

# GEORGIA SCROLL

VOLUME 51 NO. 2

## STRATEGIC PLANNING



**hfma** georgia chapter  
healthcare financial management association



*thrive*  
@ REGION 5

## Letter from the Editor

The inspiration for my letter in this edition was found during a visit with my grandchildren in their elementary school setting. It is true what we need to ensure we are successful adults can be found in our childhood roots. This quote is painted on the wall of lunchroom of Chickamauga Elementary School. This quote has been an important part of the philosophy instilled in the students by the administrative and education staffs.



Watch your actions, they become your habits.

Watch your habits, they become your character.

Watch your character, it becomes your destiny.



The author of the story below is anonymous. The lesson is tremendous.

A teacher wrote on the blackboard and awaited the response from the students.

$9 \times 1 = 2$	$9 \times 4 = 36$	$9 \times 7 = 63$
$9 \times 2 = 18$	$9 \times 5 = 45$	$9 \times 8 = 72$
$9 \times 3 = 27$	$9 \times 6 = 54$	$9 \times 9 = 81$

The students laughed and snickered. The teacher asked one very bright student why the class was snickering. The student answered because  $9 \times 1 = 9$ . What you wrote was incorrect. The teacher responded by pointing out to the students a life lesson.

Students, you will find many times in your lives people will focus only on the error. In this example, 90% of what is written is correct. Nevertheless, your focus was placed only on what was incorrect.

As healthcare professionals, we must focus on our work ensuring we lessen compliance and liability risk for our facilities and providers. So many times in trying to ensure risk and liability are minimized the work and effort associated to the task is forgotten or minimized.

I hope that we do not lose sight of how important it is to provide the education and support needed to ensure growth.

Trebba Putnam, CPC  
Editor

# President's Message

## Welcome to Fall!

As I write, Matthew fluctuates between a category 3 and a category 4 hurricane, bearing down on the East coast after rendering tremendous damage and destruction to Haiti. Our thoughts and prayers are with all those affected.

We would like to provide a brief status update of activities occurring within the Chapter since our last edition of the *SCROLL*. First and foremost, we have a NEW website ([www.georgiahfma.org](http://www.georgiahfma.org)). That's right, the web address remained the same, but the look and feel completely changed, enabling the Chapter to further automate the delivery of Healthcare Finance Education to you, the membership. Please click on the link above and provide us with any constructive feedback that would help make the new website more useful. Also, while browsing, please know that many aspects are not active at the moment and will be brought online as they are available. As such, you may be searching for an old *SCROLL* article *or* other information that simply has not made the transition. Please be patient with us, and simply drop an email to let us know how we can help in your search. We are happy to troubleshoot specific requests, so drop a note and provide us with feedback, or just let us help you find the missing link.

Intense work has been performed over quite a long period specific to this project. A special ***Thanks*** to everyone involved, including the following key individuals:

- ***Laurence Harris*** played a significant lead role throughout the entire effort, becoming our default Webmaster and technical guru
- ***Stephen Ross*** helped bring everyone together, and was critical to the vendor evaluation process
- ***Brian Patterson*** knocked out the lingering updates to our Sponsors listing and helped collect all of the sponsor logos
- ***Edward Fletcher*** played a tremendous role with the design concepts and with their implementation
- ***Dee Rountree*** took on a massive project to clean up our distribution lists, which form the basis of our Database. She was also a key participant throughout the vendor evaluation process
- ***Greg Fortgang*** learned the ins and outs of the Event Module to produce an informative and current calendar

KUDOS to all and thanks for the entire behind the scenes, after-hours hard work that we have not been able to recognize. THANK YOU!!!

Other fronts have been quite busy as well. ***Nikki Porter*** and her Communications TEAM have diligently set forth on a comprehensive marketing plan, bringing forward the branding initiatives that were the brainchild of ***Cynamin Kinard***. Nikki is also challenging her TEAM to broaden their horizons through social media, as we attempt to reach a wider network of peers and colleagues across the healthcare spectrum.

***Carie Summers, Donna Fincher, and Shawn McBride*** continue to foster deeper relationships with sister organizations such as Georgia Association of Healthcare Executives, Georgia Medical Group Management Association, Georgia Hospital Association, Georgia Healthcare Information Management Association, Georgia Society of Managed Care, University of Alabama at Birmingham Symposium, and many others through a grassroots effort to connect with colleagues in other disciplines.

***Todd Cox*** and I recently attended the Fall Presidents' Meeting in Memphis to network with Region V Executives and Chapter leaders as well as Chapter leadership from around the Nation, HFMA's Board and Officers, and HFMA staff. Rene, our Region V Exec, goes into further detail in her address contained within this issue of the *SCROLL*, but simply knows it was a successful meeting.

Many others work tirelessly behind the scenes to continually produce viable education and social engagement opportunities. Far too many to be mentioned and never enough. If you have an interest, reach out.

## President's Message (cont'd)

Finally, Georgia will host the Region V Dixie Institute in Savannah next year. Specifically, it will be held at the Westin Savannah Harbor from March 21<sup>st</sup>-24<sup>th</sup>. Make your hotel reservations now by clicking this hyperlink at [HFMA Dixie Institute](#), as the room block is sure to sell out well in advance. We are actively lining up a solid speaker panel that abounds with technical guidance. We will also have a few light hearted speakers and topics around professional development. It is sure to be a good meeting you will not want to miss. If you would like to participate in the speaker panel and have not already contacted Cynamin Kinard, Jane Gray, or Todd Cox, please do so. Very few slots remain. If you would like to participate as a Sponsor, please reach out to Cathy Dougherty.

Look forward to seeing you soon at one of our next events listed on our new website: [www.georgiahfma.org](http://www.georgiahfma.org).

Thanks again for all your support!

[Jonathan Skaggs](#),

President



# Take Part in an Interview

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By way of introduction, my name is Jennifer Mcleod-Freeman, and I am a doctorate candidate at Northcentral University. My dissertation topic is "A Qualitative Study of the Impact of Insurance Carrier's Denials on Healthcare Providers'. The purpose of this study is to identify the gap in knowledge around insurance denials, in order to develop a deeper understanding of the driving constructs behind the phenomenon of denials management, and how healthcare providers are managing this issue. I had chosen Georgia HFMA organization due to different types of healthcare financial members and their vast amount of knowledge and experience. I am needing participants with healthcare backgrounds in patient accounting to provide their experience and prospective on healthcare denials. Participants that are interested, can contact me to set up a 30 to 45 minute interview; additionally, participants' information will not be disclosed and will be confidential. As an incentive, participants will be entered in for a drawing for a \$50 gift card.

*Dear HFMA Member,*

*You are invited to discuss your views on insurance denials for research purposes. The purpose of the interview is to understand the reason denials occur and also to understand the effect denials have on health care facilities. Any information obtained will be kept private and nameless.*

*You will be entered into a drawing for a chance to win a \$50 gift card for sharing your experience.*

*Your chances of winning the gift card is 1 in 10.*

## **Eligibility Criteria**

- *Do you have 5 years with Patient Accounting Experience?*
- *Do you have knowledge of payers' explanation of benefits (EOB)?*
- *Do you have knowledge of payers' denials and resolution?*
- *Do you have knowledge of payers' timeline for resolution of denials?*

*Interview type: Phone Interview*

*If you are interested, please feel free to contact me to set up a 30-45 minute phone interview.*

*Researcher,*

*Jennifer Mcleod-Freeman*

*Phone: 770.377.0530*

*Email: [Jennifer.Mcleod@NCU.edu](mailto:Jennifer.Mcleod@NCU.edu)*

*NCU student: Doctorate Candidate*

## Renee's Region 5 Update

Happy Fall Y'All. I'm filled with renewed inspiration having just completed the HFMA Fall President's Meeting in Memphis Tennessee. Each year the Presidents and President-Elects from every chapter come together for strategic discussions, and to network with their peers. As Regional Executive it was my responsibility to organize the regional meeting and plan networking events. Of course that meant a trip to Graceland!! What a great experience.

The Fall President's Meeting kicked off on Sunday with updates from HFMA National. We received an update on the Chapters 2.0 projects and we learned about the HFMA Strategic Direction discussed at this year's board retreat:

Our Challenge: How can HFMA lead healthcare stakeholder to meet the challenges of today while creating a sustainable healthcare industry?

Our Audience: Healthcare Finance Professionals 3-circle CFO's, Health Insurance Professionals, Physician Leaders, Vendor/Business Partners

- Easy Access to Relevant Information
- Collaborate to Define & Influence Change
- Helping "Audience" Successfully Navigate Complexity & Pace of Change to Support Financial Sustainability
- Invest in Acquiring, Developing, and Retaining Talent

On Monday and Tuesday we broke out into our regions where we had an opportunity to discuss many National, Regional, and Chapter topics. HFMA Secretary/Treasurer, Kevin Brennen, joined us for conversation regarding membership and HFMA Strategies. Region 5 provided Kevin with feedback from the Chapter Leadership and Chapter Member prospective. Additionally, our Region was fortunate to have HFMA staff member, Lorraine Schnelle, present during our meeting. Lorraine was a wonderful person to bounce ideas off and she took copious notes to bring back to HFMA to share our prospective.

The unanimous consensus was that the meeting was very informative and productive. Additionally, the group enjoyed the networking events which allowed them to build relationships with their peers thereby strengthening the Region as a whole.

In November I will attend the Regional Executive Counsel meeting in Chicago to represent Region 5. The primary focus of this meeting is to evaluate the Chapter Balance Score Card (CBSC) and the metrics assigned thereto as well as chapter awards. The CBSC is designed to assist chapters with goal setting and performance tracking of key chapter activities. At the FPM the Presidents and President-Elects of Region 5 shared their ideas for possible changes to the CBSC. I look forward to bringing these recommendations to the REC meeting and to effect some meaningful modifications to the CBSC.

I wish everyone a peaceful and healthy holiday season!

[Renee Jordan](#)

Regional Executive

Region 5

# Data quality: strategies for improving healthcare data

September 19, 2016

The [value of data](#) and the [link to data quality](#) was discussed in two prior HIMSS News articles. This article focuses on strategies to improve data in order to arm the organization with the knowledge it needs to succeed in a financially constrained environment driven by objective evidence of value. In this environment reliable information derived from high quality, specific, complete and accurate data is a critical tool to success. While there is not adequate space in this article to outline a complete plan for data quality improvement, it is important to understand the challenges and identify a direction to overcome each challenge. It's also important to recognize that data quality is more of a human challenge than a technology challenge. The most sophisticated technology cannot make up for a lack of human observation and documentation.

**Challenge 1:** Establishing the value proposition for observers and documenters.

Clinicians and those supporting clinicians need to see that the complete and accurate observation and documentation that they were taught in training is still critically important to patient care and to their business.

Strategies:

- Make the case for how data is needed for good patient care.
- Demonstrate how high quality transactional data about the patient condition is important for;
  - Payment
  - Quality measurement
  - Accounting for differences in the risk, severity and complexity of their patient's condition
  - Providing information to support the health of the population

**Challenge 2:** Establishing interoperability

From a broader policy and payment perspective, data that is not standard across different enterprises is of limited value. Comparability requires common definitions and common data element standardization.

Strategies:

- HIPAA transactional data require standards and comparability in order to be compliant. Leverage these transactions whenever possible.
- Focus on improving the quality of all inbound and outbound transactions to see how your organization is viewed externally and how your data compares with that of other entities

**Challenge 3:** Monitoring and sharing data quality metrics

It's often been said that you can't improve what you can't measure, yet few providers have visibility into the quality or patterns of data they submit in standard transactions.

Strategies:

- Capture all inbound and outbound transactional data in an accessible data warehouse so that you have a clear picture of what others are seeing in your data. You should know more about your data than anyone else.
- Create standard reporting on data quality metrics and coding patterns than can be shared with clinicians and others responsible for collecting and coding data.

Summary:

- Data quality is not an accident. It requires a clear understanding of the challenges and a strategy for addressing them.
- Those who observe and record data facts must see value in the effort.
- In a value-based, data-driven environment, standardized transactional data is critically important.
- Knowing your own data and leveraging data to continuously improve data quality is the key to success.

*About the author: Dr. Nichols is a board certified orthopedic surgeon. After 16 years in active practice, he has been involved in healthcare IT for the past 18 years. On behalf of CMS, payers, providers and other healthcare entities, Joe presents on healthcare data, ICD-10 and clinical documentation improvement. He is also an AHIMA-approved ICD-10 coding trainer.  
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## VOICE OF THE MEMBER

What really excites me about healthcare finance right now is the opportunity we have to contribute to the future shaping of our industry. In the past, the term 'innovation' has been reserved for the development of new therapies, drugs, or medical devices. It is clear that innovation must be explored in a broader context such as data analytics, consumer behavior, provider incentives, and process improvement in care delivery. There is a steep learning curve involved in getting our current 'brain trust' of front line Manager's and Directors involved and engaged in this noble process of innovating and recreating our current healthcare model. We must learn to ask the right questions and involve the right thinkers in the process.

Healthcare reform is part of the national conversation. We must be prepared to assert ourselves in to that conversation by developing and grooming these skills within our own areas of expertise.

Hopefully, your active involvement in Georgia HFMA will fortify your knowledge base and keep you in the loop with the latest and greatest thinkers of our time in the Revenue Cycle and Finance world of Healthcare.

[George Ann Phillips](#)  
Program Chairperson

## GEORGIA CHAPTER MEMBERSHIP

If you would like more information on Georgia Chapter, or if you have any questions about HFMA membership, please send an email by sending correspondence to:

Zach Scarboro  
zscarboro@allgoodllc.com  
Phone: 912-571-2207

## Why Join HFMA?

Health care is undergoing fundamental changes around quality and cost effectiveness. Join the leading membership organization for healthcare financial management executives and leaders. With more than 40,000 members, Healthcare Financial Management Association (HFMA) helps healthcare finance professionals:

- Tackle the enormous challenges, major opportunities, intense scrutiny, and daily pressures
- Stay informed on fast-moving developments
- Connect with those who are setting the pace
- Improve performance through education, resources, and connections
- Advance their career

Things are changing too quickly to get by on what you “already know.” Whether you are a seasoned professional or newcomer to healthcare finance, HFMA resources help improve the business caring for finance, clinical, and operations leaders.

Be a leader in your industry. Build your future.

[JOIN HFMA](#)



# The Value of Quality Healthcare Data

May 16, 2016

Data is critical to the success of any enterprise. Without data, anything we do is based on inference and conjecture with little evidence to support decisions. Most industries know that the quality, accuracy and completeness of data for every transaction is essential to survivability. They cannot tolerate incomplete, inaccurate and inconsistent data. Collection of high value data is a critical operational mandate.

For physicians, medical school taught us that understanding all of the data parameters about the patient's health state is critical to making wise decisions to improve or maintain their health status. What we didn't learn, was the value of capturing those parameters in a complete, consistent and standard way. Without a consistent commitment to capturing data that is complete, accurate and standard, we cannot expect to get information about healthcare that can be used to understand:

- Patterns of illness and changes in those patterns
- The risk and severity of disease in a population
- The value of health care in terms of outcome and experience of care
- Causes of diseases and injuries that could be mitigated
- The effectiveness of policies to improve healthcare value

The potential for the use of transactional data to understand healthcare across all healthcare enterprises is immense; if we could just trust it. Ironically, healthcare seems to be the one industry where data collected on healthcare transactions is often considered an administrative burden. Unlike other industries, data quality is not considered a key focus of healthcare transactions. As long as payment occurs, there has been little focus on the level of accuracy and completeness of that data. Unfortunately we often use this data to make assumptions and decisions that simply can't be supported considering the quality of the data.

## The Good News

While there are significant challenges historically with data, changing incentives may drive towards the business relevance of accurate transactional data.

1. The trend towards "population health" is adding a new focus to large transactional data sets.
2. Bundled payment and episode based models require better data definition.
3. Quality and outcome measures require a better definition of the risk, severity and complexity of the patient's health status.
4. There is a greater focus on disease surveillance about the safety and health of the population.
5. Payment models that adjust for risk severity, complexity, case mix and other parameters make the definition of the level of illness and co-morbid conditions critical.

## Summary

- There is no doubt that high quality healthcare data is critical to the evolution of a value-based healthcare model.
- Historically cross-enterprise transactional data has not demonstrated the level of quality needed to support wise healthcare policy decisions.
- Evolving models are changing incentives and drivers that hopefully will put greater focus on a more accurate definition of the patient's health state.

*About the author: Dr. Nichols is a board certified orthopedic surgeon. After 16 years in active practice, he has been involved in healthcare IT for the past 18 years. On behalf of CMS, payers, providers and other healthcare entities, Joe presents on healthcare data, ICD-10 and clinical documentation improvement. He is also an AHIMA approved ICD-10 coding trainer.*

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# Message to the Members

## New Website

A message to members of HFMA Georgia Chapter:

We have just set up a website conducive for managing clubs and associations. One of the features of the new site is an online membership database which includes all your contact and renewal information as well as an online member directory and many other features.

Your membership information has already been loaded into this database and an account has been created for you.

**To access your account, go to the website at [www.georgiahfma.org](http://www.georgiahfma.org), then click the "Member Login" option to log in. Each member automatically received an email with the log in instructions on Wednesday, October 26, 2016.**

*(When you log in the first time, you will be required to change this password.)*

Once you have logged in, click on the '**Profile**' link to review and update your personal information. We encourage you to select the Membership Directory choice to add a biography and professional picture and make yourself visible in the club's directory -this is a great networking tool.

Other current and future features of the website include a comprehensive events calendar with registration, online discussion forums, news, and email tools that allow us to provide you with more timely information on our activities. Over time we are excited to implement more of this functionality so as to better serve our chapter membership.

If you have any questions about your account, the information on the site, or the Georgia Chapter, please visit Contact Us.

Don't forget to **check our Event Calendar** for information on upcoming educational, networking and social events. We continually work to deliver top quality educational and social programming and information on all of these will be maintained in our Calendar.

Sincerely,

[Jonathan Skaggs](#)

Georgia HFMA President, 2016-2017



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healthcare financial management association

## KEEP GA HFMA ON YOUR MIND

### UPCOMING EVENTS & TIMELY INFORMATION

This is Georgia HFMA's weekly email digest. You will find many Face to Face and Online Events made available by Georgia Chapter of HFMA as well as links to access additional free education made available from the National HFMA office.



- 11/11/16- GMGMA / GA HFMA Fall Forum – Le Meridien Atlanta Perimeter Conference Center – 8am-4pm - 111 Perimeter Center West – Atlanta, GA 30346**  
**Registration begins at 7:30am – breakfast and lunch are included - There will be a vendor exhibit**  
**Cost = \$105.00 for Fall Forum for GA HFMA members; \$135 for non-members - Event qualifies for 6 CPE continuing education credits**  
**Link to register for Fall Forum: <http://www.gmgma.com/event/fallforum2016attendeeregistration>**  
**Hotel rooms at Le Meridien \$110 single occupancy; \$140 double occupancy**  
**Link to reserve a hotel room at Le Meridien:**  
**<https://www.starwoodmeeting.com/events/start.action?id=1608166054&key=3C44761>**  
**Event Highlights: Veteran's Day Ceremony | Election Impact on Healthcare | Payers Twisting Compliance Requirements | Medicare Update for Cahaba**  
**Terrorist Threats in the Office Setting | MIPS and MACRA | End of ICD-10 Grace Period**
- 11/11/16- TNHFMA/GAHFMA, co-hosted by GAHIMSS, TNHIMSS, GHA, GAHE IN BEAUTIFUL CHATTANOOGA, TN**  
**“Finance + Information Technology” - ¾ day of education - 4 Hours of CEU - Bridging the gap between CFO and CIO - An Executive Forum.**  
**Event Highlights: Telemedicine case study: Vanderbilt UMC| Driving ROI from EHR: ACHE Approved Panel | Wireless & IT Infrastructure**  
**Value Based Reimbursement**
- 11/16-17/2016 – Revenue Cycle Forum – GRMC Summerville Campus - Augusta, GA – co-sponsored by SC HFMA – 6 CPE continuing education credits**  
**11/16 – Reception sponsored by EnableComp & Triage Consulting Group**  
**11/17 – Breakfast sponsored by Avectus Healthcare Solutions & Lunch sponsored by Allgood Professional Services**  
**Event Highlights: Enhance Patient Experience & Bottom Line; Changing Culture of POS Collections; Surviving Revenue Cycle System Implementation; Including a Physician on Financial Side; Health Policy Outlook – GHA; Improving Patient Billing Experience**

To Register: <http://www.event.com/d/lvqzxb>

Link to reserve a room at the Partridge Inn:

[https://secure3.hilton.com/en\\_US/qq/reservation/book.htm?execution=e1s1](https://secure3.hilton.com/en_US/qq/reservation/book.htm?execution=e1s1)

12/6/16- A&A Forum – Athens, GA – 6 hours of A&A credit & benefit for Toys for Tots – DETAILS COMING SOON

## OUTREACH – EVENT COLLABORATIONS WITH OTHER PROFESSIONAL ORGANIZATIONS:

12/07/16- Health IT Leadership Summit – sponsored by TAG – co-sponsored by GA HFMA  
Mark your Calendars – DETAILS COMING SOON!



11/15/16- Managing Revenue Yield through Commercial Payment Assessment | 1:00pm – 2:15pm | James O. Cleverley, President, Cleverley and Associates  
Register: <https://attendee.gotowebinar.com/register/837544563238624259>

11/14/16- Bundled Payments Update | 2:00pm – 3:00pm | by Valerie Barckoff, Principal, Windham Brannon  
Register: <https://attendee.gotowebinar.com/register/5008986126583634435>

12/6/16- Billing for Cardiac Devices – presented by Denise Hall and Joanna Malcolm from PYA.  
**REGISTRATION LINK & DETAILS COMING SOON!**

12/13/16- Touchless Workflow – presented by Cassandra Kurth, Experian Health. **REGISTRATION LINK & DETAILS COMING SOON!**

12/16/16- Risk Adjustment Models – presented by Carine Leslie and Bob Paskowski from PYA.  
**REGISTRATION LINK & DETAILS COMING SOON!**

01/26/17 – Preparing your Occupational Mix Survey – presented by Mike Webdale, CPA, and CEO of R-C Healthcare. **DETAILS COMING SOON!**

02/14/17 – Identifying and Implementing a Best-Fit Financing Program – presented by Cathy Dougherty, VP Revenue Cycle Management and Cynamin Kinard, PFS Director, Gwinnett Medical Center. **DETAILS COMING SOON!**

If you would like to serve as a guest presenter for a future webinar, please contact Donna Fincher @ [DFincher@holliscobb.com](mailto:DFincher@holliscobb.com) – 404-317-0402

# SOCIALIZE

Histed by:  
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networking

## SOCIAL EVENT CO-SPONSORED BY:

**SAVE THE DATE – 12/14/16 – SOCIAL/NETWORKING EVENING CO-SPONSORED BY GAHE, GA HIMSS AND GA HFMA**

**EVENT LOCATION: COLLEGE FOOTBALL HALL OF FAME – ATLANTA, GA – INCLUDES COCKTAILS, HORS D'OEUVRES AND TOUR**

## FOR SPONSORSHIP OPPORTUNITIES:

Contact: Sohumi Mehta: [sohumm@slalom.com](mailto:sohumm@slalom.com) Stephanie Troncalli: [Stroncalli@himformatics.com](mailto:Stroncalli@himformatics.com) or Todd Schlesinger: [todd.schlesinger@jvion.com](mailto:todd.schlesinger@jvion.com)



## HOLIDAYS WILL BE HERE BEFORE WE KNOW IT. MARK YOUR CALENDARS FOR THESE HOLIDAY EDUCATION/SOCIAL NETWORKING OPPORTUNITIES:

- 12/09/16- AAHAM/GAMA/HFMA Holiday Gala and Education – Atlanta – WATCH FOR DETAILS
- 12/14/16- GA HIMSS/GA HFMA – Holiday Social – College Football Hall of Fame - Atlanta – WATCH FOR DETAILS



VISIT THE NATIONAL [HFMA WEBSITE](http://www.hfma.org) TO REGISTER FOR FREE WEBINARS!

<https://www.hfma.org/Templates/UpcomingWebinars.aspx?id=613>

## CONNECT WITH US FOR UP TO DATE NEWS

The [Georgia HFMA](#) event calendar shows upcoming club events. Select a view then use the navigation buttons to move between dates. Click on the event to view more information, including the event description, times, location, fees and any rules regarding attendance; you can also register for events from this screen. Click on the magnifying glass on the toolbar to see search and filter options.

# 2016-2017 Corporate Sponsors

We would like to thank all of our Corporate Sponsors for making a financial commitment to our Chapter and we ask that all members make a special effort to thank them for their continued support and include them in the RFP process when applicable.

## Provider

Emory Healthcare  
Floyd Medical Center

Gwinnett Health System  
Northeast Georgia Hlth System

Piedmont Healthcare  
University Health Care System

## Gold

Bolder Healthcare Solutions  
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Windham Brannon  
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