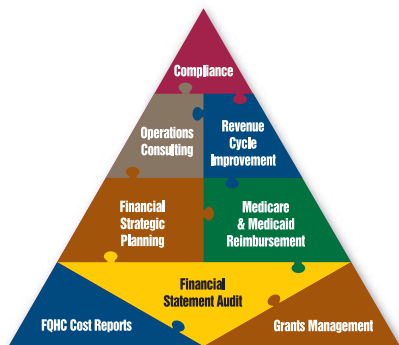


Community Health Centers



Potential Benefits to You:

- ▶ Use appropriate reimbursement strategies
- ▶ Improve profitability & reduce costs
- ▶ Strategically plan for the future
- ▶ Make informed financial decisions

Solutions from BKD Health Care Group

No Money = No Mission. That's the reality. It takes money for community health centers (CHCs) to serve the underserved. It also takes financial savvy to succeed over the long term. BKD Health Care Group works with approximately 150 CHCs—large and small—nationwide to help improve their financial health. We also are active with the National Association of Community Health Centers (NACHC) and consult with regional and state primary care associations, which in turn help CHCs like yours. Here's how we can help.

Reimbursement Strategies

Your reimbursement strategies dictate the amount of revenue you generate during the year. Effective strategies can have a significant effect on your operating budget.

It pays to develop a solid reimbursement strategy and perform interim analyses before fiscal year end to monitor performance against expected results and implement revisions where appropriate.

Medicaid PPS - This critical area affects a large portion of your patient service revenue. We can help with the initial implementation of the Medicaid prospective payment system (PPS) and evaluate the performance of your ongoing program, including opportunities, if any, to seek future PPS rate adjustments.

Medicare Cost Reports - It takes experience to do a Medicare cost report right. Many rules and factors affect your level of reimbursement. We know. BKD has been helping health care providers with reimbursement issues since the inception of Medicare and helping CHCs with such issues since the implementation of the Medicare federally qualified health center program. It's never too late to get cost report assistance. We have reopened cost reports for CHCs to help them recoup reimbursement dollars that, in some cases, were in the millions.

Grants & Contributions - Do you have a strategy to maintain federal funds? Our interim planning services, including interim cost report and financial status report preparation, can help you keep track of this increasingly important source of operating revenue. Our specialists can help your center:

- Budget expenditures of federal grant dollars
- Monitor the usage of obligated funds
- Assess the effectiveness of the management of funds

Coding & Billing - To help you remain compliant, avoid payment delays and denials and identify coding practices that may lead to improper reimbursement, we can review your coding practices and billing procedures.

Our clinical documentation and medical record reviews help you evaluate the quality of documentation. We also train CHC providers and staff to help them understand reimbursement concepts and document services consistently and appropriately.

Operations Management

Proper operations management can improve the financial picture of your CHC. Our operations assessments focus on the revenue cycle, business office procedures and accounting functions as they relate to patient encounters, payment and collection processing, handling denied claims, timeliness of regulatory reports and much more.

Our goal is to help you reduce the number of days of revenue outstanding in accounts receivable, improve operating cash flow and operate more efficiently and effectively so you can devote more time to fulfilling your center's mission of helping patients.

Strategic Positioning

From new starts to established CHCs, we can help you position your organization for the future. We evaluate several key components, focused primarily on operations and finance, to offer solutions and



“ I have used BKD at two different facilities for a full range of financial services. Their professionals have provided us with audit, tax, coding and billing and cost report services and have assisted us in operations management and revenue enhancement. Routinely, implementation of their recommendations had a positive influence on the financial outcomes of our program. ”

—Brooks Miller, *Executive Director*
Jordan Valley Community Health Center
Springfield, Missouri

assist with development of a documented business plan specific to your organization.

What's the potential impact of offering new services, such as dental and behavioral health programs? What's your organization's capital asset acquisition/expansion strategy? How can you start a new CHC and help ensure its long-term viability? We apply our expertise to help you explore available options and make informed decisions about your organization's future.

Assurance & Compliance

From our perspective, an audit is not just an audit. Information derived from the audit process is often useful in evaluating your level of reimbursement and budgeting future operations. The results of an audit also can be used to indicate how you compare financially to other CHCs of a similar size and nature.

Audit - Our trained CHC auditors can advise you on how your financial statements comply with accounting rules and how to strengthen internal controls, address important management concerns and improve operating efficiencies.

Tax - Our tax professionals are well versed in both proprietary and tax-exempt issues. We can help your CHC apply for and maintain tax-exempt status, monitor compliance with reporting and disclosure requirements, assist in resolving unrelated business income issues and assist with benefit plan design and compensation issues.

Cost Reports - We help CHCs file cost reports to achieve appropriate reimbursements and represent them before intermediaries, the Provider Reimbursement Review Board and other regulators. Our reimbursement consultants can help you prepare interim and annual Medicare and Medicaid cost reports and comply with third-party payer reimbursement rules and regulations.



Beyond Your Numbers

BKD Health Care Group would like to take you beyond your numbers by applying our technical expertise, unmatched client service and disciplined delivery of solutions to your management and financial needs. We are committed to delivering results with integrity: solutions that are ethical, timely and affordable. Let us take you beyond your numbers.

About BKD Health Care Group

BKD Health Care Group is a division of **BKD, LLP**, one of the top 10 CPA and advisory firms in the U.S. and the choice for thousands of health care providers nationwide.

Our team of approximately 200 consultants includes accountants, reimbursement consultants, professionals with intermediary or clinical experience, nursing home and hospital administrators, strategic planners, systems managers, employee benefits consultants, operations managers and tax advisors.

We help providers go beyond their numbers with solutions to improve financial



and operational performance, comply with government regulations and streamline business processes. Among the providers we work with are hospitals and health systems (both urban and rural), integrated delivery systems, nursing and assisted living facilities, home health and hospice agencies, rehab organizations, community health centers, rural health clinics, physicians and groups and primary care networks.

We are committed to representing our clients' interests and to keeping them informed through our **Health Care News** newsletter, seminars, special **Alerts** and face-to-face presentations.



For a complete list of our offices and subsidiaries and their contacts, visit:

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