



Official publication of the McMahon-Illini Chapter,
Healthcare Financial Management Association

The E-Beacon

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The President's Message

HAPPY NEW YEAR

By: Suzie Gehrig
President, McMahon-Illini Chapter

It is the beginning of another new year, a year of elections and continuous change in the healthcare industry. We kicked off 2012 with our educational event at the Par-a-Dice Hotel in East Peoria on January 29-20, 2012. I would like to thank all who attended, we offered two full days of educational sessions and our program committee did a great job in obtaining speakers for the current issues affecting healthcare. I would like to take this time to remind our members of the virtual conference offered by National HFMA that is free to all members. It is a very convenient way to stay informed of current issues, you are able to log on and listen to the presentation from your desk when you are available.

I would like to thank all our members who took the time to complete the membership satisfaction survey. The Board and the Program Committee listen to your comments and suggestions. Please use the following link <http://mcmahon-illini.org> to review the survey results on our Chapter web site under the Our Chapter tab. Our overall satisfaction rate was 64%, higher than the national average. We work hard to provide quality education sessions at an affordable price. Any suggestions for upcoming meetings or webinars should be relayed to Rachele Sauls, the program committee chair. We welcome anyone to get involved and join the program committee to offer your input in planning next years' meetings.

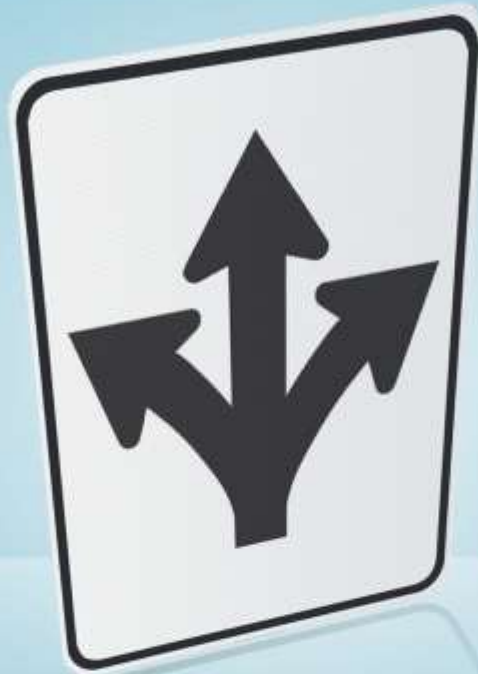
Our next meeting is at the Marriott Hotel in Normal on March 29-30, 2012. It will be our first time for this venue and hope all of you will join us. I welcome any comments and questions you might have about the McMahon-Illini Chapter, please feel free to contact me at any time.

suzanne.gehrig@osfhealthcare.org

Our goal is to provide educational sessions and networking opportunities for our members.



"Out next meeting is at the Marriott Hotel in Normal on March 29-30."



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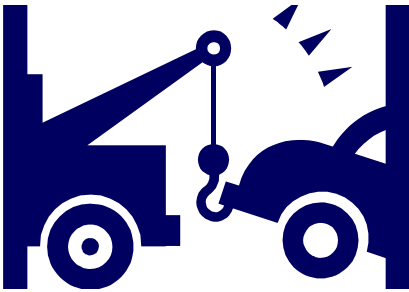
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Visit the HFMA website:

<http://www.mcmahon-illini.org/index.htm>

Volunteer Opportunities:

<http://www.mcmahon-illini.org/volunteer.htm>

Classifieds:

<http://www.mcmahon-illini.org/classifieds.htm>

Program Schedule and Registration:

http://www.mcmahon-illini.org/program_registration.htm

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What Brad Pitt and Baseball Can Teach Us About Corporate Healthcare Transformation

By Lisa Goren

Senior Organizational Development Consultant

Legacy Health

The movie, "Moneyball," (based on a book by Michael Lewis) stars Brad Pitt as real-life Oakland Athletics (A's) general manager Billy Beane. "Moneyball" begins in 2001 at the end of what is yet another 'close but no cigar' season when the A's lose a playoff game to the New York Yankees. It is no secret that a large contributor to the continued losses by the A's was a lack of deep pockets, especially as compared to financial powerhouse teams like the Yankees.

You need not be a sports fan to appreciate Beane's leadership predicament. In healthcare especially, a common question we ask ourselves is 'how can I possibly do more with less?' Yet, despite the changing nature of the healthcare industry, we continue to solve this age-old problem with age-old solutions. As Einstein reminded us, the definition of insanity is 'doing the same thing over and over, but expecting a different result.'

Billy Beane was tired of using the same approach. After this final loss in 2001, Beane pushed himself beyond status quo management strategies such as relying upon copious recruiting funds and analyzing common statistics such as batting average, runs batted in and stolen bases. He introduced a completely new way of managing a baseball team that offers great insight into leadership during uncertain or transformative times.

Creativity

The first component of creating an organization that can thrive amidst transformation is **creativity**. Instead of using traditional statistics and money that he did not have, Beane enlisted the help of a right-hand man (portrayed as a young baseball-loving geek with the fictional name Peter Brand) to help him discover a different approach to achieving his goal. Turning the typical recruiting strategy upside down, he ignored common statistics and began assessing a player's on-base and slugging percentages. For the anti-sports fans reading this, he basically looked differently at performance metrics, capitalizing on talents not traditionally recognized or valued. Considering new objective data opened up possibilities for the team to succeed. In some ways, he was able to re-define 'good' and 'success,' helping him get closer to his overall goal of winning--whatever that means...

Leadership Questions:

What are you measuring? Are the metrics you are currently focusing on helping you achieve your goals? Is there an opportunity for you to re-define success within your organization? Are your metrics meaningful to those doing the work? Are your metrics tied directly to patient care or your primary service? How do you define your priorities?

Flexibility

The second trait of a transformation-hearty organization is **flexibility**. For instance, Beane recruited an injured, out of work catcher as his new first baseman. This is not as easy as it sounds. To someone who knows little-to-nothing about sports, I would assume that throwing, catching and tagging out all works no matter the vantage point. However, it is a daunting task to ask a player who has been functioning in one way to completely retrain another way, despite having the same goal. In an act of influential leadership, Beane is able to convince both his first base coach and the new player that it is not just possible, but that he will be the new star first baseman.

Leadership Questions:

What are the opportunities to cross train within your organization? What are the strengths represented on your team? How can you leverage those strengths differently? Are organization members able to quickly and easily adjust their direction?

Connectivity

The third element of an organization that manages transformation well is **connectivity**. In Beane's case, he quickly learns that he needs to personally connect with his team, something he expertly avoided prior to 2001. Players (followers) need a clear leader who is in fact inspiring and takes people where they want to go, which includes connecting them with a greater purpose beyond themselves. Assuming everyone wants to get to the same place is as foolish as assuming that every student in a classroom wants an A grade. There is a noticeable difference in the A's performance when Beane takes the time to look beyond the statistics, explain why he is doing things differently and motivate his team with good old fashion recognition and personalized attention.

Leadership Questions:

Is your team aligned around a common mission and goal? Can your team connect daily tasks to the mission and goals of the organization? What motivates your team members? Are you providing support that is meaningful to your team members?

Transformation

Without ruining the end of the movie, it is fair to reveal that Beane's approach, entitled sabermetrics, has been adopted across much of Major League Baseball and has been credited with transforming teams such as the Boston Red Sox. While imperfect, there is a lot to learn from his approach and much that can be applied to today's healthcare environment.

Healthcare is not simply changing, it is transforming. Care delivery, reimbursement and transparency are causing dramatic shifts in the way work is done. Survival in this new environment requires not only a level of tolerance, but a transformation of virtually every component of an organization including structure, process, human capital and service. In light of this, perhaps Billy Beane's greatest lesson is that in order to survive the external transformation of the game, a leader needs the courage to incite transformation within the dugout first.

Please contact Lisa Goren if you have any questions about the material, including requests to reproduce the article. lgoren@lhs.org

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References

- Einstein Quote (n.d.) from Quotations page. Retrieved from quotationspage.com
 Lewis, M. (2003). *Moneyball: The art of winning an unfair game*. New York, NY: W.W. Norton & Company
 M. Bakshi, M. DeLuca, R. Horovitz, A.S. Karsch, A. Phillips, B. Pitt, S.A. Robertson, S. Rudin. (Producers), & Miller, B. (Director). (2011). *Moneyball* [Motion picture]. United States: Sony Pictures.

2012 January Meeting - Par-a-Dice Hotel Medal of Honor Award Winners



Fred Helfrich

Suzie Gehrig,
President, McMohan-Illini Chapter,
presents the
MEDAL of HONOR AWARD for
outstanding ongoing involvement with
the chapter to:
Fred Helfrich
Rob Schmitt
Michelle Carrothers



Rob Schmitt



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2012 January Meeting - Par-a-Dice Hotel Gold Award Winners



Penny Cermak receives her Gold Award
for her extensive Chapter involvement.



Rachelle Sauls receives her Gold Award for
her extensive Chapter involvement.



Connie Ziegler receives her Gold Award for
her extensive Chapter involvement.



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2012 January Meeting - Par-a-Dice Hotel Bronze Award Winners



David Bittner receives his Bronze Award for Chapter involvement.



Dan Linhart receives his Bronze Award for Chapter involvement.



Mike Meunier receives his Bronze Award for Chapter involvement.



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2012 January Meeting - Par-a-Dice Hotel



Doris Dickey, Kenny Koerner, and CJ Tonzzi lead the PFS Roundtable discussion.



Lisa Goren of Legacy Health System discussed organizational development cons.



*The Tax-Exempt Bond Compliance panel presenters were: **Dan Bacastow, Jones Day, Pamela Lenane, IFA, Anne Donahoe, Independent financial advisor, Michelle Carrothers, OSF.***

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2012 January Meeting - Par-a-Dice Hotel



*The EHR-CPOE panel presenters were:
Dr. David Graham, Springfield Memorial, **Dr. David Hall**,
OSF, **Dr. Darrin Ray**, Gibson Area Hospital,
Stephen Saathoff, OSF*



***John Supplitt** from the AHA described the mess Washington, D.C. is in this year.*



Dinner on the Chapter at EP's Time Out in East Peoria.

2012 January Meeting

Paul Miller, a Washington, D.C. Healthcare lobbyist explained why Congress will probably not be able to do much in 2012.



John Bomber from IHA tries to explain the state of State in Illinois.



Andrew Harding, Chief Investment Officer of Fixed Income Investments with PNC Healthcare, discussed investment options.



Rick Cameron of Navigant Consulting, discussed performance based physician compensation.

McMahon-Illini Programs for 2011-2012

McMahon-Illini Chapter Webinars



February 13, 2012

WINTHROP RESOURCES: Financing Technology

March 13, 2012

AMERICAN EXPRESS: Maximum Efficiency

April 10, 2012

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May 8, 2012 - **FIRST SOURCE:** Healthcare Reform and its Impact on Revenue Cycle



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C.P.E.'s:

You may download C.P.E.'s for all meetings and presentations for prior meetings at:

<http://mcmahon-illini.org/events/upcoming/cpes/>

To download C.P.E.'s click on the program date you attended and the group with the first letter of your last name. To Download program materials click on the presentation you need. You will need the freely available Adobe Acrobat Reader to view the C.P.E.'s or materials of your choice. This is available at: <http://get.adobe.com/reader/>

Policy on New Members

The McMahon-Illini Chapter offers a certificate for free attendance at any of our regular education sessions to all new members. This includes all new HFMA members as well as individuals who

transfer from another chapter.

New members who do not receive their certificate within 60 days of joining the Chapter should contact **Bill Eaton at (217) 636-7304.**

We are always looking for interesting and topical information to include in the E-Beacon.

“Don’t forget each published article is worth 2 Founders Points.”

Editorial Policy

THE E-BEACON is published periodically for the members of the McMahon-Illini Chapter of the Healthcare Financial Management Association. Responsibility for the content of **THE E-BEACON** lies solely with the chapter’s Newsletter Committee. Opinions expressed in this publication are solely those of the authors, and do not necessarily reflect the views of the Newsletter Committee, the McMahon-Illini Chapter, or the Chapter’s

leadership.

We welcome the submission of material for publication. Articles may be e-mailed to Bill Eaton at:

WLE2000@aol.com

Material should be in WORD format.

The Newsletter Committee reserves the right to edit any submission for length or clarity, and to accept or reject any submission.

Would you like to contribute an article to the E-Beacon? If so please contact Bill Eaton at WLE2000@aol.com

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Deadlines/Publication Dates/Addresses Changes

Deadline for submission of materials and advertisements for the next **E-BEACON** is April 10, 2012. The next **E-BEACON** is scheduled to be published on April 25, 2012. If your e-mail address changes, please notify MARK WINDSOR at (309) 671-5331 or **mark.d.windsor@osfhealthcare.org**

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