



**hfma**<sup>™</sup>

healthcare financial management association

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# **gulf coast lines**



## **October 19 Program**

### ***Recent CMS Changes in the Area of Health Care Fraud and Emerging Issues***

**Samuel Louis, Assistant United States Attorney & Health Care Fraud Coordinator**



Samuel Louis has 20 years experience as a prosecutor, including 15 years as an Assistant United States Attorney. As an Assistant United States Attorney and the current health care fraud coordinator for the Southern District of Texas, Mr. Louis has in depth knowledge about criminal and civil aspects of healthcare fraud issues and prosecutions.

Mr. Louis frequently lectures on healthcare fraud at the Department of Justice training center and has traveled internationally regarding criminal healthcare investigations. He will provide information regarding recent changes in the Centers for Medicare/Medicaid (CMS) and emerging issues.

In September 1992, Samuel Louis joined the United States Attorneys Office for the Southern District of Texas as an Assistant United States Attorney assigned to the criminal division. In his capacity as the Health Care Fraud Coordinator for the District, he spearheads the prosecution of health care fraud. Mr. Louis has

*See "October Program" page 2*

### **Meeting Location Changes**

**October 19 -  
Houston Community College Conference and Training Center  
Join us for the Awards Program!**

**November 12 -  
Houston Hilton Westchase**

### **Meeting Location**

See Calendar of Events on page 2 for meeting locations.

Visit the website at [www.hfmatxgc.org](http://www.hfmatxgc.org) for details on the location of each meeting, a parking map and directions.

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## **November 12 Program Full-Day Conference**

**8a to 5:15p - Workshops  
5:15p to 6:30p - Reception**  
Houston Hilton Westchase  
9999 Westheimer Road

**\$95 Members / \$145 Non-Members  
Up to 8 CPEs**

**See page 3 for Agenda & Speaker Information**

**HFMA Texas Gulf Coast Chapter**  
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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.*

How many of you work with Balanced Scorecards? I know that I do in my professional life. This year HFMA is moving to a Chapter Balanced Score Card. Each Chapter has the same measures and will monitor scores each year. My immediate thoughts were THIS IS GREAT! We will have a measure of where we are and how we compare to the other Chapters. My second thought when seeing the results was that we are not the Best Performer with each measurement and there is room for improvement. And improvement is what the Board and Committees are working toward.

Cindy Price (President-Elect) and I just returned from the Region 9 Fall President's Meeting in Bar Harbor, Maine. While there we were able to network with other members as well as go whale watching (I think that we were the only ones to see a whale). While at the meeting, we were able to discuss with the other Chapters what worked well, especially in areas where they are performing better than us. Some of the Chapters have higher education hours per member than we do. We began working on increasing membership educational opportunities last year (this information was first presented at last year's Fall Presidents Meeting that Scott McBride and I attended). Efforts are continuing this year and will continue in the years to come. The following are a couple of examples of what has been done to increase the education hours offered to the membership.

In November, an 8-hour program is being offered outside of the Medical Center. A number of you have requested a conference outside of the Medical Center. The program will take place at the Houston Hilton Westchase on November 12th. Directions, times and the education offerings are included in another section of this

newsletter. Please mark your calendar to attend this conference, and then let us know what you think, including how to improve in order to better meet your educational needs.

Another example is that our chapter is partnering with the South Texas and Lone Star Chapters to grow the Texas Annual Meeting while ensuring that we are offering quality education at truly affordable prices.

We met in Austin on August 31<sup>st</sup> to put

together the plans for the March 31 through April 1<sup>st</sup> 2008 meeting. A contract has been signed with the Driskill in Austin for March 2008, 2009 and 2010 to have this meeting. The State Annual Meeting will be held the last Sunday, Monday & Tuesday of March during each of those years. Program schedules have been put together with general sessions and two breakout session tracks, one for finance and the other revenue cycle

Work has already begun to make the Gulf Coast Chapter Annual Meeting an even better success than the one we just enjoyed. There were 270 attendees at this

**See "President's Message" page 8**

## Save the Date Calendar of Events

**October 19**

**NOTE LOCATION  
CHANGE**

**Committee Mtg 11a  
Physician Practice**

**Monthly Luncheon**

11:30a-1:30p  
Samuel Louis

*Recent CMS Changes in  
the Area of Health Care  
Fraud and Emerging  
Issues*

Houston Community  
College Conference &  
Training Center  
3100 Main St.

**November 12**

**NOTE DATE &  
LOCATION CHANGE**

**Full-Day Conference**  
8:00a-5:15p Workshops  
5:15-6:30p Reception  
Houston Hilton Westchase  
9999 Westheimer Road

**December 5-7**

**Region 9 Conference**

*Success Breeds Success*  
Sheraton New Orleans  
New Orleans, LA  
[www.hfmaregion9.org](http://www.hfmaregion9.org)

**January 18**

**Committee Mtg 11a  
Physician Practice**

**Monthly Luncheon**


11:30a - 1p  
David Wright  
CMS Update

*continued next page*

## October Program

*from page 1*

been involved in the prosecution of health care fraud cases since 2000 and been involved in the prosecution of many federal cases.

Samuel Louis grew up in Port Arthur, Texas and graduated from Thurgood Marshall School of Law in 1989. In 1985 he received a Bachelor in Business Administration from Lamar University. He worked as a landman for Shell Oil Company for two years and then joined the District Attorneys Office as an Assistant District Attorney in Orange County, Orange, Texas. 

# November 12 Program Agenda

8a-8:30a **Registration**

8:30a-10:15a **Compliance - A Practical Guide to Staying Out of Harm's Way**  
**I den Martyn, J.D., M.A., Managing Member, The Martyn Firm, PLLC**  
Can a Compliance Program be too comprehensive? Can you be too cooperative with government regulators? The short answer to both questions is YES. Mr. Martyn's presentation will provide you with a comprehensive explanation why in the area of Compliance, less is often more.

Mr. Martyn will review the federal law enforcement activity related to the Anti-Kickback Statute and the False Claims Act. He will share his vast experience as a healthcare attorney and former Assistant United States Attorney to update and enhance your knowledge of the current regulatory compliance environment. You will learn how to best to avoid a government inquiry; and what to do if your company becomes the subject of a government investigation. This is a critical program and a must see for key hospital personnel!

10:15a-10:30a **Refreshment break**

10:30a-12:15p **Texas Medicaid Operational Update**  
**Billy Millwee, MHA, Deputy Texas Medicaid/CHIP Director**  
Mr. Millwee will present an update on initiatives stemming from the 80<sup>th</sup> Texas Legislative Session. He will provide an overview of the healthcare delivery models used in the Texas Medicaid program and offer a current status on Medicaid Reform in Texas. Attend this session to find out how your facility will be impacted and gain new knowledge and insight on our Medicaid program.

12:15p-1:30p **Lunch and Silent Auction**

1:45p-3:30p **Character Based Leadership**  
**Charles "Chuck" Cummings, CPA, CFE, Forensic Accountant, Cummings & Houston, L.L.P.**  
Do you ever stop to think about your leadership style? Do you take note of skills learned through personal adversity and a passion to share that will make a positive contribution to your work and your life?

Identify the characteristics of an effective leader; one others trust and who is unique in a tough business world. This is for you - the leader. If you are tired of your old style and results and wonder if your leadership could be creating stress, turnover, insecurity and even a lack of productivity, this session will help you. If you become frustrated with the people you lead and with your own life as a leader, this session will help you. If you want to enhance your leadership skills, this session will help you.

3:30p-3:45p **Refreshment break**

3:45p-5:15p **A Briefing for Hospital Executives: The Do's and Don't of Medical Practice Mergers**  
**Reed Tinsley, CPA, CVA, CFP**  
Are you confident that you know where your medical staff is in the physician integration process? Understanding the Houston marketplace will help you to gauge where your facility is - in relationship to the market. In order to manage the market reaction, both internal and external, to physician mergers we must anticipate it. What tools do you need to facilitate the process and what is the potential impact to your hospital?

This lecture will provide you with the tools to determine where your medical staff is in the merger process and an overview of the merger process - from due diligence to contract development to implementation. Participants will enhance their knowledge of why physicians are once again merging their practices and the keys to a successful merger.

5:15p-6:30p **Evening Event - Silent Auction and Cocktails**

## Calendar of Events

*continued from page 2*

**February 15  
Committee Mtgs 10:30a  
New Member  
Orientation &  
Physician Practice**

**Monthly Luncheon  
11:30a-1:30p  
Stewart Miller  
Alternatives to Free  
Standing Facilities**

Luncheon meetings are generally held on the 3<sup>rd</sup> 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.

# Medicaid Integrity Auditors Invading Texas

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.*

CMS's Medicaid Integrity Program (MIP) is scheduled to kick-off in September with auditors invading Texas, Washington, Florida, and Mississippi. MIP contractors have a significant challenge having to deal with different Medicaid programs in 50 states. According to Brian Flood, Inspector General of Texas, "The learning curve is vertical."


Inexperienced auditors and diverse regulatory systems are a certain breeding ground for misinterpretation and inappropriate attempts to recoup payments. Providers should plan to spend time analyzing MIP auditors' proposed audit adjustments and pursuing appeals.

Congress invested hundreds of millions of dollars in Medicaid integrity programs and the fight against fraud, including \$75 million for MIP. They are expecting a substantial return on investment through recoupment and false claim settlements.

In an unusual twist, the State will be liable to the Federal government for the Fed's share of any identified overpayment. However, the State will have only 60 days to make repayment ("the 60-day rule"), whether or not providers have made payment.

Further complicating the process is the State has the administrative burden for handling appeals of audits they didn't perform. Unanswered questions abound. Can State determinations be overturned by the Fed's (a/k/a CMS)? Can provider's and the State "settle" disputes? If a state judge overturns a state administrative appeal decision, can a federal judge overturn the state judge's ruling?


If you're still analyzing cost report reserves, now may be the time to allocate dollars for MIP audits. While generally accepted accounting procedures won't allow "general" reserves, there certainly is logic for accruing for situations for which the historical reserve model was inadequate.

*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](mailto:Loria_Associates@yahoo.com).* 

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## Membership Committee Pleas(e)...

by Debbie Teesdale and Donna Hinman, Membership Committee Co Chairpersons

The Membership Committee needs your help! Every year our Chapter membership roster fluctuates in July because some of us forget to renew our membership. If you are one of those who forgot to do this important task please a few minutes to go to the website ([www.hfma.org](http://www.hfma.org)) and renew your membership. Or, if you prefer to have an application mailed to you please contact Donna Hinman at [dhinman@transunion.com](mailto:dhinman@transunion.com) and one will be sent to you directly. Our program committee has some fantastic topics planned just for us so you'll want to be sure to keep your membership up-to-date. And be sure to tell your friends about our organization also; share the good news and remember to tell them to list you as their sponsor when they join. We appreciate your support and look forward to seeing the renewals coming in! 

## 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

*continued next page*

## November Speaker Information

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### **Billy Millwee, MHA, Deputy Texas Medicaid/CHIP Director**

Billy Millwee is responsible for the administration of the Claims/Primary Care Case Management contract with the Texas Medicaid and Healthcare Partnership (TMHP). Mr. Millwee's previous Medicaid/CHIP management experience includes service as the Director of Texas Medicaid Policy and Operations, Managed Care and Director of the Texas Health Steps and Medical Transportation programs. He also has previous experience with Texas public health programs associated with trauma system planning and

immunizations.

Mr. Millwee received his Bachelor of Science degree in Business Administration from the University of Maryland and Masters degree in Health Care Administration from Central Michigan University.



### **Reed Tinsley, CPA, CVA, CFP**

Mr. Tinsley is a Houston-based CPA, nationally recognized speaker, author and consultant who works closely with healthcare entities throughout the country, including individual physicians, medical groups and hospitals. For over 20 years, Mr. Tinsley has assisted providers with issues pertaining to managed care contracting, operations, strategic planning and consults in strategies for growth.

Mr. Tinsley's area of expertise includes: Medical Practice Valuation and Consolidation; A/R Management; Physician Compensation; and Finance. He has conducted seminars throughout the country, including Lectures for MGMA, AMA, Texas Medical Association, Texas Medical Group Management Association, National Association of Certified Valuation Analysts, and American Institute of CPAs.

Mr. Tinsley is a published author whose books include *Managed Care Contracting: Successful Negotiation Strategies*; and *Medical Practice Mergers* published by American Medical Association.

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**HOLLAWAY & GUMBERT**

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T. Daniel Hollaway is Board Certified in Health Law, Texas Board of Legal Specialization. Other attorneys of the firm are not Board Certified by the Texas Board of Legal Specialization. T. Daniel Hollaway is responsible for the content of this advertisement.

## New Chapter Members

*continued from page 4*

**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 Director for Cardon Healthcare Network. She also serves as the 2005-2006 Chairperson for our Chapter's Community Service Committee*

## Bo's Place

On September 21, Tanner Page of Bo's Place kicked off our next community service event. Bo's Place is "a unique program that provides grief support services to children and their families who have experienced the death of a parent or sibling. They provide family grief support groups two times a month and they begin the evening with a pot luck supper.

We have signed up to bring in a prepared meal on November 8 that we will serve to the families who have come that evening for their support group meetings. We will be feeding approximately 60 people that Thursday night. If you are interested in being part of the teams to take in prepared meals and serve on several occasions, including November 8, please contact me at [LDixon@cardonhealthcare.com](mailto:LDixon@cardonhealthcare.com). We will also be requesting monetary donations that will be used to purchase the prepared meals we will be bringing in.

At our October 19 meeting, we will have our HPD officers join us again to kick off another Teddy Bear Drive. For those who may not know why we collect teddy bears, it is so that the police officers can keep them in their trunks to give to children they come in contact with who have been through a traumatic situation to serve as a means of comfort.

We thank you in advance for your participation and support with the community service events we have chosen to donate to this year.

## New Chapter Members

*continued from page 5*

**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



## Center for Hearing & Speech

I am excited to report that we have kicked off our new year of community service projects with a very successful toy drive for the Center for Hearing and Speech. Contributions totaled \$312.41 in June and July, plus we received a big pile of toys. As you can see from their happy faces, the kids were excited!

Membership, you are truly amazing. The committee cannot

thank you enough for your donations to such a worthy cause. These children will benefit greatly from these items as the teachers and therapists use them to develop listening, speaking and literacy skills for these hearing impaired children.

Thank you, Thank you!!



*Over 80 toys were donated to the Center for Hearing & Speech as a result of our community service project.*

# Membership Directory Update

By Kim Shanholtz-Endlich, former Membership Directory Committee Chair



*Kim Endlich is President of KSE Consulting, LLC. She also serves as a Director and Past President for the Texas Gulf Coast Chapter and as the Chairperson for the Membership Directory Committee.*

**"The times they are a changin."** -Bob Dylan, American singer and songwriter

When was the last time you looked at your hardcopy of the **HFMA texas gulf coast chapter** Membership Directory?

Membership feedback indicates most people prefer to locate the contact information for our members by accessing the HFMA National Database. The printed version was a wonderful tool and very useful before the power of the Internet took over. In response to your feedback, the printed version of the directory will not be printed this year. This will allow us to spend more money on our programs and other member benefits.

You can locate all of the information that was formerly in the Membership Directory on the Chapter website at [www.hfmatxgc.org](http://www.hfmatxgc.org). Information about the Texas Gulf Coast Chapter, Membership, and Links & Resources are found in the *About HFMA* section. Lists of Chapter Leaders, Committees, and Past Presidents are located in the *Chapter Information* section of the website. Detailed member information can be found on the HFMA National website at [www.hfma.org](http://www.hfma.org). 

## November Speaker Information

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### **Iden Martyn, J.D., M.A., Managing Member, The Martyn Firm, PLLC**

Mr. Martyn is the Managing Member of The Martyn Firm, PLLC, located in Washington DC. The Martyn Firm represents corporate clients and senior-level executives in jurisdictions throughout the country.

Mr. Martyn focuses his practice on healthcare-related white collar defense, internal investigations, and statutory and regulator compliance. Mr. Martyn has represented various health care facilities/corporations and senior-level corporate officials with regard to federal investigations and prosecutions.

Prior to entering private practice, Mr. Martyn gained extensive litigation experience while serving as an Assistant United States Attorney in the Northern District of Ohio. In this capacity, Mr. Martyn handled a wide variety of matters in the areas of civil and criminal fraud, as well as health care law. Mr. Martyn's excellent work was recognized by the Department of Justice and resulted in his being asked to serve a detail in Washington, DC, at the Executive Office for United States Attorneys (EOUSA). During his years with the Department of Justice, Mr. Martyn was the recipient of numerous awards.



### **Charles "Chuck" Cummings, CPA, CFE, Forensic Accountant, Cummings & Houston, L.L.P.**

Chuck Cummings is an "oxymoron" and an "inspirational CPA who has tackled the barriers that we all face." A nationally recognized tax consultant, *Money* magazine listed Chuck Cummings as one of the four best tax consultants in the Houston area - he chooses to speak on topics that will help everyone in everyday, professional life; topics that may seem insurmountable when you face them.

Mr. Cummings is the managing partner, a practicing CPA, Certified Fraud Examiner and Forensic Accountant with Cummings & Houston, L.L.P., located in Houston. For over 35 years he has practiced in the tax area and has also practiced extensively in the tax controversy area, even in the realm of criminal tax investigations where he has assisted attorneys in defending people being investigated for potential tax crimes. As a CPA and/or CFE, Mr. Cummings investigates and/or testifies regarding fraud, damages and taxes.

In his spare time he inspires others throughout the healthcare industry, in churches, associations and corporations through sincerity and sharing real-life events. 

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## HFMA National Founders Merit Award Program

The Founders Award program is a personal incentive program designed to encourage, monitor, and recognize individual volunteer involvement in HFMA. The program provides an equitable way to translate activities into points. Over time, it will measure member involvement by looking at a collected number of points to determine how active an individual member is in HFMA.

Four awards can be obtained based on point system. They are the Follmer Bronze Award which is awarded to an individual who has earned 25 member points, the Reeves Silver Award for an individual who has earned 50 member points, the Muncie Gold Award for an individual who has earned 75 member points and the Founders Medal of Honor which is conferred by nomination of the member's Chapter Board of Directors for individuals involved in the association at least 3 years after earning the Muncie Gold Award.

For more detail information on the program and to check out the member points you have earned, go to [www.hfma.org](http://www.hfma.org). The Gulf Coast Chapter is excited that several members have earned awards and will receive them at our October luncheon! 

### HFMA Texas Gulf Coast Chapter Job Bank

Contact Dianne Love, PhD at [love@cl.uh.edu](mailto: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](http://www.hfma.org/careers/job_bank_new.cfm)



#### To Eat or Not to Eat...

Laura Comer and Arden Biggar traveled to China to participate in HFMA's international exchange program. Read the December/January newsletter to find out if they ate this Peking Duck Scorpion delicacy!

## President's Message

*from page 2*

past Annual Meeting with some of the best program reviews that we have seen. I am confident that you will be equally, if not more impressed with the lineup being put together by this year's Program Committee. (Contact Laura Comer and she may give you a hint.)

It is my hope you can see we are really trying to add even more value to your membership. So..... it is that time of the year; if you haven't already renewed your HFMA membership, this is a good time to do so. You don't want to miss out on the programs and networking events that are on the way. HFMA brings value to your professional and personal life, giving you educational opportunities as well as the ability to meet other like careerists like yourself and gain new insights on issues that each of us face.

I look forward to seeing you at our regularly scheduled programs as well as the "enhanced" ones being developed. And as always, I really appreciate suggestions, recommendations and names of individuals who want to be involved and a part of our Chapter.

Nancy Brock  
Chapter President 2007 – 2008  
281.725.5213

[nancy.brock@memorialhermann.org](mailto:nancy.brock@memorialhermann.org) 

### 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](http://www.hfma.org)

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

## Attention Members-CHFP & FHFMA Candidates!! Certification News:


Next certification exam Friday, December 14,  
2007 (tentative)

The testing will take place at 9 a.m. in the downtown offices of:

**Deloitte & Touche LLP  
Three Allen Center  
333 Clay Suite 2300  
Houston, TX 77002**

For an exam application please visit [https://www.hfma.org/site/certification/exam\\_application.cfm](https://www.hfma.org/site/certification/exam_application.cfm) (requires login). Be sure to include proctor name Mary Ann Missman on your application. Please contact Victoria Nikitin at 713.566.4342 or e-mail at [Victoria.Nikitin@hchd.tmc.edu](mailto:Victoria.Nikitin@hchd.tmc.edu) if you are interested in additional exam information. Also, please check out National's website at [www.hfma.org](http://www.hfma.org) to get familiar with the application requirements.

**NOTE: only active HFMA members are eligible to take the exam.**

General information about HFMA certification may also be found at <http://www.hfma.org/certification/>. Our members are having a record-breaking year with the number of successful exams and we would like you to be one of those successes!! Let us know if we can help you. 

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### Life Sciences & Health Care Practice

**Vicki Keiser, Partner**  
Deloitte & Touche LLP  
333 Clay Street, Suite 2300  
Houston, TX 77002-4196  
713-982-2000

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# Newsletter Writing Guidelines For *Gulf Coast Lines*

- Word Count: Minimum – 200; Maximum - 1,500
- Deadlines: Articles must be received by or before 8am of published deadlines.
- Software: Microsoft Word
- Font: Times New Roman (size 12)
- Formatting: none (no bold print, no centering, no italics, no indentions, no underlining, no bullets, etc.) Add separate page with format preferences. Publishing software distorts imported Word formatting.
- Headlines: Use upper/lower case letters (please do not use all caps)
- By-line: writer's name and company name (below headlines)
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- Exclude all lengthy "advertising" for writers' companies. Brief one or two phrase details will be allowed, with basic details such as web page addresses, type of business and telephone numbers.
- E-mail all submissions to Tim Eng, Managing Editor, [tim.g.eng@gmail.com](mailto:tim.g.eng@gmail.com)
- The editor reserves the right to edit any submission for clarity and length, and to accept or reject any submission.
- Direct questions to Tim Eng, Managing Editor, 281.772.8543 

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Feb/Mar	January 12
Apr/May	March 10
June/July	May 11
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Oct/Nov	September 14

Submit articles (MS Word) or advertising (.jpg or .tif files) to the newsletter editor, **Tim Eng at [tim.g.eng@gmail.com](mailto:tim.g.eng@gmail.com)**.

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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:

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