



26th annual meeting

# The *Winds of Change*

november 1-4, 2009 swissotel chicago, il

**Final Program**

# 2009 SROA Board of Directors & Officers

**Joan E. Kines**  
Chair

**R. Scott Krewson**  
President

**Gail L. Satterfield**  
President-Elect

**Vicki Reich**  
Treasurer

**Jill Schultz**  
Secretary

**Jack Nyiri**  
Member-at-Large,  
Freestanding

**Claire Mendenhall**  
Member-at-Large,  
University

**Giles Toole III**  
Member-at-Large,  
Community

**Jan Dragotta**  
Member-at-Large,  
at-Large

**Darrin Kistler**  
Advisory Council Member

**Timothy Laugh**  
Advisory Council Member

**Kathryn Wall**  
Advisory Council Member



## SROA 2009 BOARD OF DIRECTORS

Front row L to R: R. Scott Krewson, Joan Kines, Gilles Toole III, Darrin Kistler. Second row, L to R: Jack Nyiri, Jill Schultz, Kathryn Wall, Claire Mendenhall, Vicki Reich, Gail Satterfield, Jan Dragotta. Missing: Timothy Laugh.



26th annual meeting

## The Winds of Change

## 2009 SROA Committee Chairs

### ADVOCACY COMMITTEE

*Monitors legislation and promotes the Society's position and visibility in the legislative process.*

**R. Alan Burns, Chair**

### BENCHMARKING AND BEST PRACTICES COMMITTEE

*Develops and administers benchmarking surveys. Collects, analyzes, and reports survey data.*

**Timothy Laugh, Chair**

### CONSTITUTION AND BYLAWS COMMITTEE

*Responsible for the study of all proposed changes or additions to the constitution and bylaws.*

**Nick Hernandez, Chair**

### COMMUNICATIONS COMMITTEE

*Guides the direction of the Society's newsletter, reviews and solicits quality content.*

**Cindy Parman, Chair**

### MEMBERSHIP COMMITTEE

*Studies the members' applications and reports its recommendations to the Board of Directors.*

**Beverly Cusano, Chair**

### PROGRAM COMMITTEE

*Develops and conducts the program at the Annual Meeting.*

**Gail Satterfield & R. Scott Krewson, Co-Chairs**

### REIMBURSEMENT AND ECONOMICS

*Provides input on the relative value scale reimbursement for radiation therapy and requirements for CPT-IV.*

**Alex Kharitan, Chair**



# 26th annual meeting

# The Winds of Change

november 1-4, 2009 swissotel chicago, il

## Past Presidents

- 2007-2008 Joan Kines
- 2006-2007 Darrin Kistler
- 2005-2006 Timothy Laugh
- 2004-2005 Kathryn Wall
- 2003-2004 R. Alan Burns
- 2002-2003 Susan Vannoni
- 2001-2002 Marilyn Gannon
- 2000-2001 John Felton
- 1999-2000 Ed Mercado
- 1998-1999 Michael A. Franklin
- 1997-1998 William F. Harriger
- 1996-1997 Lisa F. Edelstein
- 1995-1996 Theodore Fantl
- 1994-1995 Heather Palmer Dam
- 1993-1994 Mary Anne T. Kwon
- 1992-1993 A.R. Threet
- 1991-1992 Michael H. Martin
- 1990-1991 Sharon K. Murphy
- 1989-1990 Teresa M. McKay
- 1988-1989 Chester T. Szerlag
- 1987-1988 Kathy C. Van Camp
- 1986-1987 Richard F. Roberts
- 1985-1986 Frederick W. Thomas
- 1984-1985 Beverly J. Kobeissi

## Questions?

### SROA

5272 River Road, Suite 630  
 Bethesda, MD 20816  
 Phone: 301-718-6510  
 Fax: 301-656-0989  
 Email: SROA@paimgmt.com  
 Web Address: www.sroa.org

### Dear SROA Colleagues,

Welcome and thank you for attending the 26th Annual Meeting of the Society for Radiation Oncology Administrators (SROA). Since 1983, SROA's annual meeting has been dedicated to exploring a variety of issues relating to radiation oncology. This year's theme, "Winds of Change", builds on the successes of the previous meetings.

The meeting includes a distinctive blend of invited speakers, workshops and plenary sessions. Roz Varon, a reporter for ABC 7 News and a cancer survivor will open the meeting. She'll be followed by outstanding general sessions from Sharon Swing, Cindy Parman, Riad Salem, MD, Paul Wallner, DO, David Hefner, MPA and James Hugh. Workshops will address the issues and concerns of the administrator during these changing economic times and the popular Billing Panel returns as a general session. You will have time to catch up with old friends and to make new ones and to visit the ASTRO Exhibit Hall (Monday).

Of course, you don't want to miss the Michael Anthony, hypnotist/mentalists, at the Quality Luncheon. And plan to dance the night away with Night Fever Band on The Spirit of Chicago cruise at the President's Party.

We ask you to take a minute during the meeting to acknowledge the generous support of our sponsors and exhibitors. Your personal relationships with these organizations play a big role in their continued support of SROA and our annual meeting. Participate in "Vendor Bingo"—you may win a terrific prize.

The 2009 Annual Meeting promises to be another stimulating, diverse and enjoyable SROA educational program. Thank you for taking time from your busy schedules to attend the 26th Annual Meeting of the Society of Radiation Oncology Administrators. Plan to be with us next year in San Diego, CA; reserve these dates October 31- November 3, 2010 for SROA.

Sincerely,

*Gail Satterfield*  
 –SROA President–Elect  
 –Co-Chair, SROA 2009  
 Annual Meeting

*R. Scott Krewson*  
 –SROA President  
 –Co-Chair, SROA 2009  
 Annual Meeting

# General Information

## ANNOUNCEMENT BOARD/JOB BULLETIN

A bulletin board will be available in the registration area to post future meetings and seminars, to publicize events during the SROA meeting and to list available positions. Posted materials may not be larger than 8 1/2 by 11 inches. Look for the sign that reads "Announcement/Job Bulletin."

## ASTRO

Please allow time during the SROA meeting to visit the ASTRO Exhibit Hall at McCormick Place. SROA attendees may visit the ASTRO Exhibit Hall for free; your SROA badge will provide admittance to the ASTRO Exhibit Hall only.

## CONTINUING EDUCATION CREDIT

The program has been approved by MDCB and the ASRT. Credit assignments are stated next to the course abstract.

Credit assignments for ASRT and MDCB will be provided at the registration desk onsite at the annual meeting in Chicago.

**Please note** that the Board has decided that the annual meeting will be going "green". In the past meeting attendants received paper tickets for each of the courses and plenary sessions for which they pre-registered. This year individual course tickets and an itinerary will **not** be provided as part of the registration packets.



**To receive ASRT credits you will ask the moderator of each session for a multi-part form. When the session is complete, the participant will complete the form and return one copy of the form to the session moderator. The other copies are for the attendee. The attendee is responsible for sending a copy of each accredited session to the ASRT for their credits. SROA has listened to past comments and this year you are in control!**

MDCB accreditation will follow the same process used at past meetings.

## LOST AND FOUND

Check with the Swissotel Chicago security for any lost items. SROA will not accept or store lost items.

## SPONSOR RECOGNITION

Sponsor tables will be located in Ballroom Zurich D. Please be sure to visit the exhibitors and acknowledge their continued support.

SROA will provide Vendor Bingo cards in the registration bags of all of the attendees. Please visit the exhibitors to get your cards marked. Our exhibitors will be providing various prizes that will be drawn throughout the conference. Please note that you must be present to receive your prize.

## SMOKING POLICY

For the health and comfort of all registrants, the SROA prohibits smoking at all meeting functions.

## MEAL EVENTS

All SROA members are invited to attend the Annual Business Meeting Luncheon on Sunday, November 1, from Noon to 1:30pm. If you are a member who pre-registered for the full annual meeting and indicated your participation on the registration form for this event, a ticket is not required. Your badge will grant you entrance into the luncheon. If you did not indicate your participation or registered on site, a limited number of tickets will be available at the SROA registration desk.

A continental breakfast is offered each morning for those who are registered for the full SROA meeting, which will be held in ballroom Zurich D.

All attendees are invited to attend the Quality Luncheon co-sponsored by Varian Medical Systems. The luncheon is scheduled for Tuesday, November 3, from 12:15 to 2:00pm. If you pre-registered through the SROA and indicated your participation on the registration form, your badge will grant you entrance into the event. If you did not indicate your participation or registered on site, a limited number of tickets will be available at the SROA registration desk.

## PRESIDENT'S PARTY

This year the SROA President's Party, co-sponsored by IMPAC Medical Systems, will be held on The Spirit of Chicago Cruise on Tuesday, November 3. You will be able to enjoy the sites of Chicago while being entertained by the Night Fever Band. The Night Fever Band is a fun, lively group, playing Party Favorites, Love Songs, Classic Soul, Motown, Pop, Dance, Rock, Disco and more for dancing and romancing. The band's singers are enchanting, with their showmanship, while the rhythm section provides sizzle, smoothness, and soul.

No one under the age of 21 will be admitted to the President's Party. A limited number of tickets will be available for guests at a cost of \$75 each.

We will be transporting attendees to the dock from the Swissotel. All attendees will meet in the lobby of the hotel around 6pm to load the busses. We will be boarding the boat at 6:30pm and setting sail promptly at 7pm. The boat will be returning to port at 10pm. There will be transportation to the hotel.

## REGISTRATION DESK

If you registered through SROA and wish to exchange workshop tickets for other workshops still available, you may do so at registration.

**Registration will be open:**

Saturday, October 31.....	Noon – 5:00pm
Sunday, November 1.....	7:00am – 5:00pm
Monday, November 2.....	7:00am – Noon
Tuesday, November 3.....	7:00am – 5:00pm
Wednesday, November 4.....	7:00am – Noon

## SHUTTLE BUS

This year the Swissotel will be on the ASTRO shuttle route. The bus will run about every 20 minutes to McCormick Place.

# Program at-a-Glance

## SATURDAY, October 31

**Noon-5PM**  
Board of Directors Meeting  
(Board Members and Invited Guests)

**Noon-5PM**  
Registration

**Noon-5PM**  
Exhibitor Set-up

## SUNDAY, November 1

**7AM-5PM**  
Registration

**7:30-8:30AM**  
Continental Breakfast

**7:30AM-5PM**  
Exhibits

**8:30-8:45AM**  
Opening/Welcome  
• **R. Scott Krewson**,  
–SROA President  
• **Gaill Satterfield**,  
–SROA President-Elect

**8:45-10:15AM**  
Keynote Address  
• **Roz Varon**

**10:15-10:45AM**  
Refreshment Break

**10:45-11:45AM**  
General Session  
• **Sharon Swing**

**11:45AM-Noon**  
Break

**Noon-1:30PM**  
Annual Business Lunch

**1:30-2:30PM**  
Concurrent Workshops

**2:20-3PM**  
Refreshment Break

## SUNDAY, Nov.1 Cont...

**3-4:30PM**  
General Session  
Radiation Oncology  
Billing Panel

Moderator:

- **Craig McNabb**,  
MBA, BSN

Panelists:

- **Deborah Churchill**,  
RTT – President,  
Churchill Consulting,  
Inc.
- **Susan Vannoni, MS**,  
RT, (R)(T) ROCC  
– President, Radiation  
Oncology Consulting,  
LLC
- **Ron DiGiaimo, MBA**  
– President, Revenue  
Cycle, Inc.
- **James E. Hugh III**,  
MHA, CHBME,  
ROCC(R) – Senior  
Vice President, AMAC
- **Cindy Parman, CPC**,  
CPC-H, RCC  
–President, Coding  
Strategies, Inc.
- **Carl Bogardus, Jr., MD**  
– Bogardus Medical  
Systems
- **David Beyer, MD**  
–ASTRO Representative

**4:45-5:30PM**  
New Member Reception  
(By Invitation)

## MONDAY, November 2

**7AM-NOON**  
Registration

**7:30-8:30AM**  
Continental Breakfast

**7:30-8:30AM**  
EMR Roundtable  
Breakfast Discussion

**7:30AM-NOON**  
Exhibits

**8:30-9:30AM**  
General Session  
• **Cindy Parman, CPC**,  
CPC-H, RCC

**9:30-9:45AM**  
Refreshment Break

**9:45-10:45AM**  
General Session  
• **Riad Salem, MD**

**10:45-11:45AM**  
Committee Meetings  
• Advocacy  
• Benchmarking  
• Communications  
• Membership  
• 2010 Program  
(By Invitation Only)  
• Reimbursement &  
Economics

## TUESDAY, November 3

**7AM-5PM**  
Registration

**7:30-8:30AM**  
Continental Breakfast

**7:30-8:30AM**  
EMR Roundtable  
Breakfast Discussion

**7:30AM-5PM**  
Exhibits

**8:30-9:30AM**  
General Session  
• **Paul Wallner, DO**

## TUESDAY, Nov. 3 Cont...

**9:30-9:45AM**  
Break

**9:45-10:45AM**  
General Session  
• **David Hefner, MPA**

**10:45-11:15AM**  
Refreshment Break

**11:15-12:15PM**  
Concurrent Workshops

**12:15- 2PM**  
Quality Luncheon  
• **Entertainment by**  
*Michael Anthony*  
• **Co-Sponsored by**  
*Varian Medical*  
*Systems*

**2-3PM**  
Concurrent Workshops

**3-3:30PM**  
Refreshment Break

**3:30-4:30PM**  
Concurrent Workshops

**4:30-5PM**  
Sponsor Wrap Up  
Meeting

**6-6:30PM**  
Bus to the "Spirit of  
Chicago Cruise"  
• **Meet in the Swissotel**  
*Lobby*

**6:30-7PM**  
Meet and Greet with  
the SROA Board of  
Directors

**7-10PM**  
President's Party on  
The Spirit of Chicago  
Cruise  
• **Entertainment by**  
*"Night Fever"*  
• **Co-Sponsored by**  
*IMPAC Medical*  
*Systems Inc.*

## WEDNESDAY, November 4

**7AM-NOON**  
Registration

**7:30-8:30AM**  
Continental Breakfast

**7:30-8:30AM**  
Proton Therapy Round-  
table Brkfst. Discussion

**7:30AM-NOON**  
Exhibits

**8:30-9:30AM**  
Concurrent Workshops

**9:30-9:45AM**  
Break

**9:45-10:45AM**  
Concurrent Workshops

**10:45-11:15AM**  
Refreshment Break /  
Final Prize Drawing

**11:15AM-12:15PM**  
General Session  
• **James E. Hugh III**,  
MHA, CHBME,  
ROCC(R)

**NOON**  
2009 Annual Meeting  
Adjourned

**NOON-3PM**  
Exhibits Breakdown

**12:30-3PM**  
Board of Directors  
Meeting  
(Board Members and  
Invited Guests)

# General Course Information

## SATURDAY, OCTOBER 31

Noon-5PM ..... St Gallen 1  
**BOARD OF DIRECTORS MEETING**  
 (Board of Directors and Invited Guests)

Noon-5PM ... Monte Rosa  
**REGISTRATION DESK**

Noon-5PM ..... Zurich D  
**EXHIBITOR SET-UP**

## SUNDAY, NOVEMBER 1

7AM-5PM..... Monte Rosa  
**REGISTRATION DESK**

7:30-8:30AM ..... Zurich D  
**BREAKFAST**

7:30AM-5PM..... Zurich D  
**EXHIBITS**

8:30-8:45AM ..... Zurich A  
**OPENING/WELCOME**

**Program Committee Chairs**  
*R. Scott Krewson, SROA President*  
*Gail Satterfield, SROA President-Elect*

8:45-10:15AM ..... Zurich A  
**KEYNOTE ADDRESS**

**1.5 CREDITS**

**#001 Survivorship**  
*Roz Varon*

Roz Varon is the traffic/transportation reporter for ABC 7 News This Morning, the #1 morning newscast in Chicago, and a recent cancer survivor. She joined ABC 7 News in April 1989, making her the first full-time traffic reporter in Chicago. Varon not only updates Chicagoans on traffic snarls and travel times, but provides extensive coverage of the transportation beat, zeroing in on stories ranging from driving safety and toll way hikes to upcoming road construction plans and repairs. In addition, Varon hosts weekend entertainment segments each Friday on the ABC 7 News at 4 p.m.



Before joining ABC 7, Varon served at WFYR Radio in Chicago, where she was traffic reporter, editor, and morning and afternoon on-air personality. Earlier in her career, Varon worked as an on-air personality at WLAK/WLIT Radio in Chicago and as a traffic reporter, editor and morning on-air personality for Chicago's WUSN Radio.

Varon began her career at WLS Radio in Chicago, where she was a morning airborne traffic reporter and editor. In addition to her work in radio and television, she taught radio broadcasting courses at Chicago's Columbia College.

In 2003, Varon received an Emmy award for her contributions to the Water Main Break Sport Coverage. Additional awards for her work include the 2003 Woman of Achievement Award from the Girls Scouts Illinois Crossroads Council, the 2002 Anti-Cruelty Society's Media Person of the Year, and the 2001 Mothers Against Drunk Driving "MADD About You" Award. The U.S. Department of Transportation honored Varon in 1999 with their Highway Safety Education Award.

10:15-10:45AM ..... Zurich D  
**BREAKS/EXHIBITS**



10:45-11:45AM ..... Zurich A

## GENERAL SESSION

### #002 *Change Formula:*

$C = D \times V \times FS > R$

#### *Sharon Swing*

Sharon, as an organization development consultant, works with organizations that are experiencing or initiating change. Meeting Facilitation, Strategic Planning, Leadership Development, and Conference Design are her areas of expertise.

She is often called on to play the role of facilitator in planning sessions that involve people the changes will affect. She has applied her knowledge and skill in distribution, education, service, not-for-profit, municipal, and manufacturing companies. She has been president of Swing Consulting, Inc. Strategic Exploration, a company she founded, for fifteen years.

Sharon served at the Willow Creek Association as Executive Vice President of Strategic Planning; she initiated and championed a change process from a staff position. This included the development of ten strategic plans for start-up ventures and an annual strategic planning process. In a conference design role, Sharon played a lead role in the development of five new or revamped topical conferences that are now offered annually.

Previously, Sharon was the Executive Director of Square D's Vision College, established to invite all 20,000 Square D people to change the company's culture to be more responsive to customers' needs. This was Square D's unique way of laying the groundwork for quality through participation.

A graduate of the University of Illinois' College of Communications, Sharon has been involved in motivating people to action through advertising, public relations, marketing, organization development, training and employee communications her entire career. She has furthered her knowledge of leadership, quality, strategic planning, and large-scale organizational change through completion of studies at Pepperdine University in their Masters of Science in Organization Development program.

Willow Creek Association, ConEdison of New York, LeVecke Corporation, Salvation Army, Wayside Center, Crescent Electric Supply Company, The Daily Herald, The Village of Streamwood, Ameritech, Motorola, and M•B Sales (the McDonald's Happy Meal Toy Creators), and various churches and denominations are among the organizations that have benefited from her expertise.



1.0 CREDIT

11:45AM-Noon..... Zurich D  
**BREAK**

Noon-1:30PM..... Vevey  
**ANNUAL BUSINESS LUNCH**

1:30-2:30PM  
**CONCURRENT WORKSHOPS**

### #003 *Principles and Practice of Electronic Brachytherapy* (St Gallen)

1.0 CREDIT

*Jessica Hiatt, MS*

Electronic Brachytherapy (EB) is a technological advance for brachytherapy, during which a microminiature 50 kV x-ray source is employed to deliver the radiation. EB has several advantages: Since the x-rays are produced by an electronic source, oversight by the U.S. Nuclear Regulatory Commission is not mandated; treatments can be delivered in an unshielded room in contrast to the significant shielding required for Iridium-192 brachytherapy; and the low exposure rate allows staff to remain near the patient during treatment to provide comfort. It also allows installation in facilities that lack heavily shielded rooms.

The initial application of the system was for the treatment of breast cancer. Gynecologic applicators are now available and applicators for other cancers are in development.

### #004 *The Effectiveness of Training and ROI* (Montreux 3)

1.0 CREDIT

*Scott Plemmons, RT(R)(T) & Matthew Terry, MBA, BSRT (R)(T)*

This program is designed to educate Radiation Oncology Administrators, Physicians and staff regarding the importance of training in the Radiation Oncology Department and the techniques that can be utilized to measure the effects of training.

We will explain the factors that are involved in the effectiveness of training and its impact on performance. In addition we will discuss the Return On Investment methodology and how it can be measured in terms of training programs and the involvement of the participants in the training program. We will also identify the best practice approach to communicate the results of the effectiveness of the training programs.

## SUNDAY, NOVEMBER 1 (CONT.)

### #005 *The Journey of the Penguins*

(Montreux 1 & 2)

1.0 CREDIT

**Renee Shank, BS RT (T)**

Our journey to excellence at the Cancer Center has been quite rewarding. The goal was to build a team of people who shared equal passion for each other as well as the patients. How did we accomplish this goal? We became like penguins.

In the later part of 2005, I received the results of the Associate Opinion survey from my Associates. I was very disappointed with the information it revealed. I thought I was doing well in my new role as manager, but they did not.

During the February staff meeting in 2006, I asked my Associates to write me a letter and tell me what I needed to do to become a better manager and to make the Cancer Center a great place to work. In doing this, they taught me to become not just a manager, but how to be a leader.

### #006 *Building a Successful Compliance Plan*

(Zurich A)

1.0 CREDIT

**Deborah Churchill, RTT**

This session will outline the various components that are required in a comprehensive Compliance Plan, with focus on the need for customized radiation oncology coding guidelines and associated policies and procedures. Every department/organization should have a detailed coding guideline document that defines how and where each service is documented and the date of service that each procedure is reported. Medicare does not allow providers to supplement information when a request is made for data. Discussion will include the importance of identifying the documentation within a paper record and/or electronic medical record that must be made available to the carriers upon request.

The attendees will learn the importance of clear concise documentation in the patient's medical record and what supporting information is required for each of the codes groups, i.e., simulation, isodose planning, treatment, etc. A grid will be provided that will list procedures by code groups in the order of patient encounter. The grid will identify which procedures require orders, define associated supervision requirements, and outline what documentation is required. Medical necessity documentation will be stressed for advanced technology services.

2:30-3:00PM..... Zurich D

**BREAKS/EXHIBITS**

3:00-4:30PM.....Zurich A

### #007 GENERAL SESSION

1.5 CREDITS

#### **Radiation Oncology Billing Panel**

Moderator: **Craig McNabb, MBA, BSN**

Panelists:

**Deborah Churchill, RTT**

*President, Churchill Consulting, Inc.*

**Susan Vannoni, MS, RT, (R )(T) ROCC**

*President, Radiation Oncology Consulting, LLC*

**Ron DiGiamo, MBA**

*President, Revenue Cycle, Inc.*

**James E. Hugh III, MHA, CHBME, ROCC(R )**

*Senior Vice President, AMAC*

**Cindy Parman, CPC, CPC-H, RCC**

*President, Coding Strategies, Inc.*

**Carl Bogardus, Jr, MD**

*Bogardus Medical Systems*

**David Beyer, MD**

*ASTRO/ACR JEC Representative*

4:45-5:30PM ..... Edelweiss (43rd Flr)

**NEW MEMBER RECEPTION** (By Invitation)



# General Course Information

## MONDAY, NOVEMBER 2

7AM-Noon..... Monte Rosa  
REGISTRATION DESK

7:30-8:30AM ..... Zurich D  
BREAKFAST

7:30-8:30AM ..... Vevey  
EMR ROUNDTABLE BREAKFAST DISCUSSION

7:30-11AM ..... Zurich D  
EXHIBITS

8:30-9:30AM ..... Zurich A  
GENERAL SESSION

### #008 Use of Radioactive Microspheres for Liver Tumors

**Riad Salem, MD**  
Professor of Radiology, Oncology, and  
Surgery, Department of Radiology  
Robert H. Lurie Comprehensive  
Cancer Center, Northwestern University  
Chicago, Illinois



1.0 CREDIT

9:30-9:45AM ..... Zurich D  
BREAK/EXHIBITS

## Future Annual Meetings:

San Diego, California  
October 31 - November 3, 2010  
Miami, Florida  
November 2 - 5, 2011

9:45-10:45AM ..... Zurich A

### GENERAL SESSION

1.0 CREDIT

### #009 ICD-10 Implementation

**Cindy C. Parman, CPC,  
CPC-H, RCC**



Cindy Parman is Principal and Co-Founder of Coding Strategies, Inc. in Powder Springs, GA. Cindy is currently President of the National Advisory Board for the American Academy of Professional Coders and a Faculty instructor for AMA Solutions.

Her 32-year professional career in healthcare includes 20 years of commercial group health insurance experience, and her primary area of expertise involves coding, auditing and education for oncology specialties.

She is a highly sought after national speaker on a variety of coding and compliance topics including Radiation Oncology Coding, Medical Oncology coding, Internal Auditing, Managed Care Contracting, Data Mining, Evaluation & Management Coding, ICD-10-CM and Medical Necessity.

In addition, she is the consulting editor for *Oncology Coding Alert*, authors the coding column for the Journal of Oncology Management and writes the "Coding Minute" for the American College of Oncology Administrators (ACOA). Cindy frequently presents at the AAPC National Conference, Society of Radiation Oncology Administrators (SROA), Southern Association for Therapeutic Radiation Oncology (SATRO), the Association of Freestanding Radiation Oncology Centers (AFROC) and the American Academy of Medical Administrators (AAMA).

10:45-11:45AM

### COMMITTEE MEETINGS

**Advocacy** ..... St Gallen 2  
**Benchmarking** ..... St Gallen 3  
**Communications** ..... Montreux 3  
**Membership** ..... Montreux 2  
**2010 Program** ..... Montreux 1  
**Reimbursement** ..... St Gallen 1

## TUESDAY, NOVEMBER 3

7AM-5PM..... Monte Rosa  
REGISTRATION DESK

7:30-8:30AM ..... Zurich D  
BREAKFAST

7:30-8:30AM ..... Vevey  
EMR ROUNDTABLE BREAKFAST DISCUSSION

7:30AM-4:30PM..... Zurich D  
EXHIBITS

8:30-9:30AM ..... Zurich A  
GENERAL SESSION 1.0 CREDIT

### #010 Changes in the Economics of Radiation Oncology Over the Next Five Years

**Paul Wallner, DO**

Dr. Wallner is currently the Senior Vice President of 21st Century Oncology, Inc. In that role he is responsible for legislative and regulatory affairs, organizational, vendor, medical school and medical staff relationships, compliance and quality assurance, research and education, and corporate development. Prior to joining 21st Century Oncology, he served as Chief, Clinical Radiation Oncology Branch, Radiation Research Program, Division of Cancer Treatment and Diagnosis, National Cancer Institute. From 1979-1998 he served as Clinical Professor and Chairman of the Department of Radiation Oncology, Cooper Hospital/University Medical Center, Robert Wood Johnson Medical School at Camden, and from 1998-2003 as Clinical Professor and Vice Chairman, Department of Radiation Oncology, University of Pennsylvania School of Medicine. He is Board Certified in Radiology and Radiation Oncology. Dr. Wallner has served on the Board of Chancellors of the ACR since 1999 and previously was a member of the Board of Directors of the ASTRO. In February 2005 joined the Board of Chancellors of the ACRO. Prior to joining the NCI, he served as the ASTRO representative to the CPT Editorial Panel and the AMA/ Specialty Society Relative Value System Update Committee (RUC), and was a founding member of the Medicare Ambulatory Payment Classification (APC) Advisory Panel.



Dr. Wallner was elected to Fellowship in the American College of Radiology in 1989, the American Osteopathic College of Radiology in 2004, and the American Society for

Therapeutic Radiology and Oncology in 2006. In 2004 he was awarded the Gold Medal for service to medicine and radiation oncology from the American Society for Therapeutic Radiology and Oncology. He was previously named a Christian R. and Mary F. Lindback Foundation Scholar, an American Cancer Society Junior Faculty Clinical Fellow, and is a recipient of the US Army Commendation Medal. He is the author or co-author of more than 100 publications and has presented more than 100 invited lectures. Dr. Wallner resides in Moorestown, NJ.

9:30-9:45AM ..... Zurich D  
BREAK/EXHIBITS

9:45-10:45AM ..... Zurich A  
GENERAL SESSION 1.0 CREDIT

### #011 Bending the Curve or Increasing the Trajectory? Place Your Bets on Health Care Reform

**David S. Hefner, MPA**

*Senior Advisor for Healthcare Innovation, Association of American Medical Colleges (AAMC) & Council of Teaching Hospitals (COTH)*

Mr. Hefner has more than 30 years experience in the health care industry as both a health system CEO and a healthcare consultant.

Mr. Hefner is currently serving on a variety of health reform issues with the AAMC. He was the President of the University of Chicago Medical Center for three years and also served with the Penn State Hershey Medical Center for four years as their Executive Director and COO.

As a consultant, he was a Senior Partner with Computer Sciences Corporation's Global Health Solutions and as the founder/CEO of Consulting Concepts, Inc for a total of 22 years. David's extensive experience includes consulting to over 75 academic medical centers, schools of medicine, faculty practices, and more than 1000 private physician practices and hospitals nationwide. His capabilities include organizational transformations, rapid economic turnarounds, arbitration/dispute resolution, and information technology strategies and implementation.



10:45-11:15AM ..... Zurich D  
BREAK/EXHIBITS

11:15AM-12:15PM

## CONCURRENT WORKSHOPS

### #012 *The Transition to a Paperless Medical*

*Record* (Zurich A)

1.0 CREDIT

**Kelli Gress, MHA & Christie Jarrio, MS**

Implementing a paperless radiation oncology medical record is a daunting goal. Upon project commencement, patient records were stored in a paper chart, our ARIA database, and a hospital electronic medical record. Our first approach to eliminate paper was to take a standard paper form and reproduce it as an electronic document. As the project evolved, staff and physicians became engaged to create documents that were more efficient than the paper version.

Communication was a key area of focus for the paperless project team. The elimination of paper caused concern about patient safety. By reviewing our workflow, standard tasks were established to ensure a safe practice. Additional ARIA training was also found to be necessary. A phased approach was used to implement change on a smaller scale prior to implementation across multiple facilities. This allowed us to streamline the new processes and improve them with minimal disruption to the clinic.

### #013 *Linac and Wide Bore CT Acquisition: From Evaluation to Utilization* (Montreux 3)

**Teresa McKay, BS, MS**

1.0 CREDIT

This presentation will walk the participant through the West Michigan Cancer Center's capital equipment acquisition process. The presentation will give an in-depth overview of the process from RFP (request for proposal) to selection to implementation of both a linac and wide bore CT. Also presented will be our assessment of vendor capabilities, advantages, disadvantages for both linacs and wide bore CTs.

### #014 *Brachytherapy Coding Tips and Traps* (Montreux 1&2)

**Cindy Parman, CPC, CPC-H, RCC**

1.0 CREDIT

This session will begin with a brief review of procedure codes assigned for brachytherapy, including both codes in the radiation therapy section of the CPT Manual and surgical or other interventional codes.

Because brachytherapy can be administered using several different techniques, coding for brachytherapy presents some unique challenges. In addition, some radiation delivery methods are classified as therapeutic radiology and assigned codes from the Nuclear Medicine section of the coding manual. This fast-paced session will include coding tips for hard-to-code services such as MammoSite, prostate HDR, GYN brachytherapy, Strontium injections and more!

Last, there is a growing trend to develop 'one-stop-shopping' codes for healthcare reimbursement, which prohibits the reporting of each integral service performed. As a result, information regarding medical necessity documentation, bundling and payor requirements are built into this brachytherapy session

### #015 *The Basics of PQRI* (St Gallen) 1.0 CREDIT

**Matthew Terry, MBA, BSRT (R)(T) & Bridget Krueger, MBA, BSRT (T)**

Many healthcare policy experts have labeled the Medicare reimbursement system as flawed by rewarding quantity instead of quality. The PQRI program is designed to help address issues involving value, equality and rising costs in today's healthcare system which could lead to the development of a better system for our country. Understanding and participating in the PQRI program can be your contribution to shaping the future of healthcare in the United States.

This program is designed to educate Radiation Oncology team members on the basics of PQRI (Physician Quality Reporting Initiative). The topics that will be covered will consist of the history of the program, how it benefits CMS, measures that are used in radiation oncology, how these measures are reported and the financial impact on your reimbursement

12:15-2PM ..... Vevey

## QUALITY LUNCHEON

Entertainment: **Michael Anthony**

*Co-Sponsored by Varian Medical Systems*

2-3PM

## CONCURRENT WORKSHOPS

### #016 *Return on Investment in the Radiation Oncology Department* (Montreux 1&2)

**Eva Huddleston &**

1.0 CREDIT

**Bridget Krueger, MBA, BSRT (T)**

Today in the stimulating field of radiation oncology, many innovative technologies are available that can improve the quality of care that we are providing for our patients. We, as clinicians and administrators, want to be able to provide the best possible care for our patients while staying within the constraints of our department's capital budget. In this presentation, we will go over the basics of return on investment: what it means and why it is important. We will also give you information on how to research and analyze equipment based on the needs and goals of your department. Today, funds and how they are distributed are under intense scrutiny. This presentation will supply you with the information you need to assist you in making accurate and appropriate decisions for your department.

## TUESDAY, NOVEMBER 3 (CONT.)

### **#017 No Capital? Ways to Upgrade and Build in a Capital Less Market** (Montreux 3)

**Ken Dalebout, MBA & Surabhi Swaroop, MBA** **1.0 CREDIT**

There are principles of financing that guide the acquisition of capital. There are traditional means of capital financing that are unavailable to most healthcare institutions in today's market. The principles of financing are universal, such as the cost of capital, time value of money and rates of return. Despite the shortage of traditional lease options, alternative means of financing technology exist that create unique opportunities for healthcare institutions. A detailed description of joint ventures, revenue share structures and management services affiliations will be presented. The ramifications of such structures will be explored to understand the benefits in today's market.

Ken Dalebout is an employee of Alliance HealthCare Services. Alliance HealthCare Services is the nation's largest provider of outpatient imaging services and cancer center development in partnership with hospital and medical groups.

### **#018 Charge Capture Techniques to Enhance Reimbursement** (Zurich) **1.0 CREDIT**

**Jana Grienke, MA**

During these uncertain economic times, it has become imperative for Radiation Oncology practices to enhance reimbursement for the services they provide.

Even with proper coding, many payers are not accustomed to Radiation Oncology technologies and require instruction from a Radiation Oncology charge capture professional to educate them when questions/denials arise regarding medical necessity and codes billed. Certain techniques can be used when educating staff as well as referencing payers and are an integral part of the billing process. They also have a significant effect on reimbursement. These techniques will be explored and examples provided.

The appeals process will also be addressed with specific tools provided for aid in working denials from the re-determination level to the Administrative Law Judge level of appeals.

Lastly, documentation is key in proper compliance and examples will be revealed as well as suggested templates for appealing denials and for use in basic coding/charge capture support.

### **#019 ACR Accreditation** (St Gallen) **1.0 CREDIT**

**Scott Dube**

Participant will learn about the accreditation program offered by the American College of Radiology in Radiation Oncology. This includes the quality assurance guidelines and standards which need to be met, the documents which must be submitted as part of the application, and the on-site survey experience

3-3:30PM..... Zurich D  
**BREAK/EXHIBITS**

3:30-4:30PM

### **CONCURRENT WORKSHOPS**

### **#020 Linear Accelerator Acceptance and Commissioning; Why it's Important to You** (Montreux 3) **1.0 CREDIT**

**James Gaiser, Ph.D, DABR**

Acceptance and commissioning is the process of by which the accelerator is passed from the vendor to the customer and it's preparation for clinical use. Realistic timelines for these processes are dependent on the manpower available for the tasks and the complexity of the data gathering as determined by the department objectives. These processes will be examined and the impact on cash flow and department interruption will be discussed. The use of an outside physics group instead of the in-house staff will also be reviewed.

### **#021 Developing a Compliance Plan & Process Improvement Program for Oncology** (Zurich A)

**Terri Bedard, BA, RT(R)(T) & Kelli Weiss, RT (R)(T)** **1.0 CREDIT**

A compliance plan is a required component of any Radiation Oncology Department. We will outline the guidelines established by OIG for creating hospital compliance programs. Building on the compliance programs for both hospital outpatient and freestanding departments we will outline how to further develop a compliance plan for a Radiation Oncology Department; including items such as policies and procedures, billing procedures, auditing and monitoring of treatment charts, and employee education. Another vital component under any compliance program is the development of a process improvement program. We will outline how to build and implement a process improvement program into a Radiation Oncology Department.

## #022 Go Fish (Montreux 1&2)

1.0 CREDIT

**Robin Chenail, MA-HRD**

The concept of "FISH!" was developed at the World Famous Pike Place Fish Market in Seattle, Washington. The group of self-proclaimed "fishmongers" who worked there, as well as the owner, determined they would become world famous, and they did. They consistently encourage one another to think about "Who are you being while you do what you do?" The fishmongers incorporated four key concepts into what they call the FISH Philosophy. Using the acronym FISH, the basic concepts are: Foster Play, Inspire Being There, Seek Ways to Make Their Day, and Hang or Hold Choose Your Attitude Up High.

These four key concepts can revolutionize individual attitudes, and in turn, energize the entire work place. By understanding the value each person contributes (positively or negatively) to the team, the team can constantly readjust its parameters, and remain on a positive course. FISH reminds us that we each have the innate ability to build and lift ourselves up above the fray. We are also responsible to hold ourselves accountable and coach others. When we help others to do the same, we also help ourselves. "FISH" includes the concept of "pay it forward" and the platinum (versus golden) rule of "Do unto others as they would have done unto themselves".

"FISH" recognizes that many times, the circumstances we currently face are temporary. But the lessons learned are life-long. We only get to pass through this life one time. However, we get opportunities every day to make this a better world for all those we come in contact with. With every day, there is new opportunity. It is the small things we do, not the big things or current conditions of our lives, which determines the course of our destiny. It turns "I have to..." into "I get the opportunity to..." A small change in the attitude gives a big boost to the altitude.

Especially in healthcare, managers and employees can become immersed in the urgent, and sometimes lose sight of the important. Putting out fires and incorporating mandate after mandate tarnishes the real purpose of healthcare. "FISH" helps people to re-focus on the important, that is, why we got into healthcare to begin with. First and foremost, it is healthcare, not "health, I don't care". If, in our actions, we are always leaning towards the customer/patient/visitor, the rest will sort itself out. This results in our thinking about better ways to do things, and to be more creative in the process. It is removing the box that shuts us in from reaching our full potential. It is thinking about the big picture, and helping as many people as possible, not because you have to, but because you can. FISH helps to remind us to be genuine in a superficial world that needs, but doesn't always reward, those who have others' best interest in mind. The reward is found within. FISH helps to promote the "reel" thing.

## #023 How to Manage a RIF (Reduction in Force) (St Gallen)

1.0 CREDIT

**Debra Corbin**

Changes in a company's business strategy, product or service force, external economic conditions, mergers and/or acquisition or other controlled or uncontrollable factors may require a company to change the composition of staffing levels through a Reduction in Force (RIF).

This presentation has been developed to help the director/manager/supervisor understand their role and responsibility in the Reduction in Force (RIF) process. To ensure a RIF process is professionally administered and implemented, it is imperative that the manager understands and follow established company policies, processes and directives.

Although a manager may not have been involved directly in determining the employees who will be separated from their specific department, you may be required to notify an employee that his/her job has been eliminated. Also a manager may be asked to assist in the release of an employee who is not in their specific department. Either situation is a difficult one that requires skill and preparation

4:30-5PM..... Zurich D  
**SPONSOR WRAP UP MEETING** (By Invitation)

6-6:30PM  
**MEET IN LOBBY OF SWISSOTEL TO CATCH  
BUS TO BOAT DOCK**

6:30-7PM  
**MEET AND GREET WITH THE BOARD  
OF DIRECTORS**

7-10PM  
**PRESIDENT'S  
PARTY ON THE  
SPIRIT OF  
CHICAGO**

*Entertainment by  
"Night Fever Band"*

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## WEDNESDAY, NOVEMBER 4

7AM-Noon ..... Monte Rosa  
**REGISTRATION DESK**

7:30-8:30AM ..... Zurich D  
**BREAKFAST**

7:30-8:30AM ..... Vevey  
**PROTON THERAPY ROUNDTABLE  
BREAKFAST DISCUSSION**

7:30-Noon..... Zurich D  
**EXHIBITS**

8:30-9:30AM  
**CONCURRENT WORKSHOPS**  
**#024 Performing Staffing Analysis for Radiation  
Oncology** (Montreux 1&2) **1.0 CREDIT**

**Terri Bedard, BA, RT(R)(T) &  
Scott Plemmons, RT (R )(T)**

This program is designed to educate Radiation Oncology Administrators, Physicians and staff regarding the importance of having proper staffing and how it can be measured. We will explain the staffing requirements in the Radiation Oncology Department. Additionally we will define benchmark job descriptions and the process when analyzing and evaluating staffing levels

**#025 The Medical Physics Workforce—Looking  
Ahead** (Montreux 3) **1.0 CREDIT**

**Edward Sternick, PhD, MBA**

The American Association of Physicists in Medicine (AAPM) has undertaken an in-depth workforce study with the Center for Health Workforce Studies at SUNY, Albany to assess the impact of changing internal and external environmental forces on the future supply of medical physicists.

**#026 Quality Measures—A Simple Approach to  
Performance Improvement** (Zurich A)

**Ken Dalebout, MBA &  
Frank Claudio, MBA** **1.0 CREDIT**

There is the continuous debate on how does a center demonstrate quality and how do you report your findings. The presentation will be present a simple, no nonsense approach to selecting performance improvement indicators and a proven tool to report these results to key stakeholders. Through a disciplined and simple approach, a center can feel confident in its quality, but make real improvement in clinical and administrative outcomes

**#027 Valuation of Radiation Oncology Practices**  
(St Gallen) **1.0 CREDIT**

**Ron DiGiamo, MBA**

*The objectives:*

- 1) Enhancing values in an outpatient radiation center
- 2) What drives value in an outpatient radiation center
- 3) Issues to consider in forming a hospital/physician joint venture

9:30-9:45AM ..... Zurich D  
**BREAK/EXHIBITS**

9:45-10:45AM  
**CONCURRENT WORKSHOPS**  
**#028 Information Technology Resource  
Management in the Image Guidance Era**  
(Montreux 3) **1.0 CREDIT**

**Ramon Alfredo Siochi, PhD**

With the advent of image guidance comes data-intensive applications: daily 3D cone beam CTs, 4D planning CTs, multiple planning image sets and modalities, more complex IMRT plans, multiple adaptive plans per patient and a paperless environment. This requires increased storage, greater network bandwidth, more information technology (IT) and physics related FTEs, higher uptimes, and possibly modified network architectures. This also requires collaboration and a common domain knowledge between medical physics and IT. IT decision makers are frequently unaware of clinical issues and do not effectively manage the data. Medical Physicists generally handle clinically related IT issues, but IT advances so rapidly that it is difficult to stay current. IT staff, dedicated only to the radiotherapy department, may be required. These issues, along with possible solutions, will be presented so as to enable administrators to assess the benefits and IT related costs of new technology more realistically



# General Course Information

## #029 Patient Navigators: What You Need to Know for Your Patients (St Gallen) 1.0 CREDIT

Janet Brumfield, PT, Med & Kenny Toney, BSN

This presentation will describe the various avenues for patient navigation services and discuss implementation of the program at Northside Hospital. In this time of economic turmoil, patient navigators offer an invaluable resource to patients as well as to radiation oncology administrators and may help determine whether patients are able to receive radiotherapy. Specific topics to be discussed include recruiting the right navigator for your program, identifying the scope and role of your navigator, eliminating conflict and encroachment with other disciplines, and measuring the effectiveness of your patient navigation program. Finally, the class will discuss potential pitfalls and lessons learned from the program implementation

## #030 The Importance (Primarily Benefits) of Financial Counseling for Both the Cancer (Montreux 1&2) 1.0 CREDIT

Ron DiGiamo, MBA & Candy Luna

When a patient learns that they have "cancer", a terminal disease, it can be devastating news. Along with obtaining and understanding the medical care that they will need to fight against their disease, many are also overwhelmed with the financial aspect of a catastrophic illness, "How much is this going to cost and how am I going to be able to pay for all of my medical bills?" is the second major question in many patient's minds.

This program is designed to provide the radiation oncology staff with the basic understanding of the importance of financial counseling. We will also discuss the process of basic medical billing and how it affects the cancer patient. When financial counseling is instituted as part of the cancer patient's care, we will explain how it benefits both the patient as well as the health care facility

## #031 Full Disclosure: Practical Cases of Quality Improvements in Radiation Therapy (Zurich A) 1.0 CREDIT

Paul Williams, MBA & Alex Zafirvovski, BSRT (T)

Patients, professional organizations, insurance companies, and the government continue to push for transparency in health-care. "Pay-for-performance" already exists in some specialties and a handful of states. As this initiative gains momentum, administrators will need become adept at responding to the increased demands. This course will discuss the importance of quality outcomes in the context of a productive radiation oncology department. The concept of "just culture" will be introduced and explained to the audience. Additionally, a business case reviewing transparency in quality and safety

will be presented. Issues of physician buy-in, staff morale, coaching/training, and disciplinary action will be addressed. Finally, the role of the administrator will be outlined, using examples from Northwestern University Medical Center to illustrate specific tools and strategies.

10:45-11:15AM ..... Zurich D  
**BREAK/EXHIBITS**

11:15AM-12:15PM ..... Zurich A  
**GENERAL SESSION 1.0 CREDIT**

## #032 Updates for 2009 and Further Into the Future

James E. Hugh III, MHA, CHBME, ROCC®

Vice President of American Medical Accounting & Consulting (AMACâ). AMACâ handles all issues regarding reimbursement and provides full service billing, practice management, training, reporting, claims processing services, auditing and consulting in radiation oncology and medical oncology.



Jim's national reputation has facilitated the development of negotiation strategies with third-party payors across the country. As a resource for medical groups, vendors, facilities, universities, clinics, hospitals and third-party payors, Jim and AMACâ now represent a client base of more than 1000 health care organizations nationwide. Jim has cultivated relationships with medical directors, federal executives and administrators for a variety of local and national managed care organizations. He is highly regarded as a leading industry authority on reimbursement issues for radiation therapy. He has authored and coauthored numerous articles and books and has given more than 120 invited presentations.

Jim's growing presence in the national marketplace has made him a resource for medical equipment manufacturers and pharmaceutical companies. He currently leads AMACâ's reimbursement issues for consulting with numerous corporations, and he is actively involved in developing and implementing national reimbursement protocols for providers.

12:15PM  
**MEETING ADJOURNED**

Noon-3PM  
**EXHIBITS BREAKDOWN**

12:30-3PM ..... President's Suite  
**BOARD OF DIRECTORS MEETING**  
(Board of Directors and Invited Guests)

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