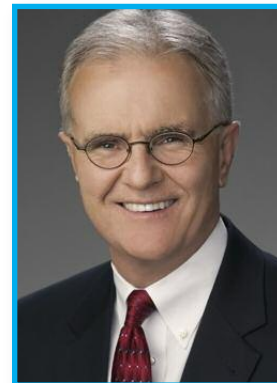
**What got you interested in the Healthcare industry?** I was lucky in that I just “fell into” the healthcare industry. As a college graduate with very little money, I chose the position that allowed me to initially move back in with my parents. That said, a deacon of the church that I grew up in hired me as a Medicare Auditor and thus began my healthcare career. I was fascinated by the complexity of the Medicare Program along with how the industry has and still is, in constant change.



**What is it that you do in your current role and its impact in Healthcare?** As part of McKesson’s Pharmacy Optimization Consulting Services, my role is to assist hospital CFOs and pharmacy directors identify hidden revenue and develop a customized action plan to improve cash collections within the pharmacy. With a System’s limited resources, they frequently just don’t have the means to comprehensively review all aspects of the pharmacy revenue cycle. I with the Team using a proprietary Analytic Engine evaluate all of the pharmacy encounters. We go from purchase, to dispense, to billing, to what is actually received on the remittance. This comprehensive review highlights substantial hidden revenues. At one of our existing customers, the result was in excess of \$10 million and still growing.

**What do you see is the future of the Healthcare Industry?**

Now for the crystal ball... I hope to see that the industry continues to strive for better quality and moves to more of a value-based/ outcomes based solution. I see the need for more transparency, but like most of us, understand that because of the complexity of charging, coding, etc this will be quite difficult to accomplish.

**Kevin J. Burns**

**Position:**  
**Executive Vice President  
 Chief Financial Officer  
 Chief Business Officer**  
**Institution:**  
**Houston Methodist**  
[www.houstonmethodist.org](http://www.houstonmethodist.org)

**What got you interested in the Healthcare industry?** I was a newly minted audit manager in the Phoenix Office of Arthur Andersen and they needed someone to do a special project in healthcare for a new client. This experience made me wonder if perhaps I might be able to use my skills to help doctors and nurses be better supported to take care of their patients. And besides, no one else in the office wanted to transfer into healthcare - my future was sealed!

**What is it that you do in your current role and its impact in Healthcare?** My favorite part of what I do is being engaged in what our people do each day to care for patients.



### What do you see is the future of the Healthcare Industry?

(Really? Am I a CFO or a wizard?) I believe the future of healthcare is very bright. We are learning new ways to engage and care for patients, both in how we care for them and in the actual treatments available to cure disease. I believe the pace of treatments and cures will accelerate in the decade ahead.

### Mark D. Evard



#### Position:

**AVP Revenue Cycle**

#### Institution:

**CHI St. Luke's Health**

[www.stluketexas.com](http://www.stluketexas.com)

### What got you interested in the Healthcare industry?

I enjoy working within an industry that is constantly changing and allows for creativity in business operations. I don't like the cookie cutter approach. I have been fortunate to surround myself with many of the best minds within healthcare; allowing us to share ideas and to encourage one another so that all of our organizations succeed.

### What is it that you do in your current role and its impact in Healthcare?

I have overall leadership responsibility for Patient Access Services, Patient Financial Services, Revenue Integrity, Charge Capture Operations, Health Information Management, Patient Care Management and special projects such as ICD-10. My team and I impact the financial operations of the entire health system. We are constantly looking for ways to improve our operations and then we share our success with others in and outside of CHI. We have had the privilege of sharing with organizations like HFMA, NAHAM, The Advisory Board, TMAA, AAMAS, AAPC, AHIMA, IFHIMA, TxHIMA, and many more.

### What do you see is the future of the Healthcare Industry?

I am excited about the future of healthcare. The industry has needed a change for many years. We cannot continue to operate in the manner we do today. The shift from volume to quality is one of many steps required to move us forward. Payment methodologies will change, population health may struggle for a bit, but it is important that we are ready and willing to make the necessary operational changes to prosper and succeed.

### Melissa Fisher



#### Position:

**Chief Financial Officer**

#### Institution:

**Gulf Coast Regional Blood Center**

[www.giveblood.org](http://www.giveblood.org)

### What got you interested in the Healthcare industry?

It was just by luck actually that I ended up in the healthcare industry. However, once here I came to love the mission driven culture.

### What is it that you do in your current role and its impact in Healthcare?

I am the Chief Financial Officer for the Gulf Coast Regional Blood Center in Houston, Texas. In this role I oversee Business Operations, Risk Management and Building and Fleet Management. The need for blood is constant and we strive to ensure an adequate supply of blood is always available to hospitals to meet their patient needs. The availability of blood has a significant impact on a hospital's capability to conduct

— Continued on page 8

## Most Influential continued—

many different life-impacting procedures. Gulf Coast Regional Blood Center services more than 170 hospitals and healthcare institutions in the 26-county Texas Gulf Coast, Brazos Valley and East Texas regions.

### Steve Hand CPA, FHFMA



**Position:**  
**Associate Vice President  
Government Reporting**  
**Institution:**  
**Memorial Hermann Health  
System**  
[www.memorialhermann.org/](http://www.memorialhermann.org/)

**What got you interested in the Healthcare industry?** Happened by accident, I was working with a small CPA firm and had a Hospital Audit Client; firm lost a big audit in our small town. Staffing layoff followed. Being the newest accountant I had to find a new job. I went to work for BCBS of Mississippi, the Medicare FI for Mississippi at the time. Auditing Hospital Cost Reports. I liked it and have been working in Reimbursement ever since.

**What is it that you do in your current role and its impact in Healthcare?** Government Reporting, mostly Cost reports and several surveys, a bit of the 990 as well. To give an easy explanation these reports are required to be filed timely and accurately in order to continue to be paid by CMS and HHSC to name the two biggest Government Payors in Texas. That is what I do, in addition to closing the books for the Net Revenue accruals each month for the Governmental Payors.

**What do you see is the future of the Healthcare Industry?** More consolidation and more governmental red tape. I wish it wasn't the case, but I don't see any way around it. Everything you read indicates that more and more of a provider's payments will be tied to quality and other non-claim based measures.

### Rodney Lenfant



**Position:**  
**Vice President, Chief  
Financial Officer**  
**Institution:**  
**Oak Bend Medical Center**  
[www.oakbendmedcenter.org](http://www.oakbendmedcenter.org)

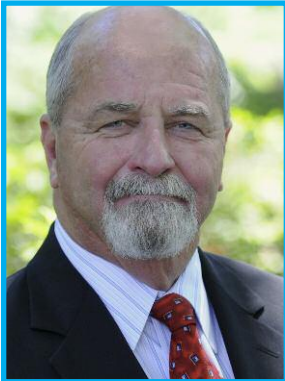
**What got you interested in the Healthcare industry?** Having suffered early on in life a few broken bones, lacerations requiring stitches and a lit match being thrown in my eye, I became intrigued as to who these individuals were who had cared so well for me. When push came to shove, however, I wound up majoring in baseball and not studying nearly hard enough in my first two years of college to follow through with my aspiration of becoming a physician.

**What is it that you do in your current role and its impact in Healthcare?** I presently serve as the CFO of Oak Bend Medical Center and oversee all patient access, patient/third-party billing and collections, health information management and accounting and am responsible for setting and achieving the financial objectives of our safety net hospital.

**What do you see is the future of the Healthcare Industry?** I see the future of healthcare as more of the same until we as a society come to the collective understanding that the healthcare costs we are incurring are unsustainable, at which time we will evolve into a nationalized healthcare system; however, that is many, many years in the future and will not happen during my working years.



## Jim Matthews



**Position:**  
Principal  
**Institution:**  
Nearterm Corporation  
[www.nearterm.com](http://www.nearterm.com)  
[jmatthews@nearterm.com](mailto:jmatthews@nearterm.com)

**What got you interested in the Healthcare industry?** I began my hospital career in 1973 and continued working in hospitals and health systems through 1990. It was a very rewarding time that allowed me to develop as a leader impacting multiple facilities with cutting edge revenue cycle thought leadership and make lots of friends along the way.

**What is it that you do in your current role and its impact in Healthcare?** In 1990, I founded our consulting business and have been in private practice since that time as a Principal with the firm. We serve a national client base of provider organizations, which affords me the opportunity to leverage what I have learned by sharing with the hospitals we work with. Equally importantly, I have

learned from every engagement and colleague I have been associated with over the years and I continue to learn every day.

**What do you see is the future of the Healthcare Industry?** I have been an active HFMA member since 1982 and I attribute much of my success to that association. It has been and remains an invaluable source of education and friendship.

## Pam Potter MBA, FHFMA, FACHE, CMPE, MT



**Position:**  
Practice Administrator AND  
Adjunct Faculty  
**Institution:**  
Bone & Joint Clinic AND  
UHCL  
[www.bjc-houston.com](http://www.bjc-houston.com)

**What got you interested in the Healthcare industry?** My start in health care came from a love of science and math, leading me first to a position as a Medical Tech-

nologist and LMRT. Administrative roles in the lab followed and I found myself fascinated by the many aspects of healthcare administration.

**What is it that you do in your current role and its impact in Healthcare?** As Practice Administrator for Bone & Joint Clinic of Houston and adjunct faculty for UHCL, I have the privilege of mentoring and supporting my staff and students as we strive for continuous improvement in our delivery of patient care and the resulting outcomes.

**What do you see is the future of the Healthcare Industry?** The future of healthcare is and will remain one of rapid change and transition as we seek to stabilize and control the expense related to the delivery of care. Navigating change as we concurrently provide patients a sense of stability and confidence in the delivery of their care will take leadership at every level.

**What do you see is the future of the Healthcare Industry?** The healthcare industry continues to face new challenges each day, and I expect the industry's future will be full of change for many years to come.

**Most Influential continued—****Julie Rabat-Torki**  
**CFE, FHFMA**

**Position:**  
**Director of Finance-Net Revenue**

**Institution:**  
**Memorial Hermann Hospital, Texas Medical Center**  
[www.memorialhermann.org/](http://www.memorialhermann.org/)

**What got you interested in the Healthcare industry?** I graduated from the University of Houston-Clear Lake, with a BS in Accounting. Like many people nearing graduation, I earnestly began to interview with companies in oil & gas, CPA firms, etc..., eventually accepting a job as a Medicare Auditor for Blue Cross & Blue Shield of Texas. I wish I could say that I knew I had a natural talent for auditing, but I really had no idea. Funny though, many years later I realized that I actually did have a natural talent for auditing, and so I became a Certified Fraud Examiner in 2011



**What is it that you do in your current role and its impact in Healthcare?** My current position as Director of Finance - Net Revenue covers our 1,082 bed TMC campus, with \$1.3 billion in net revenue. Some of my responsibilities include monthly net revenue variance analysis and preparation of the annual net revenue budget. MHH-TMC is the biggest facility in our System and a major Trauma center for the city of Houston, and it is important that my department performs at a high level in all of our work. Our Executives count on the information we give them in their decision making. I believe that by excelling at my job, I am helping support the operations of a much needed hospital in Houston.!

**What do you see is the future of the Healthcare Industry?** With all the recent changes in healthcare, we are all going to be required to continually perform at a higher level and do more with less. I believe we are aiming for the right things, liking paying for performance rather than quantity, but it is a monumental shift that requires a great deal of education, planning and superb execution.

**Dena Regas McNeill**

**Position:**  
**Client Relationship Executive**  
**Institution:**  
**PwC**  
[www.pwc.com/us/en/health-industries/index.jhtml](http://www.pwc.com/us/en/health-industries/index.jhtml)

**What got you interested in the Healthcare industry?** My interest in the healthcare industry developed when I was attending Pecos High School. I grew up in rural West Texas and my family was friends with the local pharmacist. The pharmaceutical reps came thru Pecos about once per quarter and I got to know some of them. It seemed like they thoroughly enjoyed their jobs and I knew I wanted to be in marketing and sales in an industry that improves people's lives.

**What is it that you do in your current role and its impact in Healthcare?** I have been a Client Relationship Executive for PricewaterhouseCoopers, LLP seven years this June. It has been a very exciting and rewarding

career for me as I have helped build a great healthcare practice for PwC's Greater Houston Market. I cover Houston, The Rio Grande Valley, Louisiana, Oklahoma and most of the University of Texas System. When I started in 2008, PwC didn't have much of a presence with the healthcare providers in Houston. Now, we do business with the majority of the providers in this market.

**What do you see is the future of the Healthcare Industry?** The future of the Healthcare Industry is going to be about change. It is no secret that we are going to need to have better outcomes and spend less to get them. So many other countries exceed what we are doing in terms of outcomes, numbers of covered lives, etc. But, I have faith in the system and know that we are going to figure this out. Additionally, I believe that the Affordable Care Act is a good start in the right direction. There are obviously some aspects of the law that need to be tweaked, but for one, don't want to start over from scratch.

## Julie Shaw Noel



**Position:**  
President/ CEO  
**Institution:**  
Parrish Shaw  
[www.parrishshaw.com](http://www.parrishshaw.com)

**What got you interested in the Healthcare industry?** I started in the Healthcare industry in 1984 as a health claims examiner for a major insurance carrier. After working on the insurance side of healthcare for several years I decided to "jump over" and start a firm that "fights" insurance companies to recover denied insurance claims.

**What is it that you do in your current role and its impact in Healthcare?** I started Parrish Shaw in 1992 and have been the President and CEO since then. We have grown from a small firm to one that employs 55 people and helps over 100 hospital Partners. In these days of patient centric focus, helping our Clients' patients navigate the recovery of their insurance benefits so that they are not liable for their entire

bill provides a welcome service for both provider and patient. With higher deductible plans, while new normal and rising in the future, collecting all of the insurance benefits due will be critical. I am proud of the role that Parrish Shaw provides in the mission of our Clients.

## Alan Spiegelhauer



**Position:**  
VP, Sales & Marketing  
**Institution:**  
FMA Alliance, Ltd.  
[www.theFMAdifference.com](http://www.theFMAdifference.com)

**What got you interested in the Healthcare industry?** I love the people in Healthcare. It's such a great industry filled with compassionate people who embrace change and are constantly challenged to find solutions. I started with FMA (A local collection agency with a national presence) in January, 1987. Healthcare was and still is



## Most Influential continued—

such a big business; we decided to start off by offering our services to this industry. Thirty-one years later, healthcare is still a very large segment of FMA's business.

**What is it that you do in your current role and its impact in Healthcare?** In my role at FMA, I educate clients, help others and remain innovative in the recovery of lost dollars for our clients. In 2014, FMA recovered in excess of \$25 Million for its clients.

**What do you see is the future of the Healthcare Industry?** One thing I have learned in the 28 years I've been in this industry is, the only constant IS CHANGE. I see the need to remain compliant, compassionate and creative in order to keep up with the changes.

## Mark S. Worthen CPA, FHFMA



**Position:**  
Market President  
**Institution:**  
Frost Bank  
[www.frostbank.com](http://www.frostbank.com)

**What got you interested in the Healthcare industry?** In 1986 I was working for a Louisiana bank that had a problem with a chain of rural hospitals. I was briefly the administrator for this hospital group, and I learned healthcare finance is unlike any other business. I remained interested in healthcare, and took advantage of an opportunity to move to Houston in 2005 to start a healthcare banking division for a major bank. Through HFMA, I was able to develop the specialized industry expertise to effectively serve this segment.

**What is it that you do in your current role and its impact in Healthcare?** I seek to build long term banking relationships with participants in the healthcare arena. Frost Bank's focus is on service to our clients, which saves them time - the most precious commodity.

### What do you see is the future of the Healthcare Industry?

I believe the future for healthcare in America has never been brighter. Price and quality transparency, though painful in the short run, will ultimately lead to a higher standard of care at a fair price. The shift to personal financial responsibility coupled with the new focus on wellness will lead people to have improved lifestyles and better long term health.



## Health & Human Services Promises Big Changes – And Raises More Questions

**James Donohue, Senior Manager, and Richard Trembowicz, Senior Manager, ECG Management Consultants**

**R**ecently the U.S. Department of Health & Human Services (HHS) outlined ambitious goals to significantly increase the percentage of Medicare payments that are tied to quality and cost effectiveness over the next several years. The proposal, announced by HHS Secretary Sylvia M. Burwell at a press conference on January 26, 2015, would move Medicare away from the fee-for-service (FFS) system, calling for 30% of Medicare payments to be tied to quality-based alternative payment arrangements by the end of 2016 and 50% by the end of 2018.

HHS proclaimed its announcement “historic,” and there’s some truth to that. It’s the first time the department has ever set explicit goals for alternative payment models and value-based payments, and it represents the most significant indication yet that HHS and the Obama administration will move aggressively away from FFS payments. By funneling more Medicare dollars into alternative payment models, HHS is clearly intent on establishing a provider reimbursement system based on value and patient outcomes.

While HHS’s message, timeline, and goals are clear, the plans for achieving these objectives are not. “We look forward to hearing more details behind the percentages HHS put forward as well as their plans to

reach these percentage targets,” the American Medical Association (AMA) noted in its response to HHS’s announcement. The American Hospital Association (AHA) implored HHS and the Obama administration to “fully evaluate and improve on the delivery system reforms currently in place to ensure that we are learning from the pilot and demonstration projects to best meet patient needs.”

The responses from the AMA and AHA are likely reflective of an industry-wide sentiment: Yes, we need to move away from the FFS model; where is the proof that we can successfully do that?

One of the key concerns in the aftermath of HHS’s announcement is the absence of clear evidence that providers can improve quality and reduce cost within the existing Medicare value-based payment models. Measuring performance and modifying operations to meet the models’ goals requires significant investment in administrative systems and technology.

In the Pioneer Accountable Care Organization (ACO) program, 13 of the original 32 participants have exited the program rather than face the prospect of losses. Many deem the program requirements to be unworkable. Of the 220 participating ACOs in the Medicare Shared Savings Program, only 53 earned shared savings in 2013. And although CMS has touted that 1,700 hospitals qualified for bonuses in 2014–2015 through the Hospital Value-Based Purchasing (VBP)



**James Donohue**



**Richard Trembowicz**

Program, fewer than 800 hospitals will ever see bonus payments. Penalties incurred in two other value-based programs (Hospital-Acquired Condition Program, Readmissions Reduction Program) wiped out the VBP bonus amounts.

Because each of these programs has different measurement standards with little overlap, providers are struggling to decide where to devote their funds and resources to avoid penalties. This is leading some observers to deem the approach a failure and others to caution that the programs need more time to demonstrate their validity.

Given the urgency expressed in HHS’s recent announcement, and the amount of money in play, one thing is clear – providers cannot afford to stand still. HHS’s plan is sparse on details, but the announcement reaffirms the department’s intention to reconcile healthcare costs with quality. It’s what happens next that determines how historic this announcement truly is.



# 2015 San Luis Resort | May 17 - 19, 2015

## SPRING INSTITUTE

HFMA TEXAS GULF COAST ANNUAL CHAPTER MEETING

**CHANGES IN ATTITUDE** (Patient Safety & Process Improvement)

**CHANGES IN LATITUDE** (Regulation)

*"Nothing Remains Quite the Same"*

For more information, please visit [www.hfmatxgc.org](http://www.hfmatxgc.org)



Join us May 17 - 19, 2015 for our Spring Institute at The San Luis Resort in Galveston, with over 13 CPE's available! We're excited to offer courses ranging from Changes in Attitudes (Patient Safety & Process Improvements), to Changes in Latitudes (Regulations), with a reminder that 'Nothing remains quite the same.'

### KEYNOTE SESSION: YOU'VE BEEN UPGRADED

The premise of this Keynote is very simple. Live life in such a way that others realize (or may eventually be able to acknowledge) their life has been upgraded just by having been in our presence. This is a guide to upgrading our personal life and professional experience and as a result... the lives of those around us. To have this impact we must "go first" and choose to upgrade ourselves. "Going first", though it sometimes feels counterintuitive, is the selfless act that possesses the ability to inspire and influence others. This keynote will be "good" for anyone wanting to add more happiness and enjoyment into their professional life.

### FEATURED SESSION: PROFESSIONAL ETHICS- A PREVENTIVE MAINTENANCE

This won't be a review of the ethics code, case studies, or case law! Instead, it will be a unique program designed to help assure that you and your entire organization are able to more easily "walk the talk" of great ethics. This often-humorous and highly interactive program will show us ethics risks we never even knew we had and what can be done right now to make sure those risks don't turn into costly ethical and legal problems on the job. You will also learn how even a slightly changed focus on ethics can significantly build your organization's bottom line. Ethics and fun aren't words you normally hear in the same sentence.



However, Dr. Christopher Bauer has been making professional ethics both straightforward and fun for international audiences for more than 25 years. He will present ethics differently than you have probably ever experienced them before. The tone will be conversational and the ideas immediately applicable.

You will leave with easy, practical ideas and tools to reduce your risk for ethics difficulties while simultaneously reducing the risk of your colleagues, coworkers and entire organizations.

### ABOUT THE KEYNOTE SPEAKER

Kevin McDaniel is the Chief Strategist with WindRiver Strategies, an executive coaching firm in Atlanta. Kevin's executive clients achieve breakthroughs in mindset, relationships, roles and results while enhancing morale, creativity and performance. He has spoken to over 400,000 people worldwide from Nairobi to Eastern Europe and coast to coast in the United States. His company has provided Executive Coaching, Leadership Development and Team Training Services for the Healthcare Financial Management Association (HFMA), the American Association of Healthcare Administrative Management (AAHAM), the Peachtree Orthopaedic Clinic, the Oschner & Infirmary Healthcare Systems, Ashley Furniture, ERA Realty, Hilton, Miller Coors and others.



**REGISTRATION IS OPEN!**

Registration for the 2015 Spring Institute is open!

Click **HERE** to register today!

### JOIN US IN MARGARITAVILLE!

Come Monday, night, once It's Five O'Clock Somewhere, we'll be calling all Brown Eyed Girls and Sons of a Son of a Sailor, to join us poolside, for a fun filled evening of networking! Wax up that Pencil Thin Mustache, grab a Cheeseburger in Paradise and Boat Drinks, while we all Jolly Mon Sing!





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### SUNDAY, MAY 17

4:00 p.m. – 7:00 p.m.	Registration
5:30 p.m. – 6:30 p.m.	Welcome Reception

### MONDAY, MAY 18

7:00 a.m. – 5:45 p.m.	Registration
7:00 a.m. – 8:00 a.m.	Breakout Session: CHFP Certification - Get Started
7:30 a.m. – 8:30 a.m.	Breakfast
8:30 a.m. – 9:30 a.m.	General Session: HFMA Update presented by Melinda Hancock
9:30 a.m. – 10:30 a.m.	General Session: Improving Patient Safety From the Bottom Up presented by Susan Distefano
10:45 a.m. – 12:00 p.m.	General Session: Kaiser Permanente vs Other Revenue Cycle Non-ACO Models Presented by Suman Smith
12:00 p.m. – 1:00 p.m.	Lunch & Networking
1:00 p.m. – 2:15 p.m.	Panel Discussion: Free Standing Healthcare: ER's, Urgent Care & RediClinic presented by Victor Schmerbeck-Emerus, Kay Tittle, John Prudhomme, Randy Reid
3:25 p.m. – 4:45 p.m.	General Session: Failure to Rescue presented by Dr. Sally Raty
4:45 p.m. – 5:25 p.m.	Keynote Session: You've Been Upgraded presented by Kevin R. McDaniel
6:00 p.m. – 7:30 p.m.	Margaritaville Reception

### TUESDAY, MAY 19

7:00 a.m. – 12:00 p.m.	Registration
7:00 a.m. – 8:30 a.m.	Breakfast
7:00 a.m. – 8:30 a.m.	Breakout Session: Smashing the Glass Ceiling Presented by Liz Alhand, R.N., CPA, Managing Director, Berkeley Research Group
8:00 a.m. – 11:00 a.m.	Breakout Session: Professional Ethics –A Preventative Maintenance Approach presented by Chris Bauer
8:30 a.m. – 9:30 a.m.	General Session: Barbarians at the Gates? Focus on Cyber Incident Response presented by Norman Comstock
9:30 a.m. – 10:34 a.m.	Panel Discussion: EPIC Panel presented by Mark Evard, Dr. Shetal-Nicholas, Julie McGuire, Tim Tindle
11:00 a.m. – 12:00 p.m.	General Session: Not Making Your Job Easier presented by Ted Shaw

**REGISTRATION IS OPEN!**  
Registration for the 2015 Spring Institute is open!  
Click [HERE](#) to register today!



## June Educational Luncheon

**Kevin Troutman & Joe Gagnon**

*What the Risk Manager Needs to Know  
About Employment Law*

**Thursday, June 04, 2015**

**11:30 PM - 1:00 PM**

**Tony's Restaurant**

**3755 Richmond Avenue Houston, TX 77046**

[Link to Google Map Directions](#)

**P**artnering with HR to Reduce the Risk of Costly Employment Claims It is being put on by Kevin Troutman and & Joe Gagnon, two local employment law defense attorney with Fisher & Phillips. The description is as follows:

Virtually every employment decision in your organization involves some risk of legal claims. This presentation will review some of the most common types of decisions that present material risks, and discusses ways that

Risk Management and Finance leaders can identify related risks and collaborate with Human Resources Professionals to reduce them.

The link to the registration is [www.ghshrm.com](http://www.ghshrm.com)

## Calendar of Events

[VIEW Calendar ONLINE](#)

### May, 2015

**17-19 Annual Sprint Institute**  
San Luis Resort  
5222 Seawall Blvd  
Galveston, TX 77551

Reservations:  
800.392.5937

[Map and Directions](#)

[Online information of  
Speakers and Panel](#)

Resort Casual—  
Shorts Welcome

**19 Region 9 Free Webinar**

### June, 2015

**4 June Educational  
Luncheon-GHSHRM**

**19 HFMA Texas Gulf Coast  
Luncheon Meeting**  
IRS 501R  
Houston Methodist

[Map and Directions](#)

[Online information](#)

### July, 2015

**17 HFMA Texas Gulf Coast  
Luncheon Meeting**  
Telemedicine  
Houston Methodist

## Scholarship Winners

### The Membership Development Committee of the Texas Gulf Coast Chapter of the Healthcare Financial Management Association (HFMA)

spread joy recently by delivering checks to scholarship winners at Texas A&M University (TAMU). On April 29, 2015, four scholarships were awarded, including the Arden Jean Biggar scholarship at the Texas A&M University - School of Public Health. Committee members Melissa Fisher (TAMU Alum), Julie Rabat-Torki, Mark Worthen and Pam Potter presented the scholarships and as you can see from the pictures, everyone was all smiles after receiving financial assistance to help further their degree programs. Congratulations to each of our winners from TAMU - **Sunayana Chopra** (Arden Jean Biggar Award winner), **John Pisquiy**, **Joshua Rivera** and **Kenneth Barreto**. Gig 'em Aggies!

The scholarship program is sponsored by HFMA - Texas Gulf Coast Chapter for accredited Healthcare Finance or Healthcare Administration degree programs. In addition, the Chapter awards the coveted Arden Jean Biggar Scholarship annually to the highest ranked



student (must be a qualified Masters of Health Administration student). Arden was a long term leader in healthcare and a past president of the Texas Gulf Coast Chapter. She transformed the revenue cycle of several healthcare institutions. She was frequently sought out to provide guidance around the world. She was a mentor to many who are healthcare finance leaders today. She loved to learn, share, mentor and was a friend to all.

they should receive a scholarship from HFMA. Applications are also to be accompanied by a Professor's letter of recommendation and a copy of their transcript.

The Texas Gulf Coast Chapter is proud to join our Universities and Faculty in support of the young leaders who are the future of Healthcare Finance and Administration.



The scholarship criteria include academic achievement, experience and interest in the healthcare finance area, leadership skills and involvement in HFMA. Students are asked to submit an essay detailing the reason





# Proper Physician Documentation: More than Just Your Bottom Line

By: John D. Zelem, MD, FACS

Executive Medical Director of Client Relations and Education, Executive Health Resources, Newtown Square, PA

**P**hysician documentation in the medical record helps provide the cornerstone of medical necessity that not only can help validate the level of patient care provided, but also help to ensure proper reimbursement to the hospital.

An increase in denials by Recovery Auditors (RAs), Medicare Administrative Contractors (MACs), Commercial Payers and others have propelled documentation into the spotlight as a critical part of the equation.

## The Benefits

I highly doubt that anyone would argue that accurate and complete physician documentation is essential, but there are definitely a number of clear cut benefits – beyond helping to ensure proper reimbursement is received from cases submitted.

**Quality of Care.** Increased quality tops the list of benefits that comes to mind. A 2008 *Archives of Internal Medicine*<sup>1</sup> article indicated that “medical records for patients with NSTEMI often lack key elements of the history and physical examination. Patients treated at hospitals with better medical records quality have significantly lower mortality ... (and) the relationship between better medical charting and better medical care could lead to new ways to monitor and improve the quality of medical care.” The article also points out that patients cared for at hospitals that had better medical

recordkeeping experienced lower in-hospital mortality compared to patients who did not have this experience.

**Increased Patient Safety.** Although not as noticeable a benefit at first, patient safety and the quality of physician documentation within the medical record can run hand in hand. According to a recent study published in the September 2013 issue of the *Journal of Patient Safety*<sup>2</sup>, between 210,000 and 440,000 patients each year who go to the hospital for care suffer some type of preventable harm that contributes to their death. Staggering numbers, such as these, can help stress the need for better documentation to provide a clear picture of the care provided.

**Increased Accuracy and Specificity.** A third notable benefit as the result of proper physician documentation is the increase in accuracy and specificity within the medical record. In addition to this, timeliness of the information recorded tends to lead to higher accuracy within documentation. With increased proficiency in accuracy and specificity from better documentation comes a better description of services provided to the patient. This outcome can also lead to an increase in quality scores – the higher the quality scores, the more of a reflection of patient acuity. This can have collateral benefit to 30 day risk adjusted mortality and readmission rates amongst some other metrics being measured.

## Potential Roadblocks

Although improvements to the physician documentation process have evolved over the years, the road traveled has been a rocky one, to say the least – with some even claiming that documentation has even deteriorated the more it progresses.

Among these factors, two stand out as the prime culprits impacting physician documentation: the emergence of the electronic medical record (EMR) and the uneasy transition from a source-oriented record to a problem-oriented record.

**Electronic Medical Record.** The future of EMR holds so much promise that, according to *The New York Times*<sup>3</sup>, “the federal government is spending more than \$22 billion to encourage hospitals and physicians to adopt electronic health records.” But the problems can start basically from the planning stage, as EMRs are typically designed by non-clinicians – i.e., programmers who are not as familiar with how hospitals and clinicians actually function.

As reported in the *Times* article, “cutting and pasting” (C&P), commonly referred to as “copy forward,” may allow for “information to be quickly copied from one portion of a document to another, as well as reduce the time that a doctor spends inputting recurring patient data,” but it also leaves the window open to



potential fraud. In an effort to cut down on C&P abuse by physicians who are performing less work than they actually bill, the Office of the Inspector General (OIG) has named the issue of cloning in the medical record as a priority in 2015, the Times reported.

To further muddy the concerns on documentation, the EMR is limited in providing the opportunity for physicians to include their own thoughts and comments. So much within the record is a template, a checkbox, etc., which prevents physicians from documenting their impressions, assessments and courses of action for the patient.

**Problem-Oriented Record.** The creation of the problem-oriented medical record (POMR) by Dr. Lawrence Weed in the late 1960s provided a disciplined approach for physicians to include proper documentation in the medical record. Through POMR, Weed created the SOAP note (an acronym for “Subjective, Objective, Assessment, Plan”), which gave physicians a structured approach to gathering and evaluating the volumes of information contained in the medical record and provided them with an avenue to better communicate with each other.

Over the years, physicians have essentially abandoned the

fundamentals of the SOAP approach to the more straight-forward, but not necessarily well-rounded “Problem List” approach. But in order for this transition to be effective, physicians must be able to successfully address all of the following factors:

- The problem list was actually designed to help with treatment progress. Many times, the initial problem list is copied and pasted, unchanged, from one day to the next with no original thought or comment. This practice can present challenges for Utilization Management, coding, discharge planning, as well as others.
- The problem list may not adequately express the physician’s concerns for what is actually going on with the patient.
- The problem list may not connect the risks and acuity with which the patient presents.

### The Importance of Quality

Physicians need to lead the charge in documentation improvements in the medical record. As budgets get tighter and resources become fewer, one misconception rears its ugly head – that hospitals are forcing improvements in this area solely to benefit coding and help increase revenue. As a matter a fact, it’s just the opposite. Medicare actually encourages hospitals to improve their coding to support proper reimbursement, which may be higher or lower based on the documentation, but also for better reflection of the patient acuity. This improved accuracy can only increase cost measures, such as the case mix index (CMI), over time,

as well as the previously mentioned quality scores. Accurate and specific documentation may also favorably impact audit findings and prevent reimbursement delays or take backs, due to incorrectly denied hospital and physician claims.

Better documentation can benefit both hospitals and physicians through quality scores that are now readily available in publicly recorded data, such as Healthgrades. The road to improved physician documentation has not been without its bumps and curves over the years, but physicians remain on the front line of this issue, and need to take an active part in ensuring that the quality and thoroughness of their documentation stands as a true record of the care provided.

### References:

- 1 Dunlay, Shannon M.; Alexander, Karen P.; Melloni, Chiara; Kraschnewski, Jennifer L.; Liang, Li; Gibler, W. Brian; Roe, Matthew T.; Ohman, E. Magnus; Peterson, Eric D. (2008). *Medical Records and Quality of Care in Acute Coronary Syndromes: Results from CRUSADE*. *Archives of Internal Medicine*, 168(15), 1692-1698.
  - 2 James, John T. (2013). *A New, Evidence-based Estimate of Patient Harms Associated with Hospital Care*. *Journal of Patient Safety*, 9(3), 122-128.
  - 3 Abelson, Reed, and Creswell, Julie. *The New York Times. Report Finds More Flaws in Digitizing Patient Files, January 8, 2014.*
- John D. Zelem, MD, FACS, is Executive Medical Director, Client Relations & Education at Executive Health Resources, Newtown Square, Pa. He can be reached at [jzelem@ehrdocs.com](mailto:jzelem@ehrdocs.com).**

Join us for the leading healthcare finance conference.

### Dan Heath

Founder of Change Academy and best-selling co-author of *Made to Stick*, *Switch*, and *Decisive*

#### How to Change Things When Change is Hard

Why is it so hard to make lasting changes in our organizations, in our communities, and in our own lives? The primary obstacle, says author Dan Heath, is a conflict that's built into our brains—the rational mind vs. the emotional mind—that compete for control. You'll hear real-world examples of successful efforts to design and implement successful change efforts, and better understand how individuals, teams and organizations shift or change from a current state to a future state. Finally, you'll see how successful changes follow a pattern that can be used to change your organization.



### Ian Morrison

Internationally Renowned Healthcare Futurist

#### Health Care 2025: Building the Future

The healthcare industry is going through an unprecedented period of realignment. Hospitals, physicians, and health plans are seeing their traditional roles blur as the transformation from volume to value takes hold. When the dust settles, what will the future bring for these key healthcare stakeholders? One thing is certain: the future must be built around improving health—not just health care. In this dynamic, multimedia session led by internationally renowned healthcare futurist Ian Morrison, you will hear many voices—including those of your fellow ANI attendees—envisioning a future that we can all be excited about.



### Peter Sheahan

Founder of ChangeLabs, on unleashing innovation and pushing collaboration

#### Leadership in a Rapidly Changing World

The sweeping transformations within the health care industry are demanding that leaders innovate and collaborate in the real world, in real time, in order to respond nimbly to changing employee and patient expectations. You'll hear innovation expert Peter Sheahan's perspective and strategies for moving through the five phases required to transform aspirations into good ideas, and then moving good ideas to great results. You'll also learn how to accelerate progress on initiatives in order to get massive results faster than you ever thought possible. Sheahan will inspire you to take the intelligent risks required to innovate and drive change.



<http://www.hfma.org/ANI/Home/>

**ANI Conference**  
**June 22-25**  
**Orlando, FL**  
**Orange County**  
**Convention Center**

#### CPE Information

Total CPE hours for Career Skills Sessions, Early Riser Sessions, Featured Speaker Sessions, Breakout Sessions, Innovation Labs, and Keynote Sessions: 21

See individual descriptions of Pre-conference Workshops for CPE hours.

Prerequisites (if required) are listed for individual sessions; prework required is "none" unless indicated for the session.

The CPE Field of Study for sessions is Specialized Knowledge and Applications, unless otherwise indicated in each specific description.



## Welcome NEW Members

Please feel free to contact any of our chapter leaders for any question or need additional information regarding HFMA Texas Gulf Coast.

### Rahaf Abboushi

#### Alla Adams

Trident University International  
Healthcare Management Instructor

#### Vincent Ancona

Apogee Consulting Group  
Consultant

#### Francisco Ardila

Richard, Wayne & Roberts

#### Emily Batten

Office Manager

#### Ashley Beck

#### Aaron Bonnett

Teacher

#### Lexie Bradford

MD Anderson Physicians Network  
Coordinator

#### Jane Chen

MD Anderson Cancer Center  
Sr. Financial Analyst

#### Shona Cook

Student

#### Gregg Cooper

Saudi Aramco  
Accounting Staff Analyst

#### Kellie Craig

Orthopaedic Associates  
Check-Out

#### Cathy Davis

UT MD Anderson Cancer Center  
Department Administrator

#### Michele Dionne

Houston Physicians' Hospital  
Chief Executive Officer

#### Mai Doai

#### Kay Edwards

Michael E DeBaky VA Med Center

#### Shannon Fleming

Houston Methodist  
Claims Attorney

#### Bradley Gabeline

#### Larry George

Parallon Business Solutions  
Support Services  
Director

#### Larry Grajales

Alegis Revenue Group, LLC  
Acct. Resolution Specialist

#### Whitney Grant

Applus Velosi America  
Sr. Operations Specialist

### Shaunte Green

Memorial Hermann  
Health Care System  
Registered Nurse

### Jennifer Havenar

### Juan Hernandez

### Jose Herrera

### Andy Ho

Kelsey-Seybold Clinic  
Financial Analyst

### Mark Huntley

FirstCare Helath Plans  
Chief Financial Officer

### Jamirul Hussain

Saudi Aramco  
Accounting Staff Analyst

### James Imperial

Apogee Consulting Group

### Jessica Itzep

Resource Specialist

### Renee Jaramillo

Parallon Business  
Performance Group  
Director

### Angele Johnson

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### Anna Johnson

### Jenae Johnson

MD Anderson Cancer Center  
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### Christine Jones

Resource Corporation of America  
Marketing Director

### Jazzman Jones

Server/Bartender

### Adrienne Joseph

Houston Methodist Hospital  
Administrator

### Harmeet Kaur

### Claudia Leal

Parallon-Houston Shared  
Services Center  
Chief Finance Officer

### Laurence Leumalieu

### Passion Lockett

### Soheb Maredia

### Zachary Menn

Houston Methodist  
Postdoctoral Fellow

### Amna Mirza

Student

### Shradha Mishra

Student

### Haley Nguyen

Navigant Inc  
Managing Consultant

### Marie Jeanne Nisnisan

### Ruth Ogol

LVH

### N. Abraham Olivas

Methodist Health Care System  
APC-Coordinator

### Arleita Ortega

Houston Methodist Hospital  
Precertification/Scheduler II

### Karli Painter

### Joseph Passeneau

Cerner Corporation  
Senior Consultant

### Sonal Patel

### Sony Philip

Memorial Hermann  
Patient Access

### George Ponton

Apogee Consulting Group  
Healthcare Consultant

### Marcus Powell

Parallon-Houston  
Shared Services Center  
COO

### Lisa Purnell

Kelsey-Seybold  
Sr. Coding Compliance Sp.

### Krystal Ramirez

### Susan Rikoff

The Medical Center of SE Texas  
Controller

### Elizabeth Rushing

Student

### Charles Schreiner

MD Anderson Physicians Network  
Director

### Mitra Shahbaz

Texas Children's Healthplan  
Director of Finance

### Ankur Sharma

Administrator-Intern

### Catherine Sheppard

Clinical Business Manager



### Saffra Shiell

Brown Sims  
File Clerk

### Ashlan Snyder KPMG LLP

Senior Associate (Consultant)

### Natalie Thuy-Nga Lam

### Lisa Tidwell

GetixHealth  
V.P. of Operations

### Maria Torio-Balderas

### Ebrahim Ulu

### Stephanie Uriegas

Kirby Multispecialty  
Physical Therapy Tech

### Gina Versace

UTMD Anderson Cancer Center  
Sr. Financial Analyst

### Candace Whaley

Apogee Consulting Group  
Health Consultant

### William Wied

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Financial Analyst

### Sharon Williams

Student

### Robert Wingo

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### Jordan Winzenried

Houston Methodist  
Respiratory Therapist

### Diana Wright

M.D. Anderson Cancer Center  
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### Deborah Ybarra

### Lu Zhang

Healthsouth Rehab Hospital  
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### Director

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## Programs

Amy Adams

Angela Jaco

Kimberly (Kim) Smelley

## Membership

Alan Spiegelhauer

James L. Matthews (Jim)

Tonie Bayman

## Awards and Recognition

Kevin Burns

Kim Marie Reyna

Kimberly (Kim) Smelley

## Certification

Diaa Alqusairi, PhD, CHFP

Dale Dodds, CPA

## Community Benefits

Lisa R. Dixon

Julie Anne Shaw Noel

Natasha Baria Mehta, FHFMA, FACHE

## Events

Natasha Baria Mehta, FHFMA, FACHE

Nancy L. Brock, CPA, FHFMA

Cindy Price

## Governance

Pam Potter, FHFMA

Scott McBride

Rodney Lenfant

## Member Development

Julie T. Rabat-Torki, CFE, FHFMA

Mark D. Evard, MBA

Jordan Mitchell, Ph.D.

## Newsletter

Lita D. Abreu

Vania Duckett

Jordan Mitchell, Ph.D.

## Social Networking

Laura C. Comer, FHFMA

Dommen (Rooy) Eapen

Sandra Lue

## Special Interest

Louis (Lou) DeNino, Ph.D.

Deborah (Deb) Cottrell

Terra Andrews, CISR

## Sponsorship

Dena Regas McNeill

John Robb

Kent Walters

## Administration

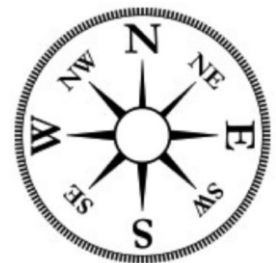
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**Submit articles (MS Word) or advertising (.jpg or .tif files) to the newsletter editor beginning next issue, Vania Duckett at [vduckett@stlukeshhealth.org](mailto:vduckett@stlukeshhealth.org)**

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