



***Integrated  
Revenue  
Management***

2714 Loker Ave. West, Suite 200  
Carlsbad, CA 92010  
760-448-1022  
[www.IRMinonline.com](http://www.IRMinonline.com)

# REVENUE MANAGEMENT EDUCATION

*Performance-Driven Education*

**Catalog  
Summer 2011**



# Table of Contents

<b>Introduction.....</b>	<b>3</b>
Business and Leadership Skills Education .....	4
Charge Capture Education.....	4
Charge Description Master Education.....	5
Clinical Documentation Improvement Education .....	5
Coding Education .....	7
CPT Coding Education .....	7
ICD-9-CM Coding Education.....	7
Compliant Coding and Documentation Review Education.....	8
Managed Care Education .....	9
Process Improvement Education .....	9
Revenue Cycle Concepts Education.....	9
Webinars.....	10
<b>Curriculum .....</b>	<b>11</b>
Business and Leadership Skills Education .....	11
Charge Capture Education.....	11
Charge Description Master Education.....	13
One-Day Course.....	13
Two-Day Courses .....	13
Clinical Documentation Improvement Education .....	14
Coding Education .....	14
CPT Coding Education .....	14
ICD-9-CM Coding Education.....	15
Compliant Coding and Documentation Review Education.....	16
Managed Care Education .....	16
Process Improvement Education .....	17
Revenue Cycle Concepts Education.....	17
Webinars.....	18
<b>Educators' Curricula Vitae.....</b>	<b>21</b>



## INTRODUCTION

Revenue Management Education (RME), a division of Integrated Revenue Management, Inc., announces the first full-spectrum education institution that provides healthcare executives, health information, and financial professionals a comprehensive option to meet the complex education requirements inherent in today's changing healthcare industry.

Historically, training budgets in healthcare have seldom been funded at the required level to maintain professional competency. When budget constraints become extreme, training and education are typically postponed to future years. The result of this pattern of funding is key department staff whose development was arrested when they joined the organization and who now represent a significant compliance/economic risk.

RME was established in 2003 as Revenue Management University (RMU). In the first five years alone, RME's product had spanned more than 50,000 hours of course development. Currently, the product ranges in scope from a comprehensive, multi-course series that provides an educational hub for critical staffs to webinars and multiple-day seminars focused on today's hottest topics. Each program features full collateral documentation and a skill-based competency measurement process. Ongoing contact with the RME faculty is available for a minimum of 30 days following each program.

RME's programs provide a comprehensive process of supporting the educational needs of your employees from their first day on the job to retirement. Using a customized education approach that includes classroom seminars, interactive workshops, and one-on-one instruction, the series can provide the optimal workforce to tackle complex healthcare environment challenges and changes.

## **Business and Leadership Skills Education**

Healthcare organizations need leaders whose behaviors and actions combine to positively impact employees, customers, and the facility's bottom line. It is vital that leaders and managers embrace the full scope of their responsibilities in order to positively impact business results.

RME's Business and Leadership Skills education program focuses on application-oriented learning experiences that address the role of the manager. To help new and experienced managers meet all of today's management challenges, the curriculum provides a set of tools that focus on:

- ▶ Increasing resourcefulness and initiative.
- ▶ Defining the contribution managers want to make in their specific management role.
- ▶ Managing performance through a balance of accountability and trust.
- ▶ Giving and receiving constructive feedback.
- ▶ Improving team decision-making by embracing - even encouraging - diverse viewpoints.
- ▶ Implementing and maintaining a "Pay for Performance" program.

A curriculum listing begins on page 11.

## **Charge Capture Education**

Revenue success depends on accurate and timely charge capture for services rendered in the healthcare setting. Failure in the charge capture process jeopardizes facility revenues, retards cash flow, and risks noncompliance and community dissatisfaction.

Charge capture is based on clinical documentation, charge assignment, and reconciliation of charges for services provided in patient care. Charge auditors play an instrumental role in evaluating accurate charges, identifying systemic fractures, and implementing process improvement initiatives to prevent further cash flow retardation and rework.

RME's charge capture education provides the knowledge and skills needed to perform a financial and clinical charge audit, identify deficiencies in the charge capture process, and produce a "clean claim" upon original claim submission.

A curriculum listing begins on page 11.

## Charge Description Master Education

Maintaining an accurate and compliant Charge Description Master (CDM), commonly referred to as Charge Master, can be challenging, costly, and time-consuming. So that a facility receives appropriate reimbursement, continuous monitoring and updating is required of charging practices, HCPCS Level I and Level II codes, revenue codes, and pricing for supplies and services. CDM maintenance for the facility is complex due to the continuous bulletin updates and government regulation amendments that could place the facility at risk of being noncompliant.

The CDM is a vital revenue tool that must be updated and monitored for accuracy and compliance. Healthcare facilities often do not have a dedicated person with both the clinical and financial knowledge needed to continually assess and make the necessary changes. To address this need, RME offers the following course content.

- ▶ Build a CDM line item
- ▶ Develop and maintain a pricing structure
- ▶ Create a functional CDM
- ▶ Understand the relationship between the CDM and bill presentation

In addition to CDM development and maintenance, an interactive department project is incorporated into the instruction for knowledge expansion.

A curriculum listing begins on page 13.

## Clinical Documentation Improvement Education

Integrated Revenue Managements' Clinical Documentation Improvement (CDI) Education Program is designed to provide best-in-class CDI targets for revenue retention and improvement, in alignment with coding and documentation accuracy.

Through interactive classroom training, the CDI Education Program offers a customized learning experience to address the challenges that your coders and clinicians are facing in today's stringent health information environment.

Five key performance areas are reviewed, with specific attention placed on understanding the nuances of clinical documentation, coding guidelines, and, ultimately, ensuring a compliant medical record that supports accurate reimbursement.

IRM has a large selection of compliant query forms. These query forms support documentation and coding standards as represented by correct coding initiatives and other regulatory bodies.

The following highlights the educational focus of the CDI Education Program, and can be revised to meet specific risk management targets at your healthcare facility or system.

#### CDI Introduction and Overview

- ▶ Overview of CDI
- ▶ Communication
- ▶ Compliance
- ▶ Benchmarking

#### Introduction to ICD-9-CM Coding

- ▶ Principal diagnosis code selection
- ▶ Secondary diagnosis code selection
- ▶ Principal and significant procedure code selection
- ▶ The medical record as a source document
- ▶ Official guidelines and resources
- ▶ Clinical documentation versus coding guidelines

#### MS -DRG

- ▶ MS -DRG basics
- ▶ Introduction to MS-DRG reimbursement
- ▶ Case mix index

#### Clinical Coding Concepts (Sample)

- ▶ Sepsis
- ▶ Heart failure
- ▶ Pneumonia
- ▶ Respiratory failure
- ▶ Renal failure
- ▶ Diabetes
- ▶ Malnutrition

- ▶ Dehydration and electrolyte imbalances
- ▶ Symptoms as principal diagnosis

#### CDIComply™

- ▶ Data entry for the IRM CDI database
- ▶ Reporting

A curriculum listing is on page 14.

## Coding Education

RME offers comprehensive coding education dedicated to enhancing clinical and coding knowledge for physicians and coders by providing the tools and skill sets required by today's complex healthcare industry.

### *CPT Coding Education*

Applying codes from the Current Procedural Terminology (CPT) coding system to the hospital setting is a challenging and complex process. Because the coding system was developed by physicians for physician use, interpreting the guidelines for application in the hospital can be very confusing. RME offers comprehensive CPT coding education, an in-depth and easy-to-understand program geared toward the hospital coder.

Complete with guidelines set forth by the American Medical Association (AMA) and other regulatory agencies such as the Centers for Medicare and Medicaid Services (CMS), this program is designed for coders at any level who are involved in both the hard-coding and soft-coding process.

The program covers all aspects of surgical CPT coding and interventional radiology. Each course includes quizzes, key terminology, and common acronyms to maximize the learning experience.

A curriculum listing is on page 14.

### *ICD-9-CM Coding Education*

ICD-10-CM is on the horizon, and greater knowledge of clinical documentation will be required of coders. ICD-10 is the anticipated clinical modification of the World Health Organization's International Classification of Diseases, 10<sup>th</sup> Revision. ICD-10 far exceeds its

predecessors in the number of concepts and codes provided. The disease classification has been expanded to include health-related conditions and to provide greater specificity.

RME's ICD-9-CM Coding Education is designed to fill the coder education gap in preparation for ICD-10 implementation as well as to provide education that is currently applicable to using ICD-9-CM. Our extensive education combines anatomy and physiology, medical terminology, and disease process information with coding guidelines developed by the Cooperating Parties and official references such as *Coding Clinic*. Our courses, which have been developed by and, are led by, certified coders, also include discussion about the effects of code assignment and clinical documentation on MS-DRG reimbursement. No other education material on the market today is as comprehensive and serves the purpose of preparing trainees for ICD-10 while simultaneously enhancing their ICD-9-CM coding skills.

A curriculum listing begins on page 15.

## **Compliant Coding and Documentation Review Education**

RME's Compliant Coding and Documentation Review (CCDR) education provides the foundation for your facility to create and maintain staff that can review records for coding, charging and documentation accuracy, and compliance. This enables your facility to have the expertise to continuously perform concurrent and retrospective reviews of high-risk, complex coding accounts and to potentially capture missing charges and other revenue leaks. In addition, the CCDR staff can provide performance improvement initiative opportunities through their findings and coding-related education to clinical and non-clinical staff.

The goals of the CCDR program are to:

- ▶ Provide a thorough understanding of Medicare's Outpatient Prospective Payment System.
- ▶ Educate on the correct use of HCPCS codes.
- ▶ Provide the foundation of how to audit an outpatient account.
- ▶ Ensure that the coding and billing data is supported by documentation.
- ▶ Support and facilitate optimal quality coding data collection.
- ▶ Ensure correct reimbursement for all services provided.

A curriculum listing begins on page 16.

## **Managed Care Education**

RME's Managed Care education is dedicated to enhancing both the beginner and the expert managed care analysts' education via a comprehensive selection of courses. This education is designed to provide the tools and skill set required for today's complex healthcare industry.

A curriculum listing begins on page 16.

## **Process Improvement Education**

Process Improvement (PI) is a business strategy that produces measurable results by focusing on opportunities within an organization to improve, simplify, and integrate work processes and procedures. The goal of PI is to dig deep enough to identify the root cause rather than focus on symptoms of the problem. This approach prevents correction of the same type of problem over and over again. Continuous process improvement of a hospital's revenue cycle is crucial to the financial health of the organization.

RME offers process improvement education designed for revenue management in the health-care industry. PI topics discussed in this one-day education include:

- ▶ Process improvement frameworks
- ▶ Setting goals or aim statements
- ▶ The importance of synergistically developed processes
- ▶ Tips for forming PI teams
- ▶ Quantification and reporting of PI results

Process Improvement provides a powerful tool for hospitals to respond effectively to the ever-changing world of healthcare.

A curriculum listing is on page 17.

## **Revenue Cycle Concepts Education**

Revenue Cycle Concepts (RCC) is a comprehensive education program for Patient Access/Registration and Patient Financial Services healthcare executives and professionals. Focus areas include financial impact, technical skills, and professional development.

RCC provides the tools and skills to improve your process efficiency and bottom line. Additional features of this program include established competency and compliance standards, process improvement initiatives, and self-paced advancement and individual leadership growth.

The main focus of RCC education programs is to create high-functioning organizations by:

- ▶ Enhancing communication.
- ▶ Improving customer service.
- ▶ Improving employee satisfaction and retention.
- ▶ Improving revenue capture processes and procedures.
- ▶ Training/cross-training and understanding within departments.
- ▶ Decreasing rework and backlogs.
- ▶ Improving guidelines and measurements for performance assessments.
- ▶ Implementing organizational development plans.
- ▶ Improving knowledge-sharing between departments.

Curriculum listings begin on page 17.

## **Webinars**

Today's hottest topics are discussed in webinars. These in-depth discussions offer IRM clients the ability to keep up-to-date on current issues in a live format.

Please find a list of topics beginning on page 18.

# CURRICULUM

## Business and Leadership Skills Education

<b>Business and Leadership Skills Course</b>	<b>Course #</b>
<b>Communication</b>	<b>BLS-3001</b>
Effective Communication	
Business Correspondence	
Business Ethics and Quality Assurance	
Effective Presentations	
Customer Service	
<b>Leading Teams</b>	<b>BLS-3002</b>
Mentoring, Giving and Receiving Feedback	
Leading Customer-Focused Teams	
Team Behaviors	
Motivation Skills	
Conflict Resolution	
Managing Change and Ambiguity	
<b>Management</b>	<b>BLS-3003</b>
Time Management	
Meeting Facilitation Skills	
Project Management	
Directing Meetings	

## Charge Capture Education

RME's two-day course, Introduction to Charge Capture, provides the knowledge and skills needed to perform a financial and clinical charge audit, identify deficiencies in the charge capture process, and produce a "clean claim" upon original claim submission.

Introduction to Charge Auditing will discuss the overall goals of charge capture, the benefits to the community, and the role of the charge auditor. Tools and skills needed to be an effective auditor will be reviewed. Integrity and accuracy are emphasized.

The Six Steps of Auditing introduces and explores in detail auditing concepts. Instruction of the tools used and the documentation needed to support charges are emphasized. The student will become proficient in the auditing process, the ability to identify charge capture opportunities, and in compliance issues. Trending over- and undercharge findings is reviewed. Emphasis is placed on correct, compliant charge capture and process improvement initiatives, both financial and clinical.

Auditing Strategies for Observation Services explores strategies for capturing observation hours within a facility, reviews current Medicare guidelines as related to observation services, and discusses the physician, case manager, and clinical staff roles in charge capture of observation hours. Emphasis is placed on the auditor's role when reviewing observation services.

Injection and Infusion charging and coding is dynamically interrelated. This module reviews the complexities of applicable CPT-4 codes and includes hierarchy, time, and documentation requirements. Discussion will emphasize how a Code-Based Reimbursement analyst and Charge Audit analyst collaborate to ensure correct coding and charge capture.

Defense Auditing will prepare the auditor to defend the facility's claim in an external audit. Step-by-step breakdown of a chart, detailed auditing, and a gathering of supporting policies and protocols needed for a defense audit are reviewed.

Negotiation is an art and the Art of Negotiation module provides the tools required to become an excellent negotiator. Preparation and practical concepts will be discussed in detail.

<b>Charge Capture Course</b>	<b>Course #</b>
<b>Introduction to Charge Capture</b>	<b>CA-3001</b>
Introduction to Charge Auditing	
Six Steps of Auditing	
Auditing Strategies for Observation Services	
Injections and Infusions	
Defense Auditing	
The Art of Negotiation	

## Charge Description Master Education

### *One-Day Course*

Charge Description Master Course	Course #
<b>Clinician's Guide to the Charge Description Master and Reimbursement</b>	<b>CDM-3001</b>

### *Two-Day Courses*

Charge Description Master Course	Course #
<b>Clue In: CDM Initial Overview</b>	<b>CDM-3101</b>
Review of Service Descriptions	
<i>Service Areas</i>	
<i>Departments</i>	
<i>Revenue Codes</i>	
CPT/HCPCS Codes	
<i>New/Updated Codes</i>	
<i>Invalid Codes</i>	
Definitions	
Acronyms	
<b>Unlocking the Mystery: CDM Expanded Overview</b>	<b>CDM-3201</b>
CDM Compliance	
CDM Maintenance	
<i>Review</i>	
<i>Revision</i>	
<i>Updating</i>	
Implants	
Pass-Through Items	
<b>Secrets of Success: CDM Comprehensive Overview</b>	<b>CDM-3301</b>
Noncovered Items	
Routine Supplies, Services and Other Unbundled Charges	

## Clinical Documentation Improvement Education

Clinical Documentation Improvement Course	Course #	Duration
<b>Clinical Documentation Improvement Essentials</b>		
CDI Introduction and Overview	CDI-3001	2.0 hrs
CDI Compliance and Ethics	CDI-3002	2.0 hrs
CDI Record Review, Tools, and Queries	CDI-3003	2.0 hrs
CDI MS-DRG Basics	CDI-3004	1.0 hr
ICD-9-CM Introduction and Tools	IC-3001	1.0 hr

## Coding Education

### *CPT Coding Education*

CPT Course	Course #	Duration
Introduction and Tools	CC-3001	1.0 hr
Integumentary System	CC-3002	2.0 hr
Musculoskeletal System	CC-3003	2.0 hrs
Hemic and Lymphatic System	CC-3004	1.0 hr
Ocular System	CC-3005	1.0 hr
Auditory System	CC-3006	1.0 hr
Respiratory System	CC-3007	1.0 hr
Digestive System	CC-3008	2.0 hrs
Cardiovascular System	CC-3009	3.0 hrs
Interventional Radiology	CC-3010	4.0 hrs
Urinary System	CC-3011	2.0 hrs
Male and Female Reproductive Systems	CC-3012	3.0 hrs
Pain Management and Nervous System	CC-3013	3.0 hrs
Injections and Infusions	CC-3014	2.0 hrs
Observation	CC-3015	1.5 hrs

CPT Course	Course #	Duration
Evaluation and Management	CC-3016	2.0 hrs
Nuclear Medicine	CC-3017	2.0 hrs

***ICD-9-CM Coding Education***

ICD-9-CM Course	Course #	Duration
Introduction and Tools	IC-3001	1.0 hr
Infectious and Parasitic Diseases	IC-3002	3.0 hrs
Neoplasm Disorders	IC-3003	3.0 hrs
Endocrine, Nutritional, Metabolic, and Immunity	IC-3004	1.0 hr
Blood and Blood Forming Organs	IC-3005	2.0 hrs
Mental Disorders	IC-3006	2.0 hrs
Nervous System and Sense Organs	IC-3007	5.0 hrs
Circulatory System	IC-3008	2.0 hrs
Respiratory System	IC-3009	3.0 hrs
Digestive System	IC-3010	4.0 hrs
Genitourinary System	IC-3011	5.0 hrs
Complications of Pregnancy, Childbirth, and the Puerperium	IC-3012	5.0 hrs
Skin and Subcutaneous Tissue	IC-3013	3.0 hrs
Musculoskeletal System and Connective Tissue	IC-3014	3.0 hrs
Congenital Anomalies	IC-3015	3.0 hrs
Conditions Originating in the Perinatal Period	IC-3016	1.0 hr
Symptoms, Signs, and Ill-Defined Conditions	IC-3017	1.0 hr
Injury and Poisoning and E Codes	IC-3018	3.0 hrs
V Codes	IC-3019	2.0 hrs

## Compliant Coding and Documentation Review Education

Compliant Coding and Documentation Review Course	Course #
Introduction to CCDR and the CDM	CCDR-3001
Introduction to Medicare	CCDR-3002
MS-DRG Basics	CCDR-3003
Introduction to MS-DRG Reimbursement	CCDR-3004
MS-DRG Audit Process	CCDR-3005
Medical Necessity	CCDR-3006
APC Basics	CCDR-3007
Introduction to APC Reimbursement	CCDR-3008
APC Audit Process	CCDR-3009
Track and Trend Payer Edits	CCDR-3010
The Charge Description Master	CCDR-3011
CPT/HCPCS Updates	CCDR-3020
ICD-9-CM Updates	CCDR-3021
IPPS Updates	CCDR-3022
OPPS Updates	CCDR-3023

## Managed Care Education

Managed Care Course	Course #
Managed Care Audit Tools	MC-3001
Introduction to Revenue Management Managed Care Division	MC-3002
Introduction to Standard Managed Care Reimbursement Methods	MC-3003
Managed Care Payment Review Process	MC-3004
Denials Management	MC-3010
Denials versus Payment Variance	MC-3011
Medicare Secondary Payer	MC-3012
Silent Preferred Provider Organizations (PPO)	MC-3013

## Process Improvement Education

Process Improvement Course	Course #
<b>Introduction to Process Improvement</b>	<b>PI-3001</b>
<b>Process Improvement in a Revenue Management Department</b>	<b>PI-3002</b>
Introduction to Process Improvement in a Revenue Management Department	
Process Improvement and Observation in a Revenue Management Department	
Introduction to Process Improvement Plan, Do, Check, Act Form in a Revenue Management Department	

## Revenue Cycle Concepts Education

Revenue Cycle Concepts (RCC) education can be tailored to a facility's needs and current methods and/or practices.

Revenue Cycle Concepts Course	Course #
<b>Revenue Cycle Concepts_The Revenue Cycle</b>	<b>RCC-3001</b>
<b>Revenue Cycle Concepts_II</b>	<b>RCC-3002</b>
Authorizations	
History of Healthcare Reimbursement	
Eligibility and Verification	
Confidentiality and Registration Regulations	
<b>Revenue Cycle Concepts_III</b>	<b>RCC-3003</b>
Third Party Liability	
Effective Follow-Up and Collections	
Liens	
Unbilled Accounts	
Contracts Analysis	
<b>Revenue Cycle Concepts_IV</b>	<b>RCC-3004</b>
Workers' Compensation	

Revenue Cycle Concepts Course	Course #
Workers' Compensation Georgia	
Coordination of Benefits	
Bill Presentation	
<b>Revenue Cycle Concepts_V</b>	<b>RCC-3005</b>
Medical Terminology and Coding	
Medicare Compliance	
<b>Revenue Cycle Concepts_VI</b>	<b>RCC-3004</b>
Hospital Information Systems	
Information System Report Writing	
Health Information Management	

## Webinars

Webinar Title	Date
RAC Forum: RAC Updates & EHR Program	Jan 4
RAC Forum: RAC and CMS Updates	Feb 1
Managed Care Forum: Managed Care Contracting	Feb 24
RAC Forum: RAC Updates	Mar 1
Guest Presentation: "Why Me?" Says the DRG	Mar 17
RAC Forum: RAC Updates	Apr 5
CA/CCDR Forum: Blood, Blood Products, and Transfusion Services	Apr 27
RAC Forum: RAC Updates	May 3
Managed Care Forum: CMS Tips and Denials	May 5
RAC Forum: RAC Updates	Jun 7
CCDR Forum: Stop the Modifier Madness! and Do You Know Your Qs?	Jun 30

Webinar Title	Date
RAC Forum: RAC Updates	Jul 12
RAC Forum: RAC Updates	Aug 9
Process Improvement Forum	Aug 17
Managed Care Forum: Underpayment Risk	Aug 18
RAC Forum: RAC Updates	Sep 6
Process Improvement Forum	Sep 21
RAC Forum: RAC Updates	Oct 4
Process Improvement Forum	Oct 19
RAC Forum: RAC Updates	Nov 1
Managed Care Forum	Nov 10
Process Improvement Forum	Nov 16
RAC Forum: RAC Updates	Dec 6
Process Improvement Forum	Dec 21



## EDUCATORS' CURRICULA VITAE

### *Marty Beckman, MA, RHIT, CCS*

Marty is a Nosologist/Revenue Management Educator for IRM and has 12 years of experience in the HIM field, including eight years as a hospital coder and over three years as part of the nosology coding support team at 3M Health Information Systems. He is also co-facilitator for the AHIMA hospital inpatient coding community. Marty has given presentations and written articles on a variety of topics such as the coding of respiratory system diagnoses, systolic and diastolic heart failure, and hip replacement bearing surfaces.

### *Joan Bergen*

Joan is a Revenue Management Educator-Charge Audit for IRM. In 1985, Joan began her auditing career in the recovery field at Loma Linda University. Her experience includes work as part of a team to implement a new charge protocol for multiple departments and review of contracts for numerous clients within the field of managed care. Joan has been employed with two major hospitals in the Los Angeles area. With IRM, Joan has presented methods to departmental directors and CFOs throughout the United States to improve recovery, implement a new service, or begin a defense program. She has assisted a number of hospitals in an effort to decrease lost revenue and to improve documentation errors. Joan is also a member of AAMAS.

### *Dawn Davidson, CPC, RCC*

Ms. Davidson is a Nosologist/CBR Analyst and Coding Educator for IRM. She has 20 years of experience in the healthcare industry, which includes ambulatory surgery center, outpatient hospital, and multispecialty physician group practice coding and billing. Her strengths are coding education, billing, reimbursement, denial management, and process improvement. She has also brought up several physician group practices on Electronic Medical Records.

### *Terri Johnson*

Ms. Johnson, Director of Revenue Management, has more than 13 years of healthcare experience. She has worked in risk management, hospital information systems, decision support services, and revenue management.

Before joining Integrated Revenue Management, Ms. Johnson served as director of revenue management for a not-for-profit Catholic healthcare system. At Integrated Revenue Management, she is responsible for process improvement, which includes client support and process improvement education programs.

### ***Danielle Koelbl***

Danielle, National Director of Reimbursement for IRM, has more than ten years experience in the healthcare industry. Throughout her career in healthcare education, Danielle has provided clients with comprehensive revenue management solutions specializing in revenue recovery and process improvement.

Prior to joining IRM, Danielle was the Director of Analysis and Planning at Spinemark Corporation, providing financial consulting, analysis, and strategy to her hospital clients. Danielle's team created innovative, customized programs and business models to secure their clients' positions as industry leaders in spine, pain management, neurosciences, and musculoskeletal service lines.

Danielle was previously a Senior Consultant at Triage Consulting Group, where she conducted revenue cycle audits to identify lost revenues, provided the tools to recoup underpaid amounts, trained staff on how to mitigate risk moving forward, and assisted in contract negotiations with managed care payers.

### ***Sheldrian Leflore, BA, CPC***

Ms. Leflore is a Director of Revenue Management with IRM. Her experience includes both hospital and physician practice operations management; providing financial analysis, and medical coding and billing education within each realm. As a national presenter for the American Academy of Professional Coders, Sheldrian has toured the country speaking on cardiology and interventional radiology coding and reimbursement issues. She has also authored and co-authored industry standard coding publications. A recognized leader in her field, Sheldrian is often requested as a keynote speaker to share her knowledge and expertise.

### ***Dawn Lodge, RN, CPC***

Dawn, National Director, Healthcare Auditing Services, Charge Capture, has more than 24 years of acute hospital clinical experience and six years of revenue integrity/CDM experience. Her experience includes work with denial management, data integrity, charge capture auditing, and process improvement projects. A recent certified coder and a registered nurse since 1978, Dawn's clinical background includes medical-surgical nursing

and operating room nursing in areas that include cardiac, neurology, endoscopic, orthopedic, and general/vascular specialties. She has served as business manager for surgical services with duties in budget, capital, and daily operations. Currently at IRM she is responsible for the charge audit division: focusing on education, client support, and quality review processes.

***Debbie Lowrance, RHIA, CCS***

Debbie is the Director of Documentation Integrity for IRM. She has a strong background in coding, departmental operations, staff training, and regulatory compliance for both short-term and long-term acute hospitals along with multi-specialty clinics. Debbie has 19 years of experience in Health Information Management, including 15 years focused on coding and auditing.

***Kenneth Macklem, RHIT, CCS***

Kenneth has been in the Health Information Management field for more than 23 years and has worked at some of the premier healthcare providers in California. Mr. Macklem began specializing in coding in 1990 and then branched out to H.I.M. and Coding operations management. Over the last 10 years, he has focused on education, systems administrations, and Revenue Cycle. In his most recent role, Kenneth provided coding and data analysis to support business services, clinical services, quality management, and decision support. Ken is also knowledgeable in all areas of coding-related computer applications, accounting system interfaces, and information flow processes. He helped to develop UCLA's Clinical Data Quality Program to improve clinical documentation for coding and assisted in all revenue cycle initiatives.

***Mary Reed***

Mary, Revenue Management Specialist-Charge Audit, is a Subject Matter Expert with IRM. Mary began her charge auditing career in 1985, has worked at a variety of hospitals, has trained numerous auditors, and is a member of the American Association of Medical Audit Specialists. Mary has traveled the country to work with charge auditors, departmental managers, and in-house staff to improve charging policies and to increase revenue. Mary is often requested to speak and share her knowledge within her field.

***Karen Vosberg***

Karen Vosberg, Director of Revenue Management, brings more than 30 years of health-care experience to IRM. Karen previously worked as an interim Director of Patient

Financial Services, Project Manager, auditor, and educator. In her position of Third Party Billing Manager with a multi-facility healthcare organization in San Diego County, she was responsible for billing and collections for two acute facilities, two skilled nursing facilities and a home health agency. Karen also spent time at UCSD Medical Center as a Senior Analyst and at Scripps Health in various positions within the Revenue Management Department, focusing on managed care and process improvement.



*“Quarendo Invenietis”*

*“By Seeking,  
You Will Discover”*