



The Virginia AAHAM Insider

A Newsletter by and for the members of the Virginia Chapter of AAHAM

The President's Message

Inside this issue:

"October's poplars are flaming torches lighting the way to winter." — Nova Beir.
Dear friends and colleagues,

Fall is once again upon us and I for one look forward to chili, pumpkin spice, flannel, and Halloween! We have some upcoming events that we are so excited about!

ANI is in Los Angeles at the Loews Hotel in Hollywood from 10/10-10/12/2023. Our Fall Wine Tour and Conference for Virginia AAHAM will be in Charlottesville at the Omni Hotel from 10/18 and 10/19. Be sure to register and we cannot wait to see you in person! The winter conference will once again be at Kingsmill 12/6 and 12/7. Be sure to save the dates!

We have a new website that I hope you have a chance to peruse in your spare time. We are always looking for ways to improve and we also encourage your feedback.

The Virginia Chapter of AAHAM Nominating Committee presents the following individuals as candidates for the 2024-2025 Executive Board. Voting will be open until November 7th, and the elected officers will take the oath of office at the Annual December conference in Williamsburg.

Members in good standing have the right to vote.
All ballots will have provisions for write-in votes for each office.
Election of the nominees shall require a simple majority of those voting.

Additional information regarding nominations and voting can be found in the Chapter By-Laws and Regulations available on the Chapter website www.vaaaham.com.

Thank you to the nominating committee:

- Linda Patry, CRCE, Chairperson
- David Nicholas, CRCE, Member
- Michael Whorley, CRCE, Member

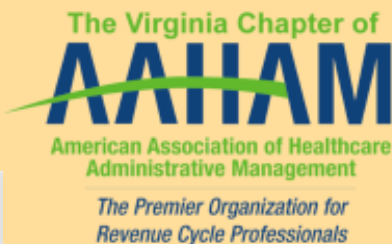
The nominees are:

- President- Pam Cornell
- First VP- Deanna Almond
- Second VP- Cathy Price
- Treasurer- Arlynn Flecker
- Secretary- Amy Beech

If you are interested in serving on a committee, please let a Board member know.

Thank you for your continued participation in Virginia AAHAM and we cannot wait to see you soon!
Pam Cornell, CRCE President, Virginia Chapter of AAHAM

President's Message	1
Virginia Hospital Advocate	2-3
The ROI of Healthcare	4-10
Notice of Election	11
Publications Committee	12
Certification Overview	13-14
Recently Certified	15
Virginia AAHAM Membership Info	16
Scholarship Winner	17
Upcoming Events	18-21
Executive Board 2023	22-25
Thank You to our Sponsors	26-38
On the Lighter Side	39-40



FACEBOOK.COM/VAAAHAM
LINKEDIN: The Virginia Chapter of AAHAM
INSTAGRAM: VAAAHAM





Virginia Hospital Advocate Newsletter

Join the Hospital Grassroots Network!

Sign up for the VHHA Hospital Grassroots Network to join our rapid response network that helps legislators understand the importance of a pending health care vote or issue.

The Virginia Hospital Advocate newsletter will also help keep you updated on key issues so that you're informed and ready to respond when an urgent action alert is issued.



Register online today!

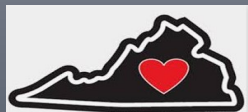


Support Dedicated Legislators through HosPAC!

HosPAC is VHHA's political action committee. HosPAC provides organized, effective political action by supporting candidates who will work to improve quality health care through policies that recognize the importance of Virginia's hospital and health systems.

To contribute, please visit www.VAHosPAC.com.

HosPAC participation is strictly voluntary and not tax deductible.





Virginia Hospital Advocate Newsletter

Thank you for supporting Virginia hospitals!

VHHA's Advocacy Team works hard to keep you up to date with the latest health care policy and politics news. We love to hear from our members and supporters!

- **Julie Dime**, Vice President of Government Affairs, jdime@vhha.com
- **Jennifer Wicker**, Senior Director of Government Affairs, jwicker@vhha.com
- **David Nutter**, Director of Government Affairs, dnutter@vhha.com
- **Rachel Becker**, Director of Government Affairs, rbecker@vhha.com
- **Davis Gammon**, Director of Policy and Legislative Affairs, dgammon@vhha.com

Please don't hesitate to contact members of the team, and send **Davis** feedback or suggestions for topics to cover in future newsletters. Thank you!





The ROI of Healthcare Culture



What does healthcare culture mean?

If you Google healthcare culture, thousands of different interpretations of the term pop up on the results page. Holistically, culture is the identity and the way you operate and communicate with each other, the decisions you make, and how you come to make those decisions. It's what people think about when they consider your business, in addition to your services and products. To put it colloquially, it's the vibe your patients get while in your facilities and under your care. All healthcare facilities have culture whether that is good/bad or positive/negative.

We believe in serving others. We prioritize the needs of our team, providing support, training, and opportunities to grow, so they can show up with passion as they serve and lift others. It's through employee happiness that your business can realize real, sustainable growth.

Why a positive healthcare culture matters

Patients have to seek healthcare, and their options are often dictated by their insurance coverage. So why does culture matter? Let's face a hard fact. Despite the fact that the United States is [facing a physician shortage](#), patients have [more choices](#) than ever before. Your patients don't have to choose your practice.

Creating and maintaining a positive healthcare culture results in higher patient satisfaction, translating to patient retention and reliable payments. Chris Lah adds that "both your customers and your staff want a positive culture. If you don't provide it, your competition will."





The ROI of Healthcare Culture



Patient satisfaction

[Patient satisfaction](#) is a performance metric that represents the quality of care your practice delivers. It influences patient outcomes, retention, and compliance. Some research indicates that hospitality factors matter more to patients than the quality of care they receive. We posit that medical services and patient hospitality go hand in hand.

A positive healthcare culture creates an environment where your patients feel supported and empowered. They trust that their physician and staff put their needs first, treating them as equals, not dictating the rules a patient has to follow. A healthcare culture takes effect from the moment a patient walks through the door.

Timely copay collection

Copays are a significant part of the patient experience and one area where a healthcare culture and satisfied patients can make a difference.

Patients are savvy and research their health and potential treatments while searching for a provider. Research compiled by MedData® shows that [92% of patients](#) want to know their payment responsibility before their visit.

While costs are variable and depend on what providers diagnose and choose to do, educating and empowering your staff to communicate clearly with patients about their potential copay responsibilities contributes to a more positive patient experience. And, according to Mr. Lah, in a great company culture, the customers reap the benefits of excellent service from positive staff members.

With increased deductibles, even with the best intentions, some patients may not be able to pay their copay at the time of service. KeyBridge Medical Revenue Care offers a patient centric approach to medical bill resolution. We position ourselves as an extension of your business office.





The ROI of Healthcare Culture



Our carefully trained representatives don't intimidate or hound your patients. They establish relationships and support patients in the best way to achieve account resolution. As documents such as an Explanation of Benefits are often confusing, our team helps patients understand their responsibilities.

Patient retention

Satisfied patients not only return to your practice for continued care, but they tell their friends about it. [Research](#) indicates that when a healthcare provider satisfies one patient, that information reaches four others. However, a frustrated or disengaged patient will share their negative experience with 10 more other people. Combined with the reach of social media, can you afford not to foster a positive healthcare culture?

How to create a positive healthcare culture

Creating a positive healthcare culture isn't an overnight process, but it is an achievable goal that can have a meaningful impact on the success of your business. Chris Lah advises that great culture adds better definition to a company's mission statement, which should help guide the goal-setting. It takes effort to create a culture and not allow one to develop by default. Consider following these steps:

Self-review

Per Mr. Lah: "The visionary is usually the owner, CEO, or Board. I always felt that true implementers of establishing the culture is middle management. They set the tone with the hiring, onboarding, training and feedback (reward) for staff. Additionally, they have the position power to help facilitate timely process improvement and drive customer satisfaction. Lastly, they provide the upward feedback and objective data for senior leadership to make the strategic decisions – including ones that directly drive the future of the culture."





The ROI of Healthcare Culture



With his guidance in mind, take some time to reflect on what your business or practice stands for — or what you want it to stand for — outside of the services you deliver. What is the ideal patient experience? How do your providers and employees contribute to that experience, and what do you need to do to encourage and support your employees to bring their A-game and passion to work every day?

Your employees are critical to this self-review. Your employees are the face of your business. Their performance significantly impacts the patient experience, creating the healthcare culture and promoting it in and outside of the office. They provide details about the day-to-day that identify areas of strength and those that need some improvement — for themselves and the patients.

Set your goals

Once you've explored the tough questions and identified what a positive healthcare culture means to your practice, set the goals that can guide your practice to an enhanced healthcare culture. Chris Lah gives us a good reminder that a great culture focuses on anticipating the needs of its customers, stakeholders, employees and the community it operates in.

That said, we follow the [Fish Philosophy](#) with four cultural pillars:

- Choose your attitude.
- Make their day.
- Be present.
- Have fun

Work isn't always sunshine and flowers, but by choosing to have a positive attitude, your team can approach each day and the challenges it brings with positivity and a constant focus on delivering an outstanding patient experience. Foster this positive mindset by publicly sharing success to help everyone see and engage with your culture.





The ROI of Healthcare Culture



Find ways to contribute to your patients' and employees' lives in positive, meaningful ways. Ensure that everyone feels heard, seen, and appreciated. Empower your employees to be there for patients. Being present and focused on the patient you're serving creates a powerful connection, improving communication and establishing trust.

In some cases, providing medical care is stressful and unpleasant for providers and patients, but that doesn't mean that you can't have a little fun when appropriate. Encouraging a creative environment where all ideas matter stimulates suggestions that benefit your employees and patients.

Maintain and nurture a positive healthcare culture

Chris provides some pointers as crucial ingredients to maintain and nurture a healthy healthcare culture. It starts with hiring skill sets and personalities that match “both the company’s needs and fits with the individual.” He speaks of the importance of a smooth onboarding experience with a buddy system. Providing your employees with meaningful awards such as work hour flexibility, bonus potentials, remote work options and community impact opportunities, to name a few, will enhance your culture.

Mr. Lah adds that effective communication throughout the business is essential and should be barrier-free. This includes communication regarding feedback and review processes. According to Lah, “Leadership makes the issues of all its staff a priority so that staff can make the issues of their customers a priority.” He goes on to add that this happens through empowerment and validation—both of which require effective communication.

Engage your employees

Healthcare cultures evolve. You can't just set it and forget it. Check-in with your providers and staff from time to time to take the temperature of your office and adjust your actions and approach as needed to keep the team motivated and engaged. Satisfied employees lead to happy patients.





The ROI of Healthcare Culture



Not sure where to start?

If you want to learn more about healthcare culture and create one within your practice or business, we can help. Brian Garver, Senior VP, Business Development and Marketing, offers [Master Classes](#) to teach you and your team how to create and maintain a positive healthcare culture and all the benefits that follow.

In summary

A positive healthcare culture creates an environment where your practice or group can thrive. A truly patient-focused culture leads to considerable returns starting with satisfied patients and leading to improved reimbursement, retention, and a competitive advantage.

Increased reimbursement

Engaged and satisfied patients are more likely to pay their copays. Additionally, high patient satisfaction scores can also lead to financial recognition from organizations such as the Hospital Value-Based Purchasing program, including incentives and reduced penalties.

Increased patient confidence

Many patients find doctor's appointments nerve-racking. If your patients know that they will be treated with dignity and respect during every interaction, they're less likely to delay or skip appointments.

An added benefit of satisfied patients is that they tell their friends about their experiences. Word-of-mouth referrals are a powerful way to attract new patients.





The ROI of Healthcare Culture



Customized competitive advantage

A deliberate healthcare culture culminates in a competitive advantage for your practice or group. Happy employees contribute to a productive and positive environment which has a compelling impact on patient satisfaction.

Patient satisfaction leads to improved payments, both from patients and third-party payers. It also leads to increased volume and revenue margin.

When it comes to the ROI of creating a positive healthcare culture, the question isn't can you afford to invest in your team and your business. With so many benefits, the real question you need to consider is: can you afford not to?

***If you have any questions or comments about this article, please reach out to Susan McDonald:
smcdonald@keybridgemed.com***





Notice of Elections

Notice of Elections of Officers of The Virginia Chapter of AAHAM for the two-year term beginning January 1, 2024

This is an election year for the Virginia Chapter of AAHAM! Your vote is very important, so watch for the ballot and be sure not to miss this important opportunity to vote for your 2024-2025 AAHAM Chapter Officers.

Guided by the Chapter By-Laws and Regulations, the Nominating Committee will follow established nominating and voting procedures. The President of the Chapter has appointed a Nominating Committee. The Committee will nominate persons for the offices of President, First Vice President, Second Vice President, Secretary, and Treasurer. The Committee will also nominate any member who is qualified to hold office for nomination endorsed by a minimum of ten members in good standings.

The Committee will report the names of the candidates for nomination to the President by September 15, 2023; and electronic ballots will be sent to members on October 1, 2023. Voting will be open until November 7, 2023. The elected officers will take the oath of office at the Annual Meeting in December in Williamsburg.

Members in good standing have the right to vote with the exception of Student Members or Retired Members who are appointed board members. All ballots will have provisions for write-in votes for each office. Election of the nominees shall require a simple majority of those voting.

Additional information regarding nominations and voting can be found in the Chapter By-Laws and Regulations available in the Member Information on the members only section of the Chapter website - www.vaaaham.com.

The Virginia Chapter of AAHAM 2023 Nominating Committee:

Linda Patry, CRCE, Chairperson

David Nicholas, CRCE, Member

Michael Whorley, CRCE, Member





**The Virginia Chapter of AAHAM Publications Committee
is Seeking Committee Members!**

No Experience Necessary!

As a member of the publication committee, you can earn AAHAM CEU's while collaborating with other Chapter members, vendors, and authors.

Writers Wanted!

Newsletters are published quarterly. Don't miss your chance to be read, recognized, and rewarded for your writing talent!

Submit articles or, express interest in participating on the Virginia AAHAM Publication Committee. Contact Amy Beech for information!

abeech@augustahealth.com





AAHAM Certification Options:

- The AAHAM Certified Revenue Cycle Executive**
- The AAHAM Certified Revenue Cycle Professional**
- The AAHAM Certified Revenue Integrity Professional**
- The AAHAM Certified Revenue Cycle Specialist**
- The AAHAM Certified Compliance Technician**

What are the AAHAM Exams?



What is the AAHAM CRCE (Executive) certification?

Executive Certification is an extensive online proctored exam directed to all senior and executive leaders within the healthcare revenue cycle industry, to help equip them for strategic management of the business. This certification possesses the highest level of difficulty combining content knowledge of the business with critical thinking and communication skills.

What is the AAHAM CRCP (Professional) certification?

Professional Certification is an online proctored exam directed to supervisors and managers in the revenue cycle industry, to validate their knowledge and skills. This certification is for the individual who desires confirmation and recognition of their expertise and/or for those who aspire to the executive level certification.





What are the AAHAM Exams?

What is the AAHAM CRIP (Revenue Integrity Professional) certification?

The Revenue Integrity Professional (CRIP) is an online proctored exam directed to anyone in the revenue cycle industry to help ensure that facilities effectively manage their charge master, and bill and document appropriately for all services rendered to a patient. This certification requires an in-depth, working knowledge of various revenue cycle areas and proper skill sets needed to increase revenue and reimbursement for facilities. It also ensures that proper charging takes place to maintain compliance within the insurance payer programs.

What is the AAHAM CRCS (Specialist) certification?

Specialist certification is an online proctored exam that tests the proficiency of staff involved in the processing of patient accounts and to prepare them for the many details needed to perform their daily job duties.

What is the AAHAM CCT (Compliance) certification?

Compliance certification is an online proctored exam that thoroughly tests competencies in healthcare compliance for all staff involved in the processing of patient accounts. It is intended to meet the annual employee compliance training requirements and to support individuals with professional compliance responsibilities in both institutional (hospital, health system) and professional (physician, clinic) settings. It is intended to meet the annual employee compliance training requirements and to support individuals with professional compliance responsibilities in both institutional (hospital, health system) and professional (physician, clinic) settings. It is intended to meet the annual employee compliance training requirements and to support individuals with professional compliance responsibilities in both institutional (hospital, health system) and professional (physician, clinic) settings. It is intended to meet the annual employee compliance training requirements and to support individuals with professional compliance responsibilities in both institutional (hospital, health system) and professional (physician, clinic) settings. It is intended to meet the annual employee compliance training requirements and to support individuals with professional compliance responsibilities in both institutional (hospital, health system) and professional (physician, clinic) settings.





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Recently Certified in Virginia

VA AAHAM would like to congratulate those who earned the following designations in July, August and September. Congratulations to:

Certified Revenue Cycle Specialist:

Carmen Madera-CRCS
Brittany Biggs- CRCS



Certified Compliance Technician:

Claudia Galliatos-CCT



Certified Revenue Cycle Professional:

Neil Bloom-CRCP



CONGRATULATIONS VIRGINIA CHAPTER!

Virginia AAHAM received recognition for
Stellar Membership Numbers with
over 200 Members in 2021!

2023 VA AAHAM Membership Application

We are thrilled to be growing the Virginia Chapter of AAHAM. Visit our [online membership application](#) and payment options to join or renew your membership with the Virginia Chapter of AAHAM!

Take advantage of these important benefits...

- Problem solving and solution sharing with your associates
- Educational seminars & workshops, conference presentation materials
- Membership directory
- Chapter newsletter
- Reduced fees for chapter education events
- Interaction & networking with peers
- Preparation assistance for certification tests that demonstrate your professional skills
- Certification Training webinar slides and recordings

[Join VA AAHAM
Today!](#)



2023 Scholarship Winner!

Virginia AAHAM would like to congratulate Ayden Knight on winning the Woodrow Samuel Scholarship!!!

Ayden is the granddaughter of Leanna Marshall, Certification chair for Virginia Chapter of AAHAM. Ayden is attending Piedmont Virginia Community College!

Congratulations!

Scholarships





The Virginia AAHAM Insider

A Newsletter by and for the members of the Virginia Chapter of AAHAM

Upcoming Events

Upcoming Certification Exam Dates and Registration Deadlines

Certification Exams are now available each month!

October 2023-10/23/2023-10/27/2023

November 2023– 11/13/2023-11/17/2023

December 2023– 12/11/2023-12/15/2023





Upcoming Events

The 2023 AAHAM ANI will be October 10-12, 2023 at the Loews Hollywood Hotel in Los Angeles, California. Please stay tuned for late breaking details!

Important reasons why you can't afford to miss AAHAM's ANI...

- Attend vibrant educational sessions on career-focused top-ics
- Learn real solutions from industry leaders about day-to-day challenges
- Earn 20 continuing education units (CEUs)
- Enjoy fantastic networking opportunities
- Connect with colleagues and expand your network

Make your reservation now at the exciting Loews Hollywood Hotel (1755 N Highland Ave, Hollywood, 90028), the official ANI 2023 headquarters hotel, located right in the heart of Hollywood!

You can also make your reservation by phone, 1-877-875-1604. Be sure to give the agent the code "ANIO08" to receive the discounted pricing, \$259 per night (+taxes).





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Upcoming Events

[Virginia Chapter of AAHAM](#)

[2023 Fall Networking and Meeting:](#)

10/18/2023-10/19/2023

10/18– Networking and Wine/Brewery Tour

10/19– Fall Educational Day at UVA. Hotel will be at the Omni Charlottesville, VA.



Please be sure to watch out for email blasts with registration details for Virginia AAHAM's next Conference! As always, you can view our [Events page](#) on our website for upcoming events.





The Virginia AAHAM Insider

A Newsletter by and for the members of the Virginia Chapter of AAHAM

Upcoming Events

Virginia Chapter of AAHAM

2023 Winter Annual Conference:

12/6/23-12/7/23

Kingmill Resort in Williamsburg, VA.



Please be sure to watch out for email blasts with registration details for Virginia AAHAM's next Conference! As always, you can view our [Events page](#) on our website for upcoming events.





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Virginia AAHAM Executive Board 2021-2022



Chairperson of the Board
(Chapter of Excellence Committee)

Linda Patry, CRCE, Director, Patient Financial Services
Mary Washington Healthcare

2300 Fall Hill Ave. Suite 311 Fredericksburg, VA. 22401

Office: (540) 741-1591

Email: Linda.Patry@mwhc.com



President
(Committee Chairperson: Nominating Committee; Accounts Receivable/Third Party Payer Committee)

Pam Cornell, CRCE, Claims and System Manager
Dept. of Medical Assistance Services

600 E. Broad Street, Richmond, VA. 23219

Office: (540) 847-1459

Email: pscornell2001@yahoo.com



First Vice President
(Committee Chairperson: Membership & Chapter Development: Chapter Awareness)

Deanna Almond, CRCE, Business Analyst II
Mary Washington Healthcare

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Virginia AAHAM Executive Board 2021-2022



Second Vice President

(Committee Chairperson: Education Committee; Government Relations Committee)

Cathy Price-Campbell, CRCP, SVP of Client Development

RSource Healthcare

433 Plaza Real, Suite 255 Boca Raton, FL 33432

Office: (561) 245-4379

Email: cprice@rsource.com



Secretary

(Committee Chairperson: Publications Committee)

Amy Beech, CRCE, Patient Financial Services Manager

Augusta Health

P.O. Box 1000 Fishersville, VA. 22939

Office: (540) 245-7216

Email: abeech@augustahealth.com



Treasurer

(Committee Chairperson: Vendor Awards Committee)

Jeffrey Blue

UVA Health System

4105 Lewis and Clark Drive Charlottesville, VA 22911

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Email: Jrb2re@virginia.edu





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Virginia AAHAM Executive Board 2021-2022



Appointed Board Member: SPONSORSHIP COMMITTEE
Thomas Perrotta, Vice President of Client Relations, CCCO
Penn Credit
Office: (888) 725-1697
Email: Tom.Perrotta@penncredit.com



Appointed Board Member: CERTIFICATION COMMITTEE
Leanna Marshall, CRCE, Retired
Charlottesville, VA
Phone: (434) 962-8508
Email: marshallleanna86@gmail.com



Appointed Board Member: FINANCE COMMITTEE CHAIR
David Nicholas, CRCE, President
Mercury Accounts Receivables Services, LLC
Office: (703) 825-8762
Email: David@MercuryARS.com



Appointed Board Member: COMMUNICATIONS CHAIR
Arlynn Flecker, VP of Compliance and Client Experience
Nationwide Credit Corporation
5503 Cherokee Ave, Suite 100 Alexandria, VA 22312
Office: (571) 499-4399
Email: Arlynn.Flecker@nccva.com





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Virginia AAHAM Executive Board 2021-2022



Honorary Board Member

Linda McLaughlin, CRCE, Retired

Office: (804) 690-7282

Email: Linda.B.Mclaughlin@gmail.com



Honorary Board Member

Michael Whorley, CRCE, Retired

Office: (540) 470-0020

Email: Michael@Whorley.com



Committee Chairperson LEGISLATIVE Committee

Mark Unger

Penn Credit Corporation

Office: (800) 720-7294

Email: Mark.Unger@penncredit.com



Committee Chairperson Student Membership Committee

Mary Prendergast

IC System

Office: (757) 839-6215

Email: MPrendergast@icsystem.com





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A Newsletter by and for the members of the Virginia Chapter of AAHAM

CORPORATE SPONSORSHIPS



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NCC

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Credit Control Corporation



Revecore

RMC

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Integrated Account Group

Fin Thrive



Centauri

MDS





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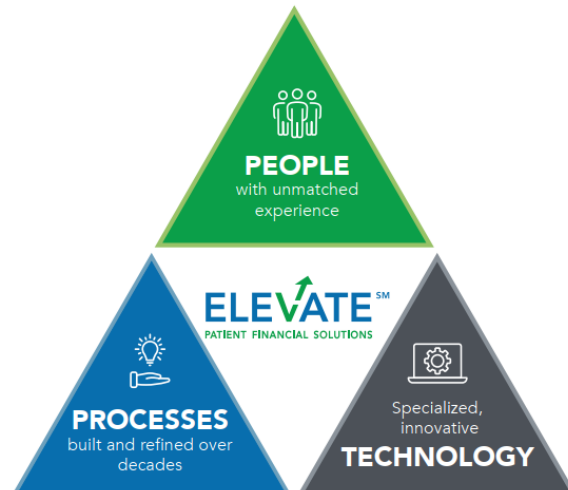
ELEVATESM
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- A/R Services
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Fall is Here!



Pumpkin Fun Facts

PUMPKINS WERE ONCE RECOMMENDED FOR REMOVING FRECKLES AND CURING SNAKE BITES.



THE LARGEST PUMPKIN EVER GROWN WEIGHED 2702 POUNDS. GINNESS BOOK OF WORLD RECORDS



Is a pumpkin really a squash? **It is!** It's a member of the Cucurbita family which includes squash and cucumbers.

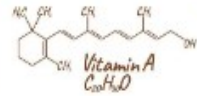
In early colonial times, pumpkins were used as an ingredient for the crust of pies, not the filling.

Pumpkins are 90% water.

Pumpkins contain potassium & Vitamin A.



PUMPKIN FLOWERS ARE EDIBLE.



- 1- 3.4 oz instant vanilla pudding mix
- 2 cups cold milk
- 1- 15 oz can pureed pumpkin
- 1/2 teaspoon cinnamon
- 1/4 teaspoon nutmeg
- 1/8 teaspoon ground cloves
- 1 cup of vanilla sandwich cookies,, 8 oz
- 8 oz frozen whipped topping,, thawed
- 9 - 1/2 pint jars or 8 oz. glasses

Instructions

1. In a large bowl, whisk together pudding mix and milk. Let set for 5 minutes.
2. Stir in pumpkin, cinnamon and nutmeg.
3. Crush the vanilla sandwich cookies in a blender or food processor to make crumbs.
4. In small 1/2 pint jar or glasses layer cookie crumbs, pumpkin pudding and whipped topping. Repeat the layers twice and end with cookie crumbs.
5. Chill until you're ready to serve. Enjoy!





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FALL WORD SEARCH

Fall Word Search

C U W V B F K S Q S W H A R V E S T H G
O Y S M A N T A T O U U O G K R P M L E
A C F D F O O T B A L L W B T Q W O Z B
S E E Z Z A G E R Y N T U E N I B E X R
W J P N X T B U W A A P P L E C I D E R
E A U O A H U D C N U T U U U N C T A Q
A P R V S A U U R K K P P Z M H R B C T
T P L E A N N O J Y S R P C U P A G I C
E L E M J K C A D B E F W K E U K Y M K
R E A B U S K F Y O P L I O H Z E I Y B
P S V E L G P H L N T Z H P S J S Q N O
Q Q E R S I Q A W F E Y E M U W E Q J O
J N S O M V V C N I M C O Q N R M W K T
T B M E K I F Z B R B R Y C F K N L J S
V Y A P N N Q K G E E A V G L U T A A O
V N R R D G H N A B R U Q T O O N I G V
C Y A O O P I Q O N H T X F W J Z Y P E
L C X F E A L T K O E U W Z E S U P P B
R D E F I D C W K O Q M Z Q R B F Z U S
D R Q R J O V Z O Y W N C J G R K N E U



CORN
AUTUMN
BONFIRE
BOOTS
OCTOBER
RAKE

THANKSGIVING
HARVEST
LEAVES
CARNIVAL
APPLES
APPLE CIDER

PUMPKIN
FOOTBALL
SWEATER
NOVEMBER
SEPTEMBER
SUNFLOWER





The Virginia AAHAM Insider

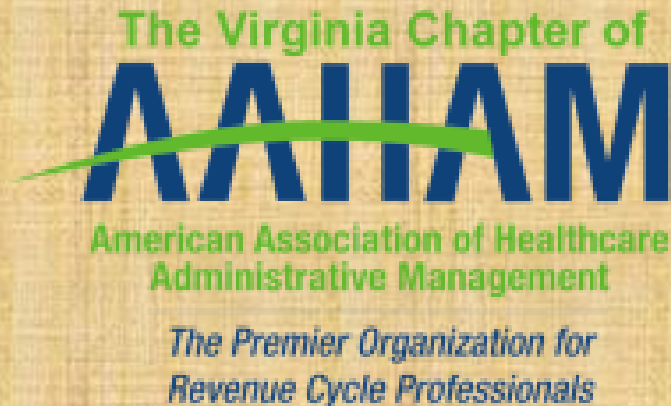
A Newsletter by and for the members of the Virginia Chapter of AAHAM

This publication is brought to you through the collective efforts of the Publications Committee.

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What is AAHAM?

AAHAM is a premier professional organization for healthcare administrative management. Our goal is to provide quality member services and leadership in the areas of education, communication, representation, professional standards and certification. Virginia AAHAM was founded in 1982 as the American Guild of Patient Account Management. Initially formed to serve the interests of hospital patient account managers, AAHAM has evolved into a national membership association that represents a based constituency of healthcare professionals.

