



hfma™

healthcare financial management association

Volume 20 Number 2
August/September 2007

gulf coast lines



August 17 Program

OIG Investigations for Quality of Care Violations

Chance White, RN, MBA, CPHQ, Vice President/Sr. Healthcare Consultant Marsh USA



Mr. White is an expert and frequent speaker in healthcare compliance. Attend HFMA Gulf Coast Chapter's August meeting and prepare to enhance your knowledge in this immensely practical session.

Mr. White has over 21 years of healthcare experience many of which were spent in Texas hospitals. His in-depth knowledge and hands-on experience will allow him to share his valuable insight. His presentation will focus on the Clinical Quality Issues that trigger OIG investigations. Specifically, Mr. White will discuss the following areas target areas:

- Endangering patients health and well-being;
- Violating patient rights;
- Recurrent violations of the Medicare Conditions of Participations, and;

See "August Program" page 5

Note Location Changes

for the October and November Meetings. See Calendar of Events on Page 2.

September 21 Program

Physician-Hospital Alignment: Is There Hope?

Craig Holm, Vice President, Health Strategies & Solutions, Inc.



Environmental forces are challenging both hospitals and their medical staffs to adapt in new ways that alter the traditional physician-hospital relationship. Yet too many organizations are searching for the silver bullet when it comes to physician-hospital relationships. If they can just find the right model, then all of their problems will be solved. Instead, health care organizations need to look at the wide array of options available for physician-hospital alignment and then understand how to evaluate how well these relationships fit with their organizational dynamics

This presentation will examine the environmental forces that challenge physicians and health care organizations and then will explore alignment best practices and emerging models for physician-hospital alignment, their features, characteristics, benefits, and limitations. Lastly, guidance on how to select appropriate alignment

See "September Program" page 2

Meeting Location

Methodist Hospital
6565 Fannin
Houston, TX
Dunn Rio Grande
Conference Room
Must use Bertner
Entrance for
Complimentary
Valet Parking

See Our Website at www.hfmatxgc.org for a parking map and directions.

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Message from the President

By Nancy Brock, Chief Financial Officer
Memorial Hermann Sugar Land Campus



Nancy Brock is Chief Financial Officer for Memorial Hermann Sugar Land. She also serves as the 2007-2008 President for the HFMA Texas Gulf Coast Chapter.


I hope that you were able to attend this year's HFMA ANI in San Diego. Mary Beth Briscoe's theme for the year is **Make A Difference**. She has encouraged each of us to work toward improving the lives of others. One of the ways that we can do this is by becoming involved as leadership. Real Leadership is not a title, but more of being active and giving of yourself for the benefit of others. A definition from Wikipedia that I particularly liked is "Leadership is the ability of an individual to set an example for others and lead from the front." Sounds like getting involved to me, what do you think? As Richard Clark, HFMA President and CEO shared his thoughts on the ANI, he said that he was "struck by one word – leadership. Each of our keynote speakers – Colin Powell, James Gilmore, and Quint Studer spoke to its importance."



Leadership is indeed important, as HFMA moves forward in providing leadership within the healthcare industry it takes people such as **us** to step forward and offer guidance on the issues at hand. These issues have included the Principles and Practices Board Statement on charity care and bad debt, working with Revenue Cycle improvements, Consumer-Focused Practices, Medicare Payment Trends, the new CMS Letter from Medicare which went into effect July 2nd and other concerns that effect our industry.

The healthcare industry is in the midst of change, **Make A Difference** by becoming informed and involved. Come and join a Committee, give suggestions as to how this Chapter can better meet your needs. Let us know what can we with your assistance to Make A Difference for the members of the Texas Gulf Coast Chapter of HFMA.


I look forward to hearing from you with your suggestions and an exciting year with more educational opportunities and networking with our colleagues. Please feel free to contact me.

Nancy Brock
Chapter President 2007 – 2008
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nancy.brock@memorialhermann.org 

September Program

from page 1

models will be discussed, along with several case studies. This session will help CEOs, CMOs, vice presidents of medical affairs, chiefs of staff, and senior and mid-level staff responsible for physician-hospital collaboration become more knowledgeable about alignment models and have a better understanding of what models may be appropriate for their organization.

Craig Holm is an expert on physician-hospital affiliations, with over 20 years of experience in directing consulting engagements for physicians and physician group practices, community hospitals, large health systems, and academic medical centers. He has developed numerous successful physician-hospital alliances including joint ventures that create value for physicians and the sponsoring hospital or system. Mr. Holm is the author of two books and numerous articles including columns for the *Journal of Healthcare Management* and *Managing the Margin*. He is also an experienced speaker featured at a wide range of regional and national health care conferences including programs sponsored by the American College of Healthcare Executives, American College of Physician Executives, and the Society for Healthcare Strategy and Market Development. 

Save the Date Calendar of Events

August 17
Committee Mtg 10:30a
Physician Practice

Monthly Luncheon
11:30a - 1p
Chance White
*OIG Investigations for
Quality of Care Violations*

September 21
Committee Mtgs 10:30a
**New Member
Orientation &
Physician Practice**

Monthly Luncheon
11:30a-1:30p
Craig Holm
*Physician-Hospital
Alignment: Is There
Hope?*

September 23-25
**TAHFA-HFMA Fall
Symposium 2007**
Horseshoe Bay Resort
Marriott
Marble Falls, TX
www.tahfa.org

September 26-28
AAHAM ANI
Marriott Harbor Beach
Resort & Spa
Ft. Lauderdale, FL
www.aaham.org

October 19
**NOTE LOCATION
CHANGE**
Committee Mtg 10:30a
Physician Practice

Monthly Luncheon
11:30a-1:30p
To be announced
Houston Community
College Conference &
Training Center
3100 Main St.

continued next page

Annual Meeting a Huge Success

by Melissa A. Fisher

The Texas Gulf Coast Chapter Annual Meeting, held May 17-18, at the Hornberger Conference Center, was a huge success thanks to three dynamic speakers and 270 participants. Thanks goes out to Fred Lee, David Toomey and Richard Gundling for providing all participants with thought provoking messages and relevant information that can be taken back and put to use in the medical facilities in our area.

Congratulations to the following winners of the *If Disney Ran Your Hospital, 9½ Things You Would Do Differently* book drawings:

- David Hedrick, Divisional Consulting Services
- Paula Arceneaux, Memorial Hermann Sugarland
- Miriam Flores, M D Anderson Cancer Center
- Viola Herbert, LBJ General Hospital
- Arnese Stern, Memorial Hermann Northwest Hospital

Thanks to the Conference Committee, Laura Comer, Connie Cochran, Melissa Fisher, Nancy Richardson, Julie Rabat-Torki, and Phyllis Speer, for all of their efforts to make the event fun and educational.

Thanks to Terry and Dean Newton for their efforts to manage registration and so many details that made the day go smoothly.



Newly Elected Board

Standing, from left: Mary Ann Missman, Melissa Fisher, Cindy Price, Kent Walters, Lisa Schillaci, Kim Reyna, Mark Evard, Carolyn Gay, Julie Rabat-Torkie, Victoria Nikitin. Kneeling, from left: Nancy Brock, Lisa Dixon, Scott McBride

2007 Sponsors

Standing, from left: Charlotte Piontek, Mark Evard, Donna Hinman, Lisa Schillaci, Cindy Price, Debbie Teesdale, and Julie Rabat-Torkie
Kneeling, from left: Scott McBride, Nancy Brock, Lisa Dixon, and Danny Hollaway



Calendar of Events

continued from page 2

November 12
NOTE DATE &

LOCATION CHANGE

Full-Day Workshop

8:00a-5:15p Workshops

5:15-6:30p Reception

Houston Hilton Westchase

9999 Westheimer Road

December 5-7

Region 9 Conference

Sheraton New Orleans

New Orleans, LA

Luncheon meetings are generally held on the 3rd Friday of each month at 11:30 am. However, we've made some changes in this year's schedule, so please confirm dates/times in advance.

Unless otherwise stated above, our regular meeting location is:

Methodist Hospital
6565 Fannin
Dunn Rio Grande
Conference Room

Topics and Speakers subject to change.
Credit Cards accepted.

Moving?

If you are relocating, changing jobs, changing e-mail addresses or phone numbers, don't forget to update your information on the National HFMA website at www.hfma.org

Also, please notify us of your changes at (713) 776.1314 or via e-mail at info@htmatxgc.org

Ethics of Balancing Bottom Line vs. Quality Initiatives

By Lance S. Loria, CPA, FACHE, FAAMA



Lance S. Loria, CPA, FACHE, FAAMA is President of LORIA ASSOCIATES, LLC, and also serves as a Director of the Texas Gulf Coast Chapter.

The healthcare industry has been on a continuous quest for quality improvement and greater patient safety since the Institute of Medicine's (IOM) 1999 report: "To Err is Human: Building a Safer Health System." There's been a lot of activity but really no groundbreaking progress which in turn has resulted in frustration, anxiety and criticism.

National Quality Survey Reveals Shocking Results

In a new national survey by the American College of Physician Executives, the concerns of the physician executive segment of the industry are revealed with some "shocking" responses to sensitive topics. A few of the questions and responses include:

- Have you ever struggled with finding an appropriate balance between what you believe is best for patient(s) and what's best for your health organization when it comes to implementing quality and/or safety initiatives? **59% said Yes.**
- Do you believe employees in your organization fear reporting errors or safety hazards because they may suffer repercussions or lose their jobs? **55% said Yes.**
- Do you believe that physician resistance to evidence-based care is an obstacle to implementing quality initiatives? **88% said sometimes or often.**
- In your health organization are there situations where low-or poor-quality (care) is tolerated for physicians or departments that generate high amounts of revenue or net income? **39% said Yes.**

If these response rates are troubling to you, the question is, what are you going to do about it? It's easy to say that this survey wasn't representative. However, that's simply avoiding reality. Before quality improvements can be achieved, healthcare organizations must face the truth about actions and behaviors by employees, management and medical staff members.

In an era of transparency and increasing accountability, ethical action is required by every healthcare provider to address the balance between the bottom line and cost of implementing quality initiatives. This author doesn't have all the answers or even a comprehensive solution, but rather, offers the following checklist as a guide for management decision-making which may assist an organization to conduct an internal assessment and organize for corrective action.

Ethical Guide for Evaluating Quality Initiatives vs. Resource Availability

1. Communicate (preferably by the CEO) that error reporting is preferred behavior and that covering up errors will not be tolerated. Put this policy in writing and distribute it to all employees and medical staff.
2. Establish a Conflict of Interest policy which requires employees to report patient safety risks and errors regardless of the financial consequences. If necessary, incorporate this reporting into the confidential compliance hotline, if available, to get things started.
3. Conduct a survey of employees and medical staff to obtain their views on the sensitive topics involving conflicts between bottom line and quality.
4. Establish a joint task force (clinical/financial) to serve as the clearing house for recommendations regarding quality and patient safety initiatives. The minutes of the meetings should be reported to executive management.
5. Implement an approval process for quality initiatives which includes quantification of savings based on target outcomes. Track the actual savings from month-to-

New Chapter Members

Shinny Abraham
U.T. - M.D. Anderson
Cancer Center

Alicia Bantaa
Deloitte & Touche LLP

Spencer Bautista
Cardon Healthcare
Network

Debra Bohn
U.T. - M.D. Anderson
Cancer Center

Jorge Borrego
Frost National Bank

Katherine Bright
Covenant Health System

Maureen Cagley
U.T. - M.D. Anderson
Cancer Center

R. Delgado
Harris County
Hospital District

Andrew Dow
SNB Bank of Houston

Lee Ann Ernster
Aim Healthcare
Services, Inc.

Jennifer Fain
U.T. - M.D. Anderson
Cancer Center

David Faith
Harris County
Hospital District

Maureen Fuhrmann
Lewis Gissel, III
JP Morgan Chase Bank

Daniel Goggin
Memorial Hermann
Northwest Hosp

Elizabeth Hale
XAM Business Services

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Ethics

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month based on actual results following implementation. Use the documented savings as a basis to reinvest financial resources into additional quality initiatives which may not have a clear cost benefit, but do have a documented clinical benefit.

6. Adopt a policy that all rejected quality and safety initiatives be reviewed and approved by the executive management team.

As stated previously, the above list is not all-inclusive, but rather represents a starting point for healthcare organizations to take a leadership position in the continuous battle for quality improvement.

Lance S. Loria, CPA, FACHE, FAAMA, is President of LORIA ASSOCIATES, LLC, in Houston. He has 35 years of health care industry experience. Lance is an advanced member of HFMA, recipient of the Founders Medal of Honor Award for outstanding career service, a member of the HFMA Gulf Coast Chapter Board, and member of the Physician Practice Committee. He is a Fellow of the American College of Healthcare Executives; and Fellow of the American Academy of Medical Administrators. He is a frequent author and speaker on health care industry topics. Lance can be contacted for questions regarding this article at Loria_Associates@yahoo.com.



August Program

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- Hospital's Board responsibilities for oversight of the quality of care.

In addition, Mr. White will provide tips on how to prevent OIG investigations, respond and recover from an investigation and discuss Corporate Integrity Agreements. He'll discuss compliance with the OIG 2007 Work plan in the following areas:

- Inpatient Rehabilitation Facility Classification Criteria
- Inpatient Rehabilitation Facility Compliance with Medicare Requirements
- Payments for Observation Services vs. Inpatient Admission for Dialysis Services
- Inpatient Psychiatric Facilities
- Inpatient ONLY "Services Performed in an Outpatient Setting"
- Medical Appropriateness and Coding of Diagnosis Related Group Services
- Inappropriate Payments for Diagnostic X-rays in Hospital ERs

Chance White is a Senior Consultant with the National Healthcare Professional Liability division of Marsh USA and consults throughout the United States. He has held progressive nursing management positions, including Chief Nursing Officer and Director of Quality/Risk and Resource Management in multiple hospitals.

For the past 11 years he has worked in a corporate quality/clinical operations role with two of the largest for-profit systems in the US. His experience includes regulatory compliance and risk management activities for acute care hospitals, long-term care hospitals, acute rehabilitation hospitals, ambulatory surgery centers, home health agencies and physician practices. He has managed clinical operations, quality improvement and regulatory compliance.

Mr. White, originally from Victoria, Texas, obtained his BSN from Texas A&M University School of Nursing in Corpus Christi and his Masters of Business Administration (MBA) focusing in Healthcare Administration from Texas Woman's University in Dallas. Mr. White is currently based in Nashville.

He has the following certifications: National Association of Healthcare Quality (NAHQ); Certified Professional in Healthcare Quality (CPHQ); Tennessee Association of Healthcare Quality (TAHQ) Board Member; American Organization of Nurse Executives (AONE); and American Society of Hospital Risk Managers (ASHRM).



New Chapter Members

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Linda Hanks
Methodist Hospital

Barbara Jordan
TMH Physician Organization

Melissa Kendrick
Memorial Hermann Hospital

Catherine Martinez
U.T. - M.D. Anderson
Cancer Center

Maly Masters
U.T. - M.D. Anderson
Cancer Center

Trey Mitchell
BlueCross BlueShield
of Texas

Ruben Molina
Memorial Hermann

Mark Moncman
U.T. - M.D. Anderson
Cancer Center

Sara Montenegro

Dennis Nunn
BKD

Joe Owens
Texas Children's Hospital

Darla Porto
Johnson & Johnson

Jerry Richards
U.T. - M.D. Anderson
Cancer Center

Katy Robertson
St. Joseph Medical
Center

Bradford Rogers
Baylor College of Medicine

Margaret Row
U.T. - M.D. Anderson
Cancer Center

Tey Sandier
Institute for
Rehabilitation & Research

Edward Saucedo
Hollaway & Gumbert

Natalia Shargorodskaya
Memorial Hermann-Texas
Medical Center

continued next page

Community Services Corner

by Lisa Dixon, Cardon Healthcare Network, Inc. and Community Service Committee Chair



Lisa Dixon is a Client Services Manager for Cardon Healthcare Network. She also serves as the 2005-2006 Chairperson for our Chapter's Community Service Committee

Greetings to all. Hope you are enjoying your summer!

Lori Grubbs, Director of Community Relations for the Center of Hearing and Speech in Houston, kicked off our first project for this year during our July luncheon meeting. The Center for Hearing and Speech is the only full-service resource in Houston, and one of only two in Texas, that teaches children with mild to profound hearing loss to speak rather than use sign language.


Our membership collected a total of \$153 and six toys for the children at the Center to be used during their teaching, training and therapy. Thank you for your contributions!

On August 17 we will be kicking off our drive for Bo's Place. Bo's Place offers a unique program that provides free grief support services to children and their families who have experienced the death of a parent or sibling. It is the only ongoing program for grieving children and their families in the Houston area. The support groups meet every Monday, Wednesday and Thursday.

We will be asking for volunteers from our membership to join us at Bo's Place to serve dinner to the families who have come for grief support meetings. We will also be collecting monetary donations from the membership to purchase the meals we take to serve the families. We would like to at least provide meals on 2 occasions between August and September.

On October 19 we will be kicking off another Teddy Bear Drive for the Houston Police Department, like we did last year. We will hold this drive through November 15.

And finally, on January 18 we will be kicking off our final drive for the year that will be for Lighthouse for the Blind.

It's another exciting year to be part of giving back to our community. The Community Service Committee wishes to thank our membership for your ongoing involvement and support for each and every project we make donation to. 



New Chapter Members

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W. Thomas
Harris County
Hospital District

Donald Williams

Faye Windham
JPMorgan Chase

Bobby Wright, Jr.
U.T. - M.D. Anderson
Cancer Center

Jonathan York
CEX Financial Services

HFMA Job Bank

HFMA Texas Gulf Coast Chapter Job Bank

Contact Dianne Love, PhD at love@cl.uh.edu to post job opportunities and/or to be added to the HFMA e-mail distribution group for future job opportunities.



HFMA National Job Bank

http://www.hfma.org/careers/job_bank_new.cfm

TAHFA HFMA Joint Symposium 2007 *Navigating Rough Waters: Keeping Healthcare Issues at Bay*

September 23-25, 2007
Marriott Horseshoe Bay Resort

Up to 17 CPE hours (HFMA Sponsor#008907)
Up to 14 ACHE hours (through Texas Hospital Association)

See www.tahfa.org for details

CMS News

New Transplant Regulation

On March 30, 2007 the Department of Health and Human Services (DHHS) established regulation authorizing the survey and certification of transplant programs. The Centers for Medicare & Medicaid Services (CMS) is the federal agency responsible for monitoring compliance with the Medicare conditions of participation. All hospital transplant programs covered by the regulation, whether currently approved by CMS or seeking initial approval, must submit a request for approval under the new regulations to CMS by December 26, 2007 (180 days from the effective date of the regulation.) See the Download Section below for a list of all transplant programs covered by the regulation and a listing of the minimum information that must be included in all requests to CMS for approval of a transplant program.

CMS will review the submitted information and conduct onsite surveys as necessary to determine compliance with the conditions of participation. Programs must be in compliance with the conditions of participation to continue Medicare approval or to receive initial approval for participation. Those programs that were already Medicare approved for participation at the time of the effective date of the regulation will continue to be covered under National Coverage Decisions or ESRD conditions for coverage (as applicable) until they are notified in writing by CMS of their approval or denial under the new regulations.

Reprinted from http://www.cms.hhs.gov/CertificationandCompliance/20_Transplant.asp#TopOfPage

CMS Offering Podcasts

CMS is making available a series of RSS feeds and podcasts to improve communication on important news and initiatives. CMS will continue to update and expand the types of information available via RSS and podcasting over the upcoming months.

What's an RSS feed? RSS, or Really Simple Syndication, allows you to receive news summaries from our websites whenever new information is added.

What's a podcast? A podcast is a multimedia version of an RSS feed that allows you to receive audio or video content from our websites whenever new information is added. [reprinted from <http://www.cms.hhs.gov/cmsfeeds/>]

For additional help or background on these technologies, please see the links below.

Medicare RSS News Service <http://www.medicare.gov/rss/default.asp>

Related Links Outside CMS

Help with Podcasting <http://en.wikipedia.org/wiki/Podcasting>

Help with RSS Feeds http://en.wikipedia.org/wiki/RSS_feeds 

Medicaid News

New High-Volume Provider Project September 1

High-volume providers are eligible for additional payments for services delivered to Medicaid and Primary Care Case Management (PCCM) clients. The high-volume does not pertain to services provided under an arrangement with a managed care organization.

The current high-volume project has eligible providers participating for the dates of service period Jan. 1, 2006 through Aug. 31, 2007.

This website will be updated by Sept. 1, 2007 with information on the next high-volume project which will begin Sept. 1, 2007.

For more details, go to <http://www.hpsc.state.tx.us/medicaid/HighVolAddOnPymts.html>

Members on the Move

By Carolyn A. Gay, Administrator for the law firm of Hollaway & Gumbert



Carolyn Gay is administrator for the law firm of Hollaway & Gumbert. She also serves as a Director on the Board for the HFMA Texas Gulf Coast Chapter and as the Program Committee Co-Chair in 2007-2008.

Regina Mathews recently accepted a position with Accenture as a senior consultant. She is excited to start this new adventure. You will remember her as the Past President of the student HFMA group at U of H-Clear Lake and one of our Chapter's former student scholarship recipients. **Regina** has also been a valuable contributor to our Newsletter Committee and she was instrumental in obtaining student volunteers to assist at our Chapter's annual conferences at the Hornberger. We wish **Regina** well in her new endeavors and hope that she will stop by and visit us at a meeting when she's in Houston. She'll certainly be missed in our Chapter!

Carolyn Gay took her mother on a cruise to the lower tip of Alaska in June. Stops included Glacier Bay National Park, Sitka, Ketchikan and Victoria, Canada. "It was breathtaking. Since I am a native Houstonian, it was quite a contrast to the flatlands of Houston!" 🏠



Glacier Bay National Park, Alaska

HFMA Region 9 Wins Yerger Award at 2007 ANI



RC Photographic Productions

Accepting the Multi-Chapter Yerger Award are the 2006-2007 Presidents of the HFMA Region 9 Chapters, including our very own Scott McBride (3rd from right) along with Joe Fifer, 2006-2007 HFMA National Chair and Mary Beth Briscoe, 2007-2008 National Chair.

Hard Copy Directory to Cease

Due to the rising cost of producing a printed directory as well as the declining use due to information becoming quickly out of date, the HFMA Gulf Coast Board has decided to discontinue printing a hard copy directory. The cost associated with printing and distributing the local directory will be redirected to continuing to build our quality education programs for all members. More details will follow.

Amerigroup Community Care Provider Alert

Authorization Requirements Reduced July 1, 2007

On July 1, 2007, AMERIGROUP Community Care (AMERIGROUP) is changing authorization requirements for certain services provided by contracted providers. AMERIGROUP will require fewer authorizations for services overall, and will not require authorization for numerous services as noted in the chart [that can be found on the website noted below]. AMERIGROUP has changed these requirements to make it easier for you to service our members while aligning our authorization requirements with industry standards. Please note that authorizations will continue to be required for currently authorized services that are not identified in this alert as no longer requiring authorization (Refer to the Quick Reference Card at the site noted below).

https://www.amerigroupcorp.com/providers/providerposts/documents/2007/Change_to_Authorization_Requirements_052507.pdf

TDI News

Medical Dispute Resolution Training

Bryan, August 29

AUSTIN, TX – The Bryan/College Station Field Office of the Texas Department of Insurance (TDI), Division of Workers' Compensation is hosting a brown bag educational session for health care providers, employers, human resource managers, claims adjusters, case managers and employee organizations on Wednesday, August 29, 2007. The topic is Medical Dispute Resolution. This free session will be held from 12 p.m. to 1 p.m. at 4001 E. 29th Street, Suite 185 in Bryan. This session is an open forum in which participants may ask questions.

For more information, contact the TDI Public Information Office or Field Office Manager Emma Woodard at 979-268-6766; e-mail emma.woodard@tdi.state.tx.us.

Fort Worth, August 30

The Fort Worth Field Office of the Texas Department of Insurance (TDI), Division of Workers' Compensation is hosting a brown bag educational session for health care providers, employers, human resource managers, claims adjusters, case managers and employee organizations on Thursday, August 30, 2007. The topic is Medical Dispute Resolution. This free session will be held from 1 p.m. to 2 p.m. at the Fort Worth Field Office at 6900 Anderson Blvd., Suite 200 in Fort Worth. This session is an open forum in which participants may ask questions. Registration is not required; however, space is limited. Attendance is on a first-come; first-served basis.

For more information, contact the TDI Public Information Office or Fort Worth Field Office Manager Cindy Barnes at 817-446-4488; e-mail cindy.barnes@tdi.state.tx.us.

[reprinted from <http://www.tdi.state.tx.us/news/2007/news2007100.html>] 



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Newsletter Deadlines (All Years)

<u>Editions</u>	<u>Submissions Deadline</u>
Oct/Nov	September 14
Dec/Jan	November 9
Feb/Mar	January 12
Apr/May	March 10
June/July	May 11
Aug/Sept	July 13

Submit articles (MS Word) or advertising (.jpg or .tif files) to the newsletter editor, **Tim Eng at teng1@houston.rr.com**.

Gulf Coast Lines is published bi-monthly by the Texas Gulf Coast Chapter of the Healthcare Financial Management Association as a communication medium to Chapter members. Opinions expressed in articles are those of the authors and do not necessarily reflect the views of the Texas Gulf Coast Chapter or its members.

Members are encouraged to submit articles and report news of interest to the membership. Contact the editor to obtain dealines for submitting articles. The editor reserves the right to edit any submission for clarity and length, and to accept or reject any submission. Please send all submissions to:

P. O. Box 631206 • Houston, Texas 77263-1206
Tim Eng, Managing Editor • teng1@houston.rr.com
Becky Turner, Layout/Production • rturner@npscmgmt.com

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**Passport Health
Communications, Inc.**

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Healthcare**

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