

LEADERSHIP

WHERE **PASSION**
MEETS **PURPOSE**

HFMA REGION 1

17TH ANNUAL CONFERENCE

2018

MAY 23 - 24

AT MOHEGAN SUN RESORT, UNCASVILLE, CT



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AGENDA AT A GLANCE

Tuesday, May 22, 2018

11:00 – 8:00 pm CT HFMA Golf Tournament & Reception at Fox Hopyard Golf Club *see insert*
6:00 – 8:00 pm Conference Registration (at Mohegan Sun)

Wednesday, May 23, 2018

7:00 am Conference Registration
Exhibit Hall Opens

7:00 – 8:00 am Hot Buffet Breakfast in Exhibit Hall [Sponsored by Change Healthcare](#)

8:00 – 9:30 am Opening Remarks & Keynote Address [Sponsored by Bank of America Merrill Lynch](#)

9:30 – 9:45 am Break in Exhibit Hall

9:45 – 11:00 am Breakout Sessions

11:00 – 11:15 am Break in Exhibit Hall

11:15 – 12:30 pm Capstone Address [Sponsored by Baker Newman Noyes](#)

12:30 – 1:45 pm Lunch in Exhibit Hall

1:45 – 3:00 pm Breakout Sessions

3:00 – 3:15 pm Break in Exhibit Hall

3:15 – 4:30 pm Breakout Sessions

4:30 – 6:30 pm Networking Reception in Exhibit Hall
[Sponsored by Apex Revenue Technologies and Ciox Health](#)
Relax and network with colleagues. Light appetizers will be served with cash bar.

Thursday, May 24, 2018

7:15 – 8:30 am Hot Buffet Breakfast in Exhibit Hall [Sponsored by BKD](#)
Exhibit Hall Opens
Provider Poster Contest Awards and Recognition

8:30 – 9:30 am General Session

9:30 – 9:45 am Break in Exhibit Hall

9:45 – 11:00 am Breakout Sessions

11:00 – 11:15 am Break in Exhibit Hall

11:15 – 12:45 pm Closing CEO Panel Discussion

12:45 pm Box Lunch Available
Raffle Drawings & Conference Conclusion in Exhibit Hall
Prize drawings will be held at the close of the conference. You must be present to win.



GENERAL SESSIONS

WED | MAY 23 | 8:30 – 9:30 AM

Keynote Address

(W1) Get it On! What it Means to Lead the Way

CPE CREDITS: 1.0 Personal Development



On October 3, 1993, Keni and his fellow Rangers distinguished themselves in an 18-hour firefight that would later be recounted in the highly successful book and movie, "Blackhawk Down". A powerful speaker, Keni captivates audiences as he recounts the incredible story of extraordinary individuals and how they fought to bring each other home. Drawing from his experiences on the battlefield, Keni inspires people to achieve greatness by stressing the importance of outstanding leadership at every level, even if the only person you are leading is yourself. His message of "Leadership is not a position...it is the example you set!" epitomizes the Ranger motto "Rangers Lead the Way!"

Learning Objectives:

- Leadership: Training and planning will prepare the team for the mission. But the mission's execution is about leadership—every person at every level. General Garrison oversaw the entire package while Private David Floyd was responsible for himself, but each carried responsibility. "Leadership is not a position...it is the example you set!"
- Training: Training and testing are vital. Tough, realistic training demands that every team member constantly seeks to improve. Preparation will define your performance. "Train as You Fight, Fight as You Train".
- Planning: A defined plan is essential to success. Rangers are constantly defining and refining plans for various scenarios. Who?, What?, Where?, How? Planning and revisiting helps avoid complacency and prepares the team to act. "Fail to Plan, Plan to Fail".

Speaker:

Keni Thomas, Former U.S. Army Ranger and Musician

WED | MAY 23 | 11:15 – 12:30 PM

Capstone Address

(W3) Innovative Practice Model for Higher Risk Patients, Oak Street Health

CPE CREDITS: 1.5 Specialized Knowledge & Application



Oak Street Health is not your typical doctor's office. It is uniquely designed to provide a better primary healthcare experience to Medicare patients. Since 2012, they have built 24 centers beginning in Chicago and expanding across Illinois, Indiana, and Michigan. Oak Street Health recently announced a branch in Philadelphia. Griffin Myers, MD, is the Chief Medical Officer at Oak Street Health and one of its co-founders. He completed his residency at Harvard Medical School affiliates and had prior work experience at Boston Consulting Group. He will speak on how Oak Street Health created an innovative care delivery model that engages patients and is achieving savings under capitated payments.

Learning Objectives:

- Learn the motivation for developing a practice model aimed at serving some of the most complex patients
- Understand some of the management approaches to financial success with such a practice model
- Explore how payer partners have viewed the Oak Street Model

Speaker:

Griffin Myers, MD, Co-founder and Chief Medical Officer, Oak Street Health

Join the Conversation

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@NHVTHFMA



THURS | MAY 24 | 8:30 – 9:30 AM

National Perspective from HFMA

(T1) The Calling: Authentic Stewardship

CPE CREDITS: 1.0 Specialized Knowledge & Application



Finance professionals are comfortable with their traditional role as resource stewards. Today's healthcare industry, however, calls on us to become stewards of lives and relationships as well. Whether seeding innovation, experimenting with new payment models, or forging new collaborative partnerships, we are met each day with the challenge to reimagine and transform what we know into what our patients and communities need and deserve. Success requires a commitment to being difference makers and to leveraging the Power of One to impact many. This presentation will explore these issues and encourage you to shoot for the "sweet spot"—that place where passion meets purpose.

Learning Objectives:

- Explore the top challenges facing our industry and how that translates to their role and organization
- Discuss healthcare finance professionals' unique contribution to advancing the health of communities through stewardship
- Consider the opportunities to collaborate with physicians, health plans, and/or community resources
- Explain how the Power of One can be leveraged to influence and inspire others
- Describe current HFMA initiatives designed to help finance professionals succeed in their efforts to make a difference in today's healthcare industry

Speaker:

Kevin Brennan, CPA, FHFMA, Executive Vice President of Finance and Chief Financial Officer, Geisinger Health System and National Chair-Elect of HFMA

THURS | MAY 24 | 11:15 – 12:45 PM

Closing CEO Panel

(T3) CEO Panel Discussion

CPE CREDITS: 1.5 Specialized Knowledge & Application



CEOs from provider systems in each of the Region 1 chapters (Connecticut, Maine, Massachusetts-Rhode Island, and New Hampshire-Vermont) have agreed to participate in a panel. These senior executives will discuss major issues facing our New England providers. In addition, they will share not only their concerns but their optimism for the healthcare outlook.

Learning Objectives:

- Approaches to address the challenges facing providers
- Efforts to enable access in times of financial pressures on providers
- Compare the common issues facing providers that as a region provide some of the highest quality care in the country

Moderator:

James Heffernan, FHFMA, MBA, Sr. VP Finance and Treasurer, Massachusetts General Physicians Organization (MGPO)

Panelists:

William (Bill) Caron, President, MaineHealth

Joanne Conroy, MD, President and CEO, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health

Elliot Joseph, CEO, Hartford HealthCare

David Torchiana, MD, President and CEO, Partners HealthCare

JOIN HFMA + SAVE ON YOUR REGISTRATION

NOT AN HFMA MEMBER? JOIN NOW AND SAVE UP TO \$180 ON YOUR CONFERENCE REGISTRATION!

An annual membership, from June 1st to May 31st, with New Member discounted dues is available for \$450 through May 2019. A prorated dues schedule currently applies through May 2018. Complete the membership application online at www.hfma.org/join. Membership inquiries should be directed to HFMA Member Services at 1-800-252-4362.



BREAKOUT SESSIONS

WED | MAY 23 | 9:45 – 11:00 AM

(W2A) Healthcare Revolution: The Patient is The New Payer

Revenue Cycle Management Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

Healthcare financing and delivery have changed significantly due to shifts in coverage, technology, payment patterns, and U.S. healthcare policy. As costs rise, stakeholders are drifting out of alignment. More costs are being shifted to patients, disrupting providers' usual approaches to revenue cycle. Hidden in this disruption is an opportunity and a call to action. Sending a paper bill in the mail on a mission of hope, after services have been provided, won't work in the new patient-as-payer environment. Healthcare Revolution: The Patient is the New Payer outlines where the industry has traveled, the current state of revenue cycle, and what changes providers can expect as the healthcare market continues to evolve.

Learning Objectives:

- Closely examine patient as the payer through the eyes of a patient and identify the challenges in transparency, consumerism and affordability
- Understand the evolution of the revenue cycle and articulate the barriers and opportunities in meeting the patient as the payer
- Explore what is next for the US healthcare market and discuss some necessary changes in the legislation, delivery and funding to meet the new patient payer marketplace

Speaker:

Jonathan Wiik, MSHA, MBA, Principal, Healthcare Strategy, TransUnion Healthcare

(W2B) What's Happening in Washington? Medicare Update

Payment and Reimbursement Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

Reimbursement and regulatory policies originating from Washington have a profound impact on providers. This session will explore the current and proposed Medicare reimbursement environment.

Learning Objectives:

- Proposed Medicare changes for FY 2019 and beyond
- Key issues impacting reimbursement
- Steps to maintain or improve reimbursement while maintaining compliance
- Significant MedPac and OIG recommendations affecting reimbursement

Speaker:

Aaron Green, Principal, Green Reimbursement LLC

(W2C) The Clinically Integrated Network, A Value Driven Organization Structure

Leadership, Innovation, and Managing Change Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

Despite conflicting philosophies by policy makers, the fact remains that historic trends in cost, quality of care, and population health need to drastically change. As the healthcare law stands, hospitals and physicians will increasingly be reimbursed based on their ability to reduce cost and improve the quality of patient care. This has left much of the industry scrambling to meet these and other market demands. One way hospitals and physicians are meeting these challenges is through the formation of clinically integrated networks (CINs).

Learning Objectives:

- How to evaluate your organization's readiness based on established critical success factors
- Real world examples of other hospitals and physician groups' successful steps to CIN development
- Insight into the role analytics play in CIN and how they are used

Speakers:

Scott Jones, MHA, Sr. Consultant and Data Analyst, nThrive
Adam R. Silverman, MD, FACP, Vice President for Population Health, Saint Francis Healthcare Partners

2018 POSTER COMPETITION

All providers are welcomed to be a part of the annual HFMA Region 1 Poster Competition to celebrate and display major accomplishments and innovative changes at participating organizations.

Submitted posters regarding healthcare finance projects will provide inspiration and a glimpse at jobs done well by your peers.

Participants and awardees will be recognized on Thursday, May 24 at 8 am during breakfast.

For more information please go to our website at <https://www.hfma-region1.org/conference-details/provider-poster-competition/>.

Winner receives a \$500 gift card!



SCHEDULE

Presented by HFMA Region 1
 HFMA Connecticut, Maine, Massachusetts-Rhode Island
 and New Hampshire-Vermont Chapters

#HFMAR1

Tuesday, May 22, 2018

11:00 – 8:00 pm CT HFMA Golf Tournament & Reception at Fox Hopyard Golf Club *see insert/ additional registration required*

Wednesday, May 23, 2018

8:00 – 9:30 am	Keynote Address	Welcome & Opening Remarks by HFMA Region 1 Leadership (W1) Get it On! What it Means to Lead the Way Keni Thomas, Former U.S. Army Ranger and Musician Sponsored by Bank of America Merrill Lynch		
9:45 – 11:00 am	Breakout Sessions	Revenue Cycle Management Track (W2A) Healthcare Revolution: The Patient is The New Payer Jonathan Wiik, MSHA, MBA, TransUnion Healthcare	Payment and Reimbursement Track (W2B) What's Happening in Washington? Medicare Update Aaron Green, Green Reimbursement LLC	Leadership, Innovation, and Managing Change Track (W2C) The Clinically Integrated Network, A Value Driven Organization Structure Scott Jones, MHA, nThrive Adam R. Silverman, MD, FACP, Saint Francis Healthcare Partners
11:15 – 12:30 pm	Capstone Address	(W3) Innovative Practice Model for Higher Risk Patients, Oak Street Health Griffin Myers, MD, Co-founder and Chief Medical Officer, Oak Street Health Sponsored by Baker Newman Noyes		
1:45 – 3:00 pm	Breakout Sessions	Revenue Cycle Management Track (W4A) Clinical and Financial Collaboration Yields Success Michelle Guarnieri, Beth Israel Deaconess Medical Center (BIDMC) Ayad Hamdan, MD, Beth Israel Deaconess Medical Center (BIDMC)	Payment and Reimbursement Track (W4B) Machine Learning- Its Uses in Predicting Readmissions to Avoid CMS Penalty Drew Brown, nThrive	Leadership, Innovation, and Managing Change Track (W4C) Merging Left, Merging Right - Lessons Learned from Two Different Connecticut Mergers Garrett Havican, Central Region, Hartford HealthCare Peter Logue, FACHE, Northeast Medical Group/Yale New Haven Health System <i>Moderator:</i> Kevin C. Stone, Helms & Company
3:15 – 4:30 pm	Breakout Sessions	Revenue Cycle Management Track (W5A) Healthcare Enforcement Trends for Healthcare Finance Professionals Jennifer Archie, Latham & Watkins LLP David Tolley, Latham & Watkins LLP	Payment and Reimbursement Track (W5B) Audits Costing You Lots of Money? How to Stop the Bleeding Gary Rosenberg, Verrill Dana, LLP Charlie Saponaro, Medical Record Associates	Leadership, Innovation, and Managing Change Track (W5C) The Journey to Affiliation – A Long Road to Success, a New Hampshire Experience Cynthia McGuire, FACHE, Monadnock Community Hospital Joseph Pepe, MD, Catholic Medical Center <i>Moderator:</i> Kevin C. Stone, Helms & Company
4:30 – 6:30 pm	Networking Reception in Exhibit Hall <i>Relax and network with colleagues. Light appetizers will be served, with cash bar.</i> Sponsored by Apex Revenue Technologies and Ciox Health			

Thursday, May 24, 2018

8:30 – 9:30 am	National Perspective from HFMA	(T1) The Calling: Authentic Stewardship Kevin Brennan, CPA, FHFMA, Executive Vice President of Finance and Chief Financial Officer, Geisinger Health System and National Chair-Elect of HFMA		
9:45 – 11:00 am	Breakout Sessions	Revenue Cycle Management Track (T2A) Got Revenue Integrity? Strong Processes for a Strong Program Sarah L. Goodman, MBA, CHCAF, COC, CCP, FCS, SLG, Inc. Anna Santoro, MBA, CCS, CCS-P, RCC, Hartford HealthCare Donna Schneider, RN, MBA, CPHQ, CPC-P, CHC, CPCO, Lifespan Denise Williams, RN, COC, Revant Solutions, Inc	Payment and Reimbursement Track (T2B) 340B Update Emily Cook, McDermott Will & Emery LLP	Leadership, Innovation, and Managing Change Track (T2C) Creating and Inspiring a Winning Team Jeff Johnson, Hawes Group
11:15 – 12:45 pm	Closing CEO Panel	(T3) CEO Panel Discussion William (Bill) Caron, MaineHealth Joanne Conroy, MD, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health Elliot Joseph, Hartford HealthCare David Torchiana, MD, Partners HealthCare <i>Moderator:</i> James Heffernan, FHFMA, MBA, Massachusetts General Physicians Organization (MGPO)		
12:45 pm	Conference Conclusion Raffle Drawings Box Lunch Available <i>Prize drawings will be held at the close of the conference. You must be present to win.</i>			

WED | MAY 23 | 1:45 – 3:00 PM

(W4A) Clinical and Financial Collaboration Yields Success

Revenue Cycle Management Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

What does it take to align Revenue Cycle goals with patient satisfaction and patient care objectives? It takes a lot of collaboration among disparate departments whose focus is both clinical and financial. Creating a standardized, centralized approach to eligibility, authorizations and medical necessity in conjunction with clinics providing high dollar patient care is essential in achieving these goals. The clinical practice components need to work in unison with a financial business unit to fiscally clear costly procedures in order for each area to be successful.

This session will follow the parallel journeys of the leaders of Hematology Oncology/Pherisis departments and the Centralized Authorization Unit to show how each area interacted to identify best practices, obtain critical buy in, establish protocols, overcome obstacles and implement the processes that allowed both areas to cooperatively manage their business. Focus will be on the perspectives of the providers of patient care and the operational staff charged with ensuring we are paid for services.

Learning Objectives:

- Obstacles that can be avoided and/or managed
- Lessons learned and successes
- The impact on denials

Speakers:

Michelle Guarnieri, Director of Financial Clearance, Beth Israel Deaconess Medical Center (BIDMC)
Ayad Hamdan, MD, Medical Director, Beth Israel Deaconess Medical Center (BIDMC)

(W4B) Machine Learning- Its Uses in Predicting Readmissions to Avoid CMS Penalty

Payment and Reimbursement Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

This presentation is targeted at a non-data science audience; no formal mathematical background is necessary.

Hospitals around the country are facing record penalties of up to 3% of their CMS reimbursements based on the number of readmissions occurring within 30 days. The definitions for readmission are clear and have been for years, yet many hospitals struggle to identify drivers behind readmission.

In order to be successful, hospital leaders need to implement creative, evidence-based measures to reduce hospital readmissions. The readmission problem can be solved through the development of predictive models to score patient readmission risk. Predictive analytics can be used to triage workflow in any area of operations and outcome and is not limited to the inpatient setting. Decisions can be driven by data to improve the quality of care at a hospital, to shorten days of staff and drive down readmission rates.

Learning Objectives:

- Review of research conducted and outcomes to date
- Discuss what it takes for a hospital to build a predictive model and what a good model looks like
- Share best practices to develop a data science capability
- Understand how to start building a predictive model

Speakers:

Drew Brown, Senior Manager, nThrive

(W4C) Merging Left, Merging Right - Lessons Learned from Two Different Connecticut Mergers

Leadership, Innovation, and Managing Change Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

The Connecticut landscape has been undergoing consolidation and major growth of two large nonprofit health systems, Hartford HealthCare and Yale New Haven Health. Each is comprised of multiple hospitals and a large physician group. We will hear from representatives of both regarding what has worked well and where they might, in hindsight, approach something differently —with a focus from Hartford HealthCare on the facility mergers and Yale New Haven Health on the physician practice merger with the addition of Lawrence Memorial and Westerly hospitals.

Learning Objectives:

- Appreciate the challenges faced while under state scrutiny of each deal
- Explore unforeseen roadblocks to integration and lessons learned

Moderator:

Kevin C. Stone, Sr. Consultant and Principal, Helms & Company

Panelists:

Garrett Havican, President, Central Region, Hartford HealthCare

Peter Logue, FACHE, Vice President, Operations, Northeast Medical Group/Yale New Haven Health System

WED | MAY 23 | 3:15 – 4:30 PM

(W5A) Healthcare Enforcement Trends for Healthcare Finance Professionals

Revenue Cycle Management Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

In this session, partners from Latham and Watkins, a leading global law firm representing clients across the healthcare and life sciences industries, will discuss current trends and hot topics in government investigations across the healthcare and life sciences industries. Topics will include: the ever-changing HIPAA privacy enforcement landscape, new theories of healthcare fraud centering on healthcare claims management and documentation practices, high risk business practices, and more.

Learning Objectives:

- Key areas under scrutiny by state and federal law enforcement authorities
- Tips for how to respond to government inquiries
- Best practices for ongoing compliance program development and management

Speakers:

Jennifer Archie, Partner, Latham & Watkins LLP

David Tolley, Partner, Latham & Watkins LLP

(W5B) Audits Costing You Lots of Money? How to Stop the Bleeding

Payment and Reimbursement Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

The numbers and types of governmental and private auditors continue to increase. This session will help you identify the various auditors and the current trends in their audits, as well as highlight the challenges with managing audits enterprise wide.

Learning Objectives:

- Opportunities to data mine and know what payers and CMS are looking at
- Best practices for improving claim quality and reducing denials
- New Medicare initiatives to reduce the appeals backlog
- Best practices for reducing audits and appealing denials

Speakers:

Gary Rosenberg, Counsel, Verrill Dana, LLP

Charlie Saponaro, President and CEO, Medical Record Associates

(W5C) The Journey to Affiliation – A Long Road to Success, a New Hampshire Experience

Leadership, Innovation, and Managing Change Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

The nonprofit healthcare industry in the United States is undergoing unprecedented changes due to healthcare reform, increased regulations, and decreasing revenue streams which have led to bond rating decreases for the industry. While consolidation has been trending for decades, we now have the majority of hospitals in systems, and the minority of hospitals not in systems either thinking about affiliating or actively working toward it. Catholic Medical Center, Monadnock Community Hospital, and Huggins Hospital formed a parent, GraniteOne Health. This panel will discuss the history of multiple failed transactions as well as successful ones. The challenges and lessons learned from both failed and successful partnerships should inform those looking to integrate.

Learning Objectives:

- Understand the timing and politics involved in the local landscape that is crucial to obtaining success
- Explore the important attributes of making the right match
- Command a better appreciation of the pros and cons of several structures of integration

Moderator:

Kevin C. Stone, Sr. Consultant and Principal, Helms & Company

Panelists:

Cynthia McGuire, FACHE, President and CEO, Monadnock Community Hospital

Joseph Pepe, MD, CEO, Catholic Medical Center

THURS | MAY 24 | 9:45 – 3:00 PM

(T2A) Got Revenue Integrity? Strong Processes for a Strong Program

Revenue Cycle Management Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

Many facilities do not realize that a strong revenue integrity team is essential to the day-to-day operations, part of the “bread and butter” of the organization. Part of the landscape includes tight budgets and limited resources—team members being asked to do more every day. This session will help those that do not have a formal team to develop a revenue integrity focused team, including strategies to validate charge capture, CDM updates, handling billing edits, and getting the Finance department and clinical departments on the same page. These strategies can be implemented with very little cost to the institution as you have tools already in your toolbox—they just need to be focused on the revenue integrity process.

Learning Objectives:

- How to create a team from ground zero, refining reports and processes that already exist, including sample job descriptions, charge capture, and chargemaster maintenance policies/procedures
- Processes for managed care contracting, compliance, and internal audit
- Strategies to bridge the gap between clinical and financial teams while keeping them engaged in preventing revenue leakage

Speakers:

Sarah L. Goodman, MBA, CHCAF, COC, CCP, FCS, President/CEO and Principal Consultant, SLG, Inc.

Anna Santoro, MBA, CCS, CCS-P, RCC, System Director Revenue Integrity/CDM, Hartford HealthCare

Donna Schneider, RN, MBA, CPHQ, CPC-P, CHC, CPCO, Vice President, Corporate Compliance and Internal Audit, Lifespan

Denise Williams, RN, COC, Sr. Vice President, Revenue Integrity Services, Revant Solutions, Inc

(T2B) 340B Update

Payment and Reimbursement Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

The 340B Drug Pricing Program provides significant benefits to the facilities that participate in the program but also creates significant risks and has been recently subject to significant uncertainty regarding the future of the program. This session will provide an overview of the 340B Program, followed by information about recent developments, current areas of uncertainty and compliance risks, and what to expect from the 340B Program in the coming year.

Learning Objectives:

- Gain a general understanding of the participation and compliance requirements of the 340B Drug Pricing Program
- Update on recent developments in federal 340B Program policy and guidance
- Discussion of where the 340B Program is going in the near future and beyond

Speakers:

Emily Cook, Partner, McDermott Will & Emery LLP

(T2C) Creating and Inspiring a Winning Team

Leadership, Innovation, and Managing Change Track

CPE CREDITS: 1.5 Specialized Knowledge & Application

This presentation will examine the six magical steps that energize people to pursue their best performance. Winning teams are made of motivated people choosing to be incredible. There are two types of motivation intrinsic motivation which comes from within a person and extrinsic motivation which comes from an external source. Many leaders rely on incentives, penalties and other extrinsic motivation, but incentives only go so far. The best leaders understand that to build a truly winning culture, you need to create intrinsic motivation. Inspiring those you lead or work with to do great things for the love of the work itself, rather than for a trophy at the end of the game, requires inspiring a zeal for greatness in others.

Learning Objectives:

- Secrets to inspiring intrinsic motivation
- Key differences between effective and ineffective leaders
- Practical strategies for creating a team invested in each other and the company

Speaker:

Jeff Johnson, Chief Marketing Officer, Hawes Group



CONTINUING EDUCATION

All HFMA educational programs earn points towards HFMA certification and certification maintenance requirements. This conference has 11.5 contact hours.

This program is appropriate for healthcare finance professionals with experience and knowledge comparable to CFOs, Revenue Cycle Executives, Consultants, Controllers, Finance Executives, and other similar positions.

Prerequisites and advance preparation are not required unless otherwise indicated. All courses are instruction method GROUP LIVE. All sessions will incorporate an element of participant engagement, and there will be time for questions after each session.

Speaker Handouts: Handouts will be made available electronically at least 3 days prior to the conference. All attendees will receive an email notifying them that the handouts are available on the HFMA Region 1 website at www.HFMARegion1.org so you can download and/or bring to the conference if you choose.

Speaker Bios: Learn more about our speakers at www.HFMARegion1.org.



EDUCATIONAL CREDITS

This conference contains a maximum of 11 CPE credits if all possible sessions are attended.

Continuing education credits for NASBA will be sponsored and issued by the Massachusetts-Rhode Island Chapter.

HFMA Massachusetts-Rhode Island Chapter is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.nasbaregistry.org
HFMA MA-RI National Sponsor Registry Number: 129053

To receive CPE credits, you must sign in and out of each individual session you attend. Sign-in/out registers will be located in each session room. If your name is not printed on the register, be sure to print your name legibly on one of the blank lines at the end and sign next to your name and check the box indicating you need a certificate. CPE Certificates will be available to each participant following the conference. Keep a copy of this program along with your certificate for your records.

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REGISTRATION

REGISTER ONLINE AT www.HFMARegion1.org

Registration Type	By March 30, 2018	After March 30, 2018
HFMA Member Full Conference	\$450.00	\$495.00
Non-HFMA Member Full Conference.....	\$595.00	\$675.00

Conference Registration Ends: **May 11, 2018**

At the time of registration, you can choose to pay securely with a credit card or by check.

Please make checks payable to HFMA Region 1 and mail to:

HFMA Region 1 | Attn: 2018 Conference | 465 Waverley Oaks Rd Ste 421 | Waltham, MA 02452

REFUNDS & CANCELLATIONS

All cancellation notices must be received no later than May 11, 2018 to receive a refund, minus a \$100 handling fee. Cancellations made after that date will be charged the full conference fee. Anyone with a balance due that does not cancel will be held responsible for the balance. Registrants must submit cancellation/refund requests by email to HFMAReg1@camihq.com or using the self-cancel link in the registration confirmation email. Phone and voicemail are not valid forms of cancellation communication.

QUESTIONS

HFMA Region 1 Office | 781-786-8448 | HFMAReg1@camihq.com

DETAILS + ACCOMMODATION

Golf Tournament

The HFMA Connecticut Chapter will host a golf tournament and reception on Tuesday, May 22 at Fox Hopyard Golf Club. The masterfully crafted course is perfect for players at any level. Please fill out the separate CT HFMA golf registration form in order to participate. Golf forms and questions should be directed to CT HFMA as noted on the form.

Sponsorship & Exhibit Hall

The support of our sponsors makes this conference possible. Please be sure to visit the Exhibit Hall to learn about the services and products they offer.

Dress

Dress is business casual for all events.

Meals

Breakfast and lunch on Wednesday, May 23, and Thursday, May 24, are included in your conference registration. Most dietary restrictions can be honored if requested.

Dinner on Tuesday and Wednesday night is on your own.

Networking Reception

Wind down after a day of learning with some social time—meet, mingle, and make new connections! The event will be held Wednesday, May 24 from 4:30-6:30 pm, and includes a special Region 1 custom cocktail, light food, and cash bar.

Door Prizes & Raffles

There will be prize drawings held on Thursday, May 24 at the close of the conference. You must be present to win.

VENUE

Mohegan Sun
One Mohegan Sun Blvd
Uncasville, CT 06382
www.mohegansun.com



HOTEL ROOM BLOCK

We have reserved a block of rooms at Mohegan Sun for the nights of May 22-23. While rooms are available, a preferred rate will be honored until May 2, 2018.

Rate

\$159 /night, plus tax and facility fee

Deadline

May 2, 2018, unless inventory sells out prior

Group Code

HFMAR18

Reservations by Phone

Call 1-877-664-3426 and mention group code HFMAR18

Online Reservations

<https://resweb.passkey.com/go/HFMAR18>

Note: A credit card will be charged for the first night's room and tax upon booking. Reservations must be cancelled 2 days (48-hours) prior to arrival or it will result in a charge of one night's room plus tax and full package. You are responsible for making your own hotel reservation including changes and cancellations.



EXHIBITORS

HFMA Region 1 Appreciates Our Generous Sponsors

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 HBCS
 HealthPay24
 InstaMed
 Jzanus, Ltd
 LogixHealth
 Loyale Healthcare, LLC
 M*Modal
 Marcum LLP
 MedAssist
 Medfinancial
 Medical Management Resources, Inc.
 (MMRI)

Med-Metrix
 Mindleaf Tech Inc.
 nThrive
 Orbograph
 Parallon
 PNC Healthcare
 R-C Healthcare Management
 RevCycle+
 RevSpring, Inc.
 Southwest Consulting Associates
 Sunrise Credit Services
 TD Bank
 The PFM Group
 TransAmerica
 TransUnion
 VALIC
 Xtend Healthcare