Each year the HFMA National Chair selects a theme for the upcoming year. Each theme represents the goals of each chair – or maybe it represents their career in healthcare – or maybe it represents all they have received from being a member of HFMA.

Every theme is unique but all seem to resolve around a few key shared values:

- Being a leader in all that you do
- Accepting and managing continuous change
- Performing with quality and integrity
- Being disposed to action
- And most important, connecting with others in all you do.

continued on next page...
This year, the National Chairman, Joyce Zimowski, Vice President for Financial Process Improvement for the Unity Health System in Rochester, New York chose the theme “Beyond The Numbers.” In her introduction of the theme first to chapter leadership at the LTC conference in San Francisco in April and then to the HFMA members assembled at ANI in Nashville in June she challenged all of us in finance to step out from our comfort level with numbers to go beyond the numbers.

No this is not an Enron thing – it’s not going in that direction beyond. Rather, it’s knowing what drives your business, what attracts physicians, what attracts patients, what attracts workers to your organization and how that group uniquely defines quality. And it also means going beyond the numbers (or beyond your department or even beyond finance) to become a leader where you work – to build better relationships, to network with others and inspire those who work with you.

HFMA provides the tools to help you go beyond the numbers – and they are here for the taking. Whether it’s getting information from the HFMA website or publications – or attending meetings and conferences and interacting with experts and peers – or contributing to the chapter operations and leadership – we have the tools for you.

Thanks,

Gregg

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**Charity Care Approaches $159 Million in 2002**

Washington hospitals provided $159 million in total charity care charges for 2002, which is an increase of 17.4 percent above 2001 and a 33.2 percent increase above the 2000 levels. Charity care for 2002 was 1.09 percent of total hospital revenue and 2.15 percent of “adjusted revenue” (with Medicare and Medical Assistance Program payments deleted for comparisons focused on each hospital’s base of primarily private payments). From 1989 until 1993, charity care steadily increased in total dollars and as a percent of revenue, while from 1994 through 1997, charity care steadily declined in both categories. Since 1998 total charity care charges have consistently increased through 2002.

Twenty-five hospitals each provided more than $2 million of charity care in FY 2002, which accounted for 84 percent of the statewide charity care. Regionally, King County clearly provides the largest dollar amount of charity care, with Harborview Medical Center alone providing approximately 30 percent of the statewide total. Rural hospitals report less charity care, in proportion to their total adjusted revenue, than do urban hospitals. Rural hospitals also have a higher proportion of revenue from Medicare and Medical Assistance (including Medicaid), resulting in a smaller base of private sector payers to which charity care costs could be shifted.

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### Overview of Hospital Charity Care in Washington, 1992-2002

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Adjusted Revenue</th>
<th>Statewide Charity Care</th>
<th>Percent of Total Rev</th>
<th>Percent of Adj Rev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>$5,386,977,916</td>
<td>$2,505,987,814</td>
<td>$107,230,469</td>
<td>1.99%</td>
<td>4.28%</td>
</tr>
<tr>
<td>1993</td>
<td>$5,656,853,442</td>
<td>$2,604,329,914</td>
<td>$117,269,462</td>
<td>2.07%</td>
<td>4.50%</td>
</tr>
<tr>
<td>1994</td>
<td>$6,013,233,056</td>
<td>$2,836,757,950</td>
<td>$111,947,855</td>
<td>1.86%</td>
<td>3.95%</td>
</tr>
<tr>
<td>1995</td>
<td>$6,393,992,319</td>
<td>$3,141,574,942</td>
<td>$110,172,746</td>
<td>1.72%</td>
<td>3.51%</td>
</tr>
<tr>
<td>1996</td>
<td>$6,831,863,277</td>
<td>$3,351,784,781</td>
<td>$105,767,242</td>
<td>1.55%</td>
<td>3.16%</td>
</tr>
<tr>
<td>1997</td>
<td>$7,466,307,575</td>
<td>$3,874,390,027</td>
<td>$102,008,794</td>
<td>1.37%</td>
<td>2.63%</td>
</tr>
<tr>
<td>1998</td>
<td>$8,283,508,258</td>
<td>$4,406,201,947</td>
<td>$108,371,473</td>
<td>1.31%</td>
<td>2.46%</td>
</tr>
<tr>
<td>1999</td>
<td>$9,495,164,654</td>
<td>$5,131,945,589</td>
<td>$112,577,000</td>
<td>1.19%</td>
<td>2.19%</td>
</tr>
<tr>
<td>2000</td>
<td>$11,009,631,695</td>
<td>$5,736,296,849</td>
<td>$119,081,863</td>
<td>1.08%</td>
<td>2.08%</td>
</tr>
<tr>
<td>2001</td>
<td>$12,559,409,550</td>
<td>$6,374,245,419</td>
<td>$135,140,421</td>
<td>1.08%</td>
<td>2.12%</td>
</tr>
<tr>
<td>2002</td>
<td>$14,594,866,236</td>
<td>$7,361,696,909</td>
<td>$158,602,333</td>
<td>1.09%</td>
<td>2.15%</td>
</tr>
</tbody>
</table>


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...continued on next page...
The hospital accounting concept of “adjusted revenue” subtracts Medicare and Medical Assistance (including Medicaid) charges from total patient care revenue to allow meaningful comparisons of hospital levels of charity care. Medicare and Medicaid have specifically excluded participation in covering charity care from their prospectively determined payment levels. Since the payments that hospitals receive from Medicare and Medical Assistance do not cover charity care, the hospitals adjust their rates to recoup the charity care from their base of private purchasers and payers. This private paying base differs widely among hospitals as a percentage of their business. Therefore, the use of “adjusted revenue” allows for a comparison of hospital charity care as a percentage of privately sponsored patient revenue.

Charity Care by Region
1999 - 2002

<table>
<thead>
<tr>
<th>Hospital Region</th>
<th>Charity Care as a Percent of Adjusted Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1999</td>
</tr>
<tr>
<td>King County</td>
<td>2.44%</td>
</tr>
<tr>
<td>Puget Sound</td>
<td>1.79%</td>
</tr>
<tr>
<td>Southwest Washington</td>
<td>2.27%</td>
</tr>
<tr>
<td>Central Washington</td>
<td>2.37%</td>
</tr>
<tr>
<td>Eastern Washington</td>
<td>1.76%</td>
</tr>
<tr>
<td>Statewide</td>
<td>2.19%</td>
</tr>
</tbody>
</table>


This is a brief excerpt from the report “Washington State 2002; Charity Care in Washington Hospitals” published by the Washington State Department of Health. To view the entire report, visit the Department’s website at www.doh.wa.gov/EHSPHL/hospdata/. For a printed copy of the report please contact Larry Hettick by telephone at (360) 236-4210 or by electronic mail at larry.hettick@doh.wa.gov.
At our Chapter meeting in May, my boss Gordon McLean, President of Mount Carmel Hospital, spoke on the relationship of the CEO and the CFO. He talked about how losing your job was often not a bad thing.

Little did I know that just about two weeks later he would inform me that my job was being eliminated. You can imagine that isn’t good news for a Vice President of Operations in a small town hospital. What do you do if you won’t or cannot move?

My aging parents (let’s hope they don’t read the aging part) retired in Colville to be near me. Family is more important to me than a job, so in Colville I will remain. What to do, what to do?

Fortunately, Mount Carmel Hospital and Providence Healthcare provided a very good severance package. So one day just a week later, on a trip with a couple girlfriends, the idea of an antique store in Colville was born.

Ginger’s Antiques & Treasures is opening (hopefully) mid-late October. The building is being renovated to accommodate my store. All of you who get involved in building projects know what that can mean.

What a fun time I have been having shopping for the all those antiques and treasures. I am using my financial skills to start my own company. My cash register arrived today along with my inventory control/price tags. The mannequin is still in pieces in a box in the back seat of my car. Our barn and basement are full.

Also, the day we announced my departure from the Hospital, I was asked to work with a small consulting company providing process improvement services. You may look forward to hearing from me in that role as well.

I have also been blessed with the opportunity to be the partly paid very part-time bookkeeper for our Habitat for Humanity Thrift Store. Volunteer opportunities abound.

During the past several months I have seen first-hand what it means to look “Beyond The Numbers”. The vitality of my business depends upon my ability to build relationships and provide the quality and products desired by my customers. It occurs to me that this is not so different from my role at Mount Carmel Hospital.

So, I may not see you in September at Alderbrook. Getting ready to open the store will take most of my time. I will continue to be involved in HFMA helping where I may be of use and of course, continuing to learn.

Gordon was right. Losing my job may be the best thing to happen since I got it 14 years ago. Attitude is really the most important thing over which we have control. I choose to look forward with excitement to my new future.
Vegas in 2005

You are going to Las Vegas next year.
Put it in your budget.

Both the Region 11 Symposium and the National ANI conference will be in Las Vegas next year.

As you may know the Region 11 Symposium is now entering its 7th year in Las Vegas and is returning to the Rio Suites from Sunday January 23 to Wednesday January 26, 2005.

And National HFMA is bringing the ANI to Las Vegas next June – at Bally’s Resort from Sunday June 26, 2005 to Thursday June 30, 2005.

The Region 11 Symposium program is in the final stages and will soon be announced via e-mail and in print. For the latest updates, go to www.hfmaregion11symposium.org.

Information about the ANI will be announced next spring.

These are the two biggest meetings HFMA offers each year so next year you have a chance to go to Vegas and actually leave with more than you came with (except possibly your cash).
HOW DO I CHANGE MY HFMA INFORMATION?

All of our chapter directory information including e-mail and addresses for the newsletter are received from the National HFMA database.

The easiest way to make changes is via the internet. Simply follow these steps to change any of your personal information.

1. Log on to http://www hfma.org
2. Go to the membership section
3. Log in using the username and password prompts
4. Follow instructions to access your Profile
5. Edit information.

WIN $100.00

You could win $100 by writing an article for N.W. Outlook! Share your knowledge & experiences with other HFMA Members. You can help make a difference!

Please send information & articles for upcoming newsletters to:

Ginger Rhoades
634 Valley Westside Road
Colville WA 99114

Phone:
509-684-5778

E-mail: mgbell49@hotmail.com
Welcome New Members

The Washington/Alaska Chapter is pleased to announce the following new members:

David Miller  
Lawson Software  
Account Executive  
Alameda, CA

Elaine Mueller  
Providence Alaska Medical Center  
Anchorage, AK

Cheryl L. Ramon  
CitiCapital, a Division of Citigroup  
Vice President  
Edmonds, WA

Tami S. Love  
Group Health Cooperative  
Billing Operations & Reimb Manager  
Kent, WA

Suzanne Daly  
Providence  
Regional Director, Payor Contracting  
Renton, WA

Teresa Nearing  
Robert Half Intl.  
Account Executive  
Seattle, WA

Kym Clift  
United General Hospital  
Director Patient Financial Srvs  
Sedro Woolley, WA

Karen Wellman  
Prosser Memorial Hospital  
Business Office Manager  
Prosser, WA

Cindy Barbee  
Financial Analyst  
Longview, WA

DeEtta Cunningham  
Alaska Native Tribal Health Consortium  
Busn Office Specialist  
Anchorage, AK

Kerry M. Curran  
Resource Corp of America  
Director Business Development  
Bellevue, WA

Lynne W. Gentry  
St Joseph Medical Center  
Regional Director of Patient Accounts  
Tacoma, WA

Shelley E. McDermott  
Providence Washington  
Program Coordinator  
Olympia, WA

Crystal A. Nolan  
Derry, Nolan & Associates LLC  
Principal/Owner  
Edmonds, WA

Randal Reddell  
Central Washington Hospital  
Director, Quality Care Management  
Wenatchee, WA

Jeffery L. Schaefer  
First Consulting Group  
Senior Account Executive  
Seattle, WA

Mary K. Wright  
Manager  
Yakima, WA

Kristi Baze  
Medical Billing & Consulting  
Owner/Business Manager  
Kennewick, WA

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Get Connected!
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<thead>
<tr>
<th>Name</th>
<th>Company/Position</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sherry Hunter</td>
<td>Consulting Tax Manager</td>
<td>Everett, WA</td>
</tr>
<tr>
<td>Cindy Sherman</td>
<td>Grays Harbor Community Hospital Accountant</td>
<td>Aberdeen, WA</td>
</tr>
<tr>
<td>Melinda B. Smithson</td>
<td>Olympic Memorial Hospital Senior Accountant</td>
<td>Port Angeles, WA</td>
</tr>
<tr>
<td>Gregg Davidson</td>
<td>Skagit Valley Medical Center Chief Executive Officer</td>
<td>Mount Vernon, WA</td>
</tr>
<tr>
<td>Diem T Luu</td>
<td>Protiviti Senior Consultant</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>Mark Hugh</td>
<td>Clark Nuber PS CPA</td>
<td>Bellevue, WA</td>
</tr>
<tr>
<td>Sarah E. Reis</td>
<td>Protiviti Consultant</td>
<td>Mukilteo, WA</td>
</tr>
<tr>
<td>Kris Files</td>
<td>Central Washington Hospital Admitting Supervisor</td>
<td>Wenatchee, WA</td>
</tr>
<tr>
<td>Timothy C. Hagler</td>
<td>Providence Health System, Washington / Alaska Region Regional Dir Supply Chain Management</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>Stephanie Lantzer</td>
<td>Group Health Cooperative Billing Operations and Reimbursement Manager</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>Peter C. Yoon</td>
<td>Protiviti, Inc. Consultant</td>
<td>Snohomish, WA</td>
</tr>
<tr>
<td>Hugh Hallgren</td>
<td>Maniilaq Associates Administrator</td>
<td>Kotzebue, AK</td>
</tr>
<tr>
<td>Justin D.F. Sampson</td>
<td>Protiviti Consultant</td>
<td>Kirkland, WA</td>
</tr>
<tr>
<td>Paul E. Smolke</td>
<td>Microsoft Business Solutions Director - Healthcare Vertical Strategy</td>
<td>Redmond, WA</td>
</tr>
<tr>
<td>Brian McClellan</td>
<td>Seattle, WA</td>
<td></td>
</tr>
<tr>
<td>G. Wayne Hawks</td>
<td>Central Washington Hospital Sr. Financial Analyst Coordinator</td>
<td>Wenatchee, WA</td>
</tr>
<tr>
<td>Jackie M. Davis</td>
<td>On Assignment Healthcare Staffing Senior Staffing Consultant</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>Thomas H. Harvey</td>
<td>Providence Health Systems Manager Of Payor Contracting</td>
<td>Renton, WA</td>
</tr>
<tr>
<td>Karen Jeffus</td>
<td>Central Washington Hospital Accountant</td>
<td>Wenatchee, WA</td>
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<tr>
<td>Leslie C. Bryant</td>
<td>Group Health Cooperative Finance Manager</td>
<td>Seattle, WA</td>
</tr>
<tr>
<td>T. Renee Van Nort</td>
<td>Tanana Valley Medical Surgical Group Inc. Controller</td>
<td>North Pole, AK</td>
</tr>
<tr>
<td>Michael D. Krake</td>
<td>Providence Centralia Hospital Financial Analyst</td>
<td>Centralia, WA</td>
</tr>
<tr>
<td>Brian J. Chapman</td>
<td>Central Washington Hospital Senior Financial Analyst</td>
<td>Wenatchee, WA</td>
</tr>
<tr>
<td>Linda John</td>
<td>Miragee Corp Consultant</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>Sharon Criss</td>
<td>MultiCare Health System</td>
<td>Tacoma, WA</td>
</tr>
<tr>
<td>Warren Maxwell</td>
<td>Providence Washington Regional Services Accounting Manager</td>
<td>Renton, WA</td>
</tr>
<tr>
<td>Cheryl L. Dickerson</td>
<td>Dalrymple And Dickerson Partner</td>
<td>Bellingham, WA</td>
</tr>
<tr>
<td>Christina M. Finch</td>
<td>University Of Washington</td>
<td>Seattle, WA</td>
</tr>
</tbody>
</table>

continued on next page...
Welcome New Members!

Ben P. Steiner  
Protiviti Inc  
Senior Consultant  
Seattle, WA

Ruth A. Johnson  
Wildflower Court  
Chief Financial Officer  
Juneau, AK

Conrad Kimes  
Inter Island Medical Center  
Controller  
Friday Harbor, WA

Teresa McSpadden  
Providence Everett Medical Center  
Director PFS  
Snohomish, WA

Richard E. Sleeth  
Sentry Credit  
Sales Director  
Everett, WA

Shelley Godwin  
Medifax Edi  
District Sales Manager  
Seattle, WA

Daron D. Zimmerman  
St. John Medical Center  
Decision Support Coordinator  
Longview, WA

Joseph Vessey  
Inland Northwest Health Services  
Financial Analyst  
Spokane, WA

Richard Walicki  
Alaska Native Medical Center  
Director Hospital Financial Operations  
Anchorage, AK

Would you like to check your progress toward a Founders Merit Award.

Individual scoring records for the Founders Merit Award program are maintained for chapter members by LCC Council III.

To receive a copy of your record, please contact

Tom Muller

Telephone: (360) 236-4215  
Facsimile: (360) 664-8579  
Email: tom.muller@doh.wa.gov
Upcoming Chapter Meetings

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>HFMA Workshop</td>
<td>December 2, 2004</td>
<td>Doubletree – SeaTac</td>
</tr>
<tr>
<td>HFMA Region 11 Symposium</td>
<td>January, 2005</td>
<td>Las Vegas</td>
</tr>
<tr>
<td>HFMA Workshop, Meeting &amp; Vendor Fair</td>
<td>February 16-18, 2005</td>
<td>Sheraton Hotel &amp; Conf. Ctr. – Tacoma</td>
</tr>
<tr>
<td>HFMA Workshop &amp; Meeting</td>
<td>May 25-27, 2005</td>
<td>Campbell’s Resort - Chelean, Wa</td>
</tr>
<tr>
<td>National HFMA ANI Conference</td>
<td>June 26-30, 2005</td>
<td>Las Vegas</td>
</tr>
<tr>
<td>HFMA Fall Conference</td>
<td>September, 2005</td>
<td>TBD</td>
</tr>
</tbody>
</table>

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- Beyond the Numbers...One Woman’s Story
- Vegas in 2005
- Corporate Sponsors
- How Do I Change My HFMA Information?
- Win $100
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- Mark Your Calendar!
- Upcoming Chapter Meetings