



2015 Presentation & Seminar Catalog

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Page
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General Information

General Information

A. Introduction

Thank you for your interest in the presentations and seminars of Page, Wolfberg & Wirth, LLC (PWW). The attorneys and consultants of PWW are among the most highly-rated, entertaining and informative speakers in EMS today. We have presented lectures, seminars and workshops, and have been featured speakers at EMS conferences in almost every state in the country. Best of all, our EMS law and management presentations all include practical information that attendees can put to use immediately. Our programs are relevant because we've been in your shoes as EMS providers, managers and administrators.

This Seminar and Presentation Catalog has been updated to include many new presentations and workshops. Whether you are interested in engaging us for a one-hour presentation at your next EMS conference or event, or planning a full-day EMS law seminar or workshop, this updated catalog provides a good overview of the types of topics we customarily present. If you need assistance planning a custom, full-day seminar, we can help! Just tell us which topics you'd like us to address and we will customize a workshop for your unique needs. We have developed workshops that address Medicare, Employment Law, Liability/Risk Management, Compliance, Documentation, EMTALA/ER Diversions and numerous others.

B. About Us

PWW is the nation's preeminent EMS, ambulance and medical transportation industry law firm serving private, public and nonprofit clients throughout the United States. PWW was founded by the late Jim Page, Doug Wolfberg and Steve Wirth – all longtime EMS providers, managers, administrators,

authors and lecturers whose work is known in the EMS industry throughout the United States. The firm provides legal representation and advice to ambulance organizations in areas of compliance, reimbursement, contracting, employment and workplace law, licensing, tax, corporate and organizational issues, and nearly every other facet of EMS law. Additional information regarding PWW is available at www.pwwemslaw.com.



**PWW is the nation's
leading EMS law firm.**

We provide a full range of legal and consulting services and can work with your organization one-on-one on a wide range of issues.

Visit our website at
www.pwwemslaw.com
to learn more.



C. Speaker Information – Please see Appendix A for complete bios and pictures of the following speakers:

Douglas M. Wolfberg, Esquire
Stephen R. Wirth, Esquire
Christie M. Mellott, Esquire
Kenneth E. Brody, Esquire
Daniel J. Pedersen, Esquire
Ryan S. Stark, Esquire
Amanda Ward, Esquire
Steven M. Johnson, Consultant
Chris Miller, Consultant
Lisa Bernhard, Consultant

D. Fees and Expenses

Seminar Fees

Full Day – \$4,500 plus expenses; includes one speaker for up to eight (8) hours, including breaks, of presentation time.

Half Day – Fee negotiable depending on travel time.

Mock Trials

\$8,000 plus expenses (Includes two speakers for up to one full day of seminar topics, including the mock trial program, and one overnight stay for each speaker).

Expenses

Expenses include travel by car and/or airfare (we generally travel by air for trips in excess of 300 miles one-way); lodging (if necessary); car rental (if necessary) and meals.

We typically require a 50% deposit to formally engage our firm for a presentation, unless other arrangements are approved in advance.

Whether you are hiring us for regular seminars or a mock trial program, we make ourselves available

to you the entire time we are present at your conference, seminar or event. We urge you to get your money's worth out of us! Feel free to ask us to give multiple presentations at your event. It is not uncommon for us to "mix-and-match" 4 or more of the topics in a full-day visit. If you would like us to address other topics or customize the lengths of these presentations to fit your needs, please ask! We are happy to work with you to make your event as successful as it can be. Please see Appendix B for sample agendas.

E. Continuing Education Credit

Some of our conference and seminar topics may be approved for continuing education credit in some jurisdictions. Program sponsors should check with their appropriate continuing education agencies well in advance of the program to determine the availability of continuing education credits. If continuing education credit is being sought for a PWW program, we will work with you to provide all necessary information for approval such as learning objectives, outlines and other related details.

Many of the topics listed are eligible for CAC™ and CACO™ CEUs from NAAC®, as indicated by the notations in the Table of Contents; please note the designation of the M for Mandatory CEUs and E for Elective CEUs.

Visit www.AmbulanceCompliance.com to learn how to apply for NAAC CEU approval for your entire event.





F. Seminar/Conference Promotion

PWW has an extensive e-mail list, and we gladly promote those seminars, conferences or other events for which we are engaged to do presentations. In addition, we can supply PWW logos, speaker photos and other graphics for your promotional materials.

Please send us a copy of your finalized flyer or brochure for promotional purposes.

G. Video/Audio Taping

Video/audio taping or other recording is permitted only with our permission. We may grant permission for the recording of our seminars under limited circumstances, and only for the internal use of the program sponsor or individual EMS agency that engages us for the seminar. We will also consider other requests on a case-by-case basis. All presentation content, including audio, video, handouts, etc., constitutes the intellectual property of Page, Wolfberg & Wirth, LLC and may not be sold, broadcast, reproduced, duplicated or distributed by any means without the express, written permission of Page, Wolfberg & Wirth, LLC.

H. Handouts

All of our topics, workshops and seminar programs include complete, detailed handout materials. We customarily provide electronic copies, in PDF format, of our handout materials prior to the seminar in accordance with your deadline. PWW is not responsible for providing hard copies of any presentation materials; **program sponsor is responsible for duplicating the handouts for the participants.** Please contact us if other arrangements are necessary.





Keynote/General Sessions



Keynote/General Sessions

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

Doing Things Right, or Doing the Right Things? The “Ethical Action Test” for EMS

Fraud and abuse, patient abuse — we’ve seen those cases where EMS providers and managers do things that are hard to believe. How can this happen? “Vulnerable” members of society are easily taken advantage of, especially by those in positions of power. In EMS we see many vulnerable people – children, the elderly, the indigent, and the sick and the despondent. How we relate to them says a lot about our own value system and the culture of our organization. It is easy to do things right, but we need to be sure that what we do is not just legal - but also ethical - and that it’s the right thing to do! This engaging session will give you a simple “Ethical Action Test” you can apply in your own organization and in your personal life to help you make better decisions when confronted with the “ethical challenges” that face us every day – especially when helping the vulnerable citizens we serve.

Estimated Timeframe: 1 hr

Hey, This Used to be Fun! Coping with Change in EMS

Remember the days of Johnny and Roy in Squad 51 and why we got into EMS in the first place? Too much stress and you don’t enjoy being in EMS anymore? It seems like EMS today is more about paperwork and “risk management” and less about taking care of people—or is it? Well, maybe you need the “12-Step Recovery Program” to reduce EMS stress, have more fun, and make practical improvements to your system and feel good doing it! Conducted by EMS attorneys who have been there, this presentation will help you focus on the bigger picture and the important issues that really make a difference, instead of sweating the small stuff!

Estimated Timeframe: 1-1.5 hrs





How Abe Lincoln Would Run Your Service: EMS Leadership Lessons from our 16th President

There have been many great leaders in our history, but one stands above the others. Against seemingly insurmountable obstacles, Abraham Lincoln led this nation through its most difficult time period - and he did it in a way that caused others to want to follow his example and rise to their best. Whether it was dealing with his cabinet, his generals or the public, Lincoln gave us practical and useful examples of leadership in action. These examples help us effectively manage today's unique EMS workforce. This intriguing and dynamic session will provide you with a critically relevant history lesson of the four foundational principles that Lincoln gave us that, if followed, will improve and re-energize your EMS operation, and help motivate you in other aspects of your life.

Estimated Timeframe: 1 hr

Polishing the Crystal Ball: PWW's Look into the Future of the Ambulance Industry

The last few years have brought monumental change to the healthcare system. Healthcare reform. New HIPAA rules. Budget Deficits. Reimbursement pressures. Now that the U.S. Supreme Court has spoken, what's next? The nation's most well-respected EMS attorneys will tell you where they think things are headed – and, most importantly, how EMS can position itself to thrive in the post-reform healthcare world.

Estimated Timeframe: 1 hr

See the Future – And Seize the Day

As national EMS attorneys and consultants, we work with a broad array of EMS systems across the country, and deal with the state and federal agencies throughout the United States that affect our industry on a daily basis. This gives us an unparalleled perspective on the industry, and in this eye-opening session, we'll share our insight on what the future holds. More importantly, we'll tell you what we think EMS agency leaders need to be doing right now to proactively position their organizations to thrive in a rapidly changing healthcare environment. You'll leave this session with an entirely new perspective on the delivery of EMS and mobile healthcare.

Estimated Timeframe: 1-1.5 hrs

Simple Advice: The Legacy of James O. Page

James O. Page was a founding partner of Page, Wolfberg & Wirth, LLC. He was also one of the founding fathers of modern EMS in the United States. His 50-year career in EMS, the fire service, publishing, and the practice of law afforded him an unparalleled look at the past, present and future of EMS during his lifetime. Jim's sudden death in 2004 prematurely deprived the world of his passion, wit and keen insight into the challenges facing our industry. But he left all of us a rich legacy, and we can learn a great deal about our future by remembering the "simple advice" that Jim left for all of us. This is not a memorial service – it's an inspiring tribute with an uplifting message for everyone who cares about EMS.

Estimated Timeframe: 1 hr



Billing and Reimbursement Presentations

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& Wirth **PW**
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Billing and Reimbursement Presentations

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

Accounts Receivable Management – How Well Should You Be Doing?

The performance of your billing office — or your billing vendor — is critical to the overall success and cash flow of your organization. However, many ambulance services have no idea how to judge the performance of their billing operation, whether it is in-house or outsourced. This session will define critical concepts of payor mix, collection percentages and other important performance indicators to allow you to accurately assess your overall billing performance.

Estimated Timeframe: 1.5 hrs

Applying Clinical Protocols in the Billing Process

What can make the difference between an ALS2 claim and an ALS1 claim? Your agency's clinical protocols. Did you know that your system's protocols can also affect the difference between what is considered ALS and BLS? And local protocols can also determine what procedures are beyond the scope of a paramedic for proper coding of Specialty Care Transports (SCTs) under Medicare rules. This session will offer a detailed look at the interaction between clinical protocols and proper billing — and help you make the most of these often-confusing principles.

Estimated Timeframe: 1-1.5 hrs

Audit Bait: How Ambulance Services Get on Medicare's "Radar Screen"

Sometimes getting audited is random luck-of-the-draw. But other times, ambulance services invite scrutiny and audits through billing practices that place them on the radar screen. This session will look at types of issues that might make you more vulnerable to a Medicare audit or government investigation, and help identify proactive strategies to reduce the chances of such an action in the future.

Estimated Timeframe: 1 hr

Auditing Your Own Claims: Preventing Problems Before They Become Nightmares

All ambulance services should periodically engage in self-audits of their Medicare claims and other aspects of their billing. However, this is a task that must be undertaken properly to ensure that your company is protected and that the results are meaningful in assisting your ambulance service to stay in compliance. This session will cover the various approaches to performing self-audits, including the review of pre-submitted, paid and denied claims, proper sampling techniques (including links to free software for this purpose), claim review strategies, and, finally, the important question of "what to do with the results," such as potentially refunding overpayments, making changes to your billing system and consulting with your legal counsel.

Estimated Timeframe: 1.5-2 hrs



Coding for Non-Covered Services: The What, When, How and Why

In some cases, your agency may need to file a claim for non-covered services. In fact, you are required to submit claims for non-covered services in some cases. This session will de-mystify the process of properly coding your non-covered claims to avoid compliance traps, preserve your right to bill the patient, and to maximize your legitimate revenue even when an insurer won't pay.

Estimated Timeframe: 1-1.5 hrs

Dealing With Facilities — Payment, Documentation, Compliance and More!

Knowing when to bill a facility (such as a skilled nursing facility or hospital) and when to bill Medicare for a patient transport is a critically important compliance issue. Learn, in detail, the applicable billing rules under PPS and Medicare DRGs to allow you to make prompt and accurate billing decisions. Strategies for obtaining necessary documentation from these facilities — for both emergencies and non-emergencies — to support your prompt and proper billing decisions, as well as ways to educate facilities and physicians about your documentation needs will be presented. We will discuss the importance of working with facilities to ensure prompt and timely payment of ambulance bills, as well as what billing personnel need to understand about discounting fees to facilities.

Estimated Timeframe: 1.5 hrs

Everything You Ever Wanted To Know About Origins, Destinations, Mileage & More

We will review the specific coverage rules regarding origins and destinations for ambulance transports. We will review the “closest appropriate facility” rule, and take a close look at when certain exceptions may apply. We will address the problem of how to bill and be paid for “excess mileage,” and will review the “locality rule” and discuss its impact on this issue. You’ll also learn strategies for determining proper billing in emergency department “bypass” or “divert” situations, and how to distinguish between clinics, physicians offices, diagnostic or therapeutic centers, and other types of destinations.

Estimated Timeframe: 1.5 hrs

How to Prepare For – and Win – Reimbursement Appeals

This session will take a closer look at how to effectively pursue your money through the appeals and grievance process. Whether it's Medicare, Medicaid or a commercial insurer, this session will provide valuable tips on how to assemble your case for appeal AND provide effective strategies for how to put together a winning case.

Estimated Timeframe: 1.5 hrs





ICD-10 Implementation – a Comprehensive Game Plan

This session will review the nuts and bolts of ICD-10 implementation, and will cover important issues such as staff training, ICD-10 resources, electronic testing, working with your software vendors and clearinghouses, code selection and more.

Estimated Timeframe: 1-1.5 hrs

In the Trenches Collection Strategies – What You Should (and Shouldn't) Do

This session will provide detailed strategies regarding collections on “self-pay” accounts. We’ll review sample billing and collection letters, and a sample “Hardship Determination Waiver” process that you can use when patients claim that they cannot afford to pay your bill. Learn strategies for taking patients to collections and for instituting small claims court actions and legal proceedings when necessary. You’ll also learn when to request or accept “letters of protection” from a patient’s attorney and strategies for dealing with patients who are represented by attorneys, including how to cope with settlement offers that are much less than what was billed. Learn about “liens and lawsuits” and how they affect your collections, as well as bankruptcy issues.

Estimated Timeframe: 1.5 hrs

Properly Using Dispatch and Call Intake Information for Billing

Proper coding of ambulance claims for many levels of service requires a proper understanding and application of dispatch and call intake. That information must be available in the ambulance billing process to code properly and effectively. This session will address the proper use of emergency dispatch protocols and non-emergency call intake and effective use of the information in the billing process.

Estimated Timeframe: 1-1.5 hrs

PWW Medicare Coding Clinics

All participants can put their knowledge and skills to the test as they review actual ambulance claims and learn to develop the “sharp eye” that is required to avoid reimbursement and compliance pitfalls that can arise in even the most routine-looking claims.

Estimated Timeframe: 2 hrs





Real-Time Claims Processing: Legal and Strategic Considerations in “Time of Service” Payment

Ambulance services are beginning to recognize the importance of timeliness in claims processing – the newer the account, the better the chance of collecting. This session takes that concept to the next level – exploring the concept of “real time” claims processing. We will address the law regarding what charges may be collected at or before the time of service and which may not, as well as the process of accepting credit cards and electronic funds transfers, identifying and collecting copayment amounts at the time of service, dealing with new “high deductible” health plans, and other cutting-edge strategies designed to boost your self-pay collections.

Estimated Timeframe: 1-1.5 hrs

Sign Here: Understanding Medicare Signature Rules for PCSs, AOBs, ABNs and More

With signatures needed on so many different forms, it's easy to get lost in the Medicare billing maze. The “AOB” (Assignment of Benefits) is needed to file claims. The “ABN” (Advance Beneficiary Notice of Noncoverage) is necessary before providing certain non-covered services. The “PCS” (Physician Certification Statement) is needed for most Medicare non-emergency transports. Knowing who can sign all of these forms, when they must be signed, and ensuring that legibility, credentials, identity and other key factors are met, is now a critical, as well as confusing billing and compliance issue. This session will tie all of the various Medicare signature rules together in one comprehensive session to help you master all of these important requirements.

Estimated Timeframe: 1-1.5 hrs

Swimming With the Sharks: How to Get Your Money When the Patient's Got a Lawyer!

This session all about the “joys” of dealing with patients and others when a lawyer is involved in the case. What is a “letter of protection?” Must you communicate with the lawyer instead of the patient when the patient tells you he's represented? May you release patient information to a lawyer? Must you accept the amount that the lawyer tells you he or she will pay to settle your bill? These and other tough questions will be answered in this enlightening session.

Estimated Timeframe: 1.5 hrs

The Fundamentals of Ambulance Billing and Reimbursement

This session will review fundamentally important issues in ambulance reimbursement, including a review of key terminology, a survey of the major types of payors that pay for ambulance services, a review of fee-for-service and managed care payment systems as they apply to ambulance services, the major rules and regulations that are applicable to the various payors including Medicaid and commercial insurers, and critical issues such as “assignment,” “balance billing,” “contractual allowances,” and copayment waiver and collections. Also learn about filing appeals and pursuing denied claims.

Estimated Timeframe: 1.5 hrs



This Year's Medicare Billing & Reimbursement Update

The pace of change in Medicare rules, compliance issues and other critical developments seems to be dizzying. This session will bring you up-to-date on the absolute latest, must-know reimbursement information that is critical to your bottom line.

Estimated Timeframe: 2.5 hrs

Understanding the Critical MSP Rules - When Medicare is the Secondary Payor

Medicare is cracking down on the Medicare Secondary Payor (MSP) rules - making sure that other, primary sources of reimbursement are tapped first when the law requires it. Common MSP situations include vehicle accidents, but we will also review the less obvious MSP scenarios such as workers' compensation, third party liability cases and other problem areas that may be lurking. We will also provide a detailed overview of circumstances that require refunds, as well as who must receive those refunds and in which situations.

Estimated Timeframe: 1-1.5 hrs



We Screwed Up on Billing – Now What?

How should you respond if you have determined your organization submitted inaccurate or improper claims? What if you determined you had invalid signatures, were lacking PCS forms, a trip didn't meet medical necessity, or the caregiver on call had a lapsed certification? What if you mistakenly used the wrong HCPCS code or modifier on some claims? What if you interpreted a Medicare rule incorrectly? This session will help you develop an action plan for dealing with the discovery of billing errors and other problems, including sampling and auditing to determine the scope of the problem, disclosure and refund obligations, and other issues that must be addressed when problems arise.

Estimated Timeframe: 1 hr

What's Up There? Billing for Air Ambulance Services

This presentation is specifically for air ambulance services! The stakes are high as air ambulance agencies face increasing scrutiny from federal regulators and enforcement agencies, and this session will arm you with the tools you need to stay on top of these trends. From making medical necessity determinations to the effect of destination protocols on reimbursement, this session will help air ambulance agencies maximize revenue and maintain compliance.

Estimated Timeframe: 1-1.5 hrs



When Collection Efforts Fail: Using the Legal System to Get Paid

Sometimes it is necessary to resort to the legal system to get paid when all other collection efforts fall short. This session will explain how your organization can use the legal system to protect your rights and your bottom line. We will explore the role of medical liens, which are permitted in some states, and also look at strategies for obtaining and executing a judgment and how to identify and collect against the assets of a judgment debtor. We'll also discuss dealing with insurers that just don't pay - or don't pay you the correct amount - and give you methods for using the legal system to safeguard your organization's best interests.

Estimated Timeframe: 1-1.5 hrs

Write-Offs, Reductions and Compliance: How Can I Adjust My Bills and Maintain Compliance?

It's a fact of life: some patients quite simply can't afford to pay their bills. What guidelines or criteria exist to help you make proper financial hardship decisions when patients tell you they can't pay? How can you implement a compassionate policy that still helps you maximize your revenue? And do the rules change if it's a facility asking for a write-off? We'll tackle these tough questions – and more – to help you formulate a specific game plan to deal with these issues in your agency.

Estimated Timeframe: 1-1.5 hrs





Compliance Presentations



Compliance Presentations

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

Advanced Internal Auditing

With the healthcare enforcement terrain more treacherous than it's ever been, every ambulance service and billing company needs to incorporate a highly-functional internal auditing process into their compliance programs. This session will cover specific internal auditing practices your agency can implement immediately.

Estimated Timeframe: 1-1.5 hrs

But We're the Government Too! Managing a Compliance Program When Others Don't See the Need

Public EMS agencies must have the same robust compliance programs in place that every other type of EMS agency should have. Yet, sometimes, it seems like public-sector EMS agencies face an uphill battle in convincing their higher-ups that compliance is crucial – and that it deserves the time, attention and budget worthy of this endeavor. This session will give you practical strategies on how to increase the profile of your compliance program, and make it an indispensable part of your agency's leadership focus.

Estimated Timeframe: 1-1.25 hrs

Compliance Challenges for Private EMS Agencies in a Competitive Ambulance Marketplace

This session will look at the unique compliance challenges facing private (including nonprofit) EMS agencies and ambulance services. Most private ambulance services operate in a competitive environment, and sometimes the pressures of the marketplace can cause compliance issues to take a back seat. This session will focus on ways to keep compliance at the forefront of all your activities, while remaining competitive in the crowded ambulance market.

Estimated Timeframe: 1-1.25 hrs

Five Things that are on the Government's Compliance Radar

Public-sector EMS agencies are not immune from scrutiny – not to mention audits and investigations – by Medicare, Medicaid and healthcare enforcement agencies. In fact, public-sector EMS agencies are in the exact same Medicare fraud "risk category" as private ambulance companies. This session will cover five specific risk areas for public EMS agencies, and will give you strategies to improve your compliance for each.

Estimated Timeframe: 1-1.5 hrs



Get Your Medical Director Involved! A Key to Improving Compliance and Reimbursement

Many billing issues are also clinical issues, such as medical necessity, dispatch protocols, clinical standards of care, administration of drugs and other ALS interventions, and so much more. Senior executives and leaders in your ambulance organization will learn effective strategies to fully engage your medical director and ensure that your billing and compliance operation has access to the medical guidance it needs to help make proper and legally defensible billing and coding decisions. Find out how your agency's medical director can also help you pursue Medicare appeals and defend your agency in audits or investigations.

Estimated Timeframe: 1-1.5 hrs

Health Care Reform – Will EMS Be a Winner or a Loser?

The health care reform law will revolutionize how medical care is provided in the country – and there will be significant impact on EMS. This session will give you the “must know” elements of this massive new law and how these changes will impact you and your organization. Whether your EMS organization comes out a “winner” or a “loser” will depend a lot on how you approach these changes – and where there is “change” there is “opportunity.” This lively and practical presentation will give you the information you need to cope with these changes and provide you with ten “must do” action steps to deal with the new law so that your organization will not only “survive” but will “thrive” in the months and years ahead.

Estimated Timeframe: 1-1.5 hrs

Health Care Reform and Accountable Care Organizations

This session will provide a complete overview of the current issues facing EMS agencies with full implementation of Obamacare happening in a few short months. Health care reform is revolutionizing the way we will get paid, and this session will address these and other major changes that will impact your agency directly. We'll cover Accountable Care Organizations and strategies on how to become part of one, and how to effectively negotiate payment, employer obligations under the insurance mandate, Medicaid expansion and much more.

Estimated Timeframe: 1-1.5 hrs





Implementing an Effective Compliance Program in Your Ambulance Service

Federal regulators AND prosecutors are taking a much closer look at EMS and the medical transportation industry, and several practices that are commonplace now may lead to legal problems in the near future. The trouble is, many providers don't spot these issues until it's too late, and massive fines or even criminal liability can result. In this session, one of the nation's leading EMS attorneys will explore the present fraud, abuse and anti-kickback trouble spots and give you concrete approaches to address reimbursement and legal dilemmas that you can put into effect immediately. More importantly, this session will identify several areas — such as waiving of copayments, subscription/membership programs, municipal contracts, primary response designations and facility contracts — which can be traps for the unwary. Liability can even result from hiring or doing business with individuals or entities that have, themselves, been in trouble with federal regulators. This session will also discuss how to implement an effective compliance program to guard against these problems. Every EMS provider, manager, administrator or owner needs to know the information presented in this session.

Estimated Timeframe: 1.5-2 hrs



Leadership and Compliance – They Must Go Together

Last year, the Department of Justice recovered billions through its Health Care Fraud and Abuse Control Program – with a significant amount from “improper” payments to ambulance services. The administration is now using tools authorized by the new Affordable Care Act (ACA) to fight fraud and abuse, including enhanced screenings and enrollment requirements, increased data sharing across government, expanded overpayment recovery efforts, and greater oversight of private insurance abuses. The key to surviving this new onslaught of government investigations is through effective leadership that fosters a “culture of compliance” – which can help prevent the potential for harsh overpayment demands, monetary penalties and even criminal action. This “must attend” session will give EMS leaders an essential toolbox of ten (10) action steps that you can implement to help ensure your organization stays off the government’s radar screen.

Estimated Timeframe: 1-1.5 hrs

Leveling the Playing Field: Competing When Your Competitors Don't Play by the Same Rules

One of the toughest challenges for any ambulance industry senior manager or executive is the problem of unfair competition. What can you do when your competitors are giving big discounts to facilities to secure their business? How can you compete while still maintaining your business ethics, integrity and legal compliance? This session will take a critical, high-level look at competition in a highly regulated environment, and the steps you can take to level the playing field.

Estimated Timeframe: 1-1.5 hrs



Pricing and Discounting: the Law and Strategy Behind Setting Your Rates

Determining what to charge for ambulance transportation or other EMS services isn't always as easy – or as straightforward – as it may seem. There are a number of concerns – both business and legal – that must be considered. This session will address important details such as discounting, and the associated anti-kickback and compliance concerns that can arise. This session will also cover the advantages and disadvantages of “bundling” and “unbundling” your charges, choosing rates for bids and contracts, dealing with rate-regulated environments, and more.

Estimated Timeframe: 1.5-2 hrs

The Top Ten EMS Compliance Pitfalls and How to Avoid Them

Last year the federal government “recovered” \$4.1 Billion in health care fraud through civil actions, fines and settlements. That's 4 times the amount recovered just five years ago! And the ambulance industry has been identified by the feds as being a “moderate” risk for fraud and abuse. So what are the things that get an EMS agency in trouble? As an EMS leader, what do you need to pay the most attention to as the government “ramps up” its newly-tooled enforcement program? This fast paced seminar will identify the ten “hot button” - and avoidable - problems that are most likely to open your ambulance service up to liability. We'll give you practical leadership strategies that you can take home and implement right away to help keep your agency off the government's radar screen in 2012 and beyond!

Estimated Timeframe: 1 hr

Three Times a Week: Avoiding the Compliance Pitfalls of Repetitive Patient Transfers

If your agency handles repetitive patient transports, such as dialysis, respiratory therapy, chemo/ radiation therapy, or other types of “frequent flyers,” you need to attend this session. You'll hear how repetitive patient transports can be so damaging in Medicare audits, and learn specific strategies to improve your company's compliance through call intake re-engineering, patient assessment practices and documentation.

Estimated Timeframe: 1-1.5 hrs

Where Compliance Meets QI: Implementing Compliance Performance Indicators

Most EMS agencies have a robust Quality Improvement (QI) process. And some agencies have good compliance programs in place. But we've found that most EMS agencies haven't effectively closed the loop between QI and compliance. This session will explore the importance of connecting your compliance activities to your QI program, and how you can make compliance an integral part of everyone's job. We'll tell you how to implement critical Compliance Performance Indicators into your agency's QI program and make it focus on more than clinical care alone.

Estimated Timeframe: 1-1.5 hrs



Write Your Compliance Plan Today

You know your EMS agency needs a good, written compliance plan. So let's stop messing around. You'll receive a copy of the new PWW Model Compliance Plan, and we'll go through it, step-by-step, and tell you how this plan should be customized for your agency's needs. No theoretical concepts here – just the information you need to know to tailor a compliance plan for your agency – and to be able to put it into place as soon as you return to your workplace.

Estimated Timeframe: 1-1.5 hrs

Your Compliance Hotline is Ringing: Effectively Handling Internal Compliance Complaints

One key element of an effective compliance program is having a “hotline” mechanism to address billing issues, compliance concerns, complaints or other problems internally — before they become Medicare audits, OIG investigations or worse. This session will explain various ways to establish a compliance hotline and will walk you through a step-by-step process for addressing and resolving internal compliance concerns before they arise.

Estimated Timeframe: 1-1.5 hrs

Your Turn Under the Microscope? Responding Effectively to a Medicare Audit or Government Investigation

Will you be ready if the dreaded knock on your door comes? Or when the day's mail contains an audit letter from Medicare seeking hundreds of records, and potentially hundreds of thousands of dollars? And, just as importantly, will your agency take the steps necessary to minimize the chances that an audit will turn into something more serious, like a False Claims Act case or even a criminal action? Knowing how to respond – promptly and decisively – to a Medicare audit or investigation is critical. This session will present specific, step-by-step strategies on how to deal with the ever-increasing chances of a large-scale Medicare audit or investigation.

Estimated Timeframe: 1-1.5 hrs





Dispatch Presentations



Dispatch Presentations

Audience: Managers, officers, owners, administrators, dispatch/communication center managers and personnel

Dispatch Law: What You Don't Know CAN Hurt You!

Dispatch and EMS communications centers are the front lines in ambulance response, and may face unique liability risks. This session will explore the concepts of negligence in the dispatch context, and examine cases regarding delayed responses, bad directions, lost crews, dropped calls and more.

Estimated Timeframe: 1-1.5 hrs

Effective Call Intake: The Front Door to Billing and Compliance

Whether you are dispatched by an outside agency or do your own dispatching, the information you capture and document can make or break the billing process. The quantity and quality of information that is gathered on the "front end" – call intake – can make the difference between prompt billing and effective cash flow, or delays and cash flow nightmares. This session will explore the strategies for getting and documenting valuable patient information at the dispatch or call intake phase of your operations, which is the front door to billing and compliance.

Estimated Timeframe: 1-1.5 hrs





Documentation Presentations



Documentation Presentations

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

Dealing with Documentation Conflicts

What happens when you're faced with inconsistent documentation? What do you do when the dispatch documentation says one thing, the PCR says something else, and the PCS or facility records say something entirely different? Conflicts in documentation can have many root causes, and we'll explore those, and give you workable strategies for dealing with discord in the multiple sources of documentation you need in the billing process.

Estimated Timeframe: 1-1.5 hrs



Documentation Skills Workshop

This program is an interactive, fast-paced, comprehensive and in-depth documentation training workshop for EMS providers of all levels. This workshop can be presented in either a full-day or half-day format. This workshop covers essential documentation issues from the clinical, operational, legal, financial and compliance perspectives. This program builds critical skills among EMS providers in writing effective patient care reports that will withstand legal scrutiny, support prompt and accurate billing decisions, and support your organization in a billing audit. Actual charts are used to give participants an opportunity to immediately apply the skills taught in this vital seminar. Areas covered include the uses of EMS documentation in court cases, documenting patient consent and refusals, effective charting formats, effectively documenting special situations such as "do not resuscitate" and hospital bypass/diversion orders, and understanding the impact of medical necessity and billing rules on both emergency and non-emergency documentation. This seminar is consistently rated as one of the best EMS law seminars in the United States.

Estimated Timeframe: 4-8 Hrs



Dynamic EMS Documentation

Think this is “just another documentation session?” Well, think again! This session will open your eyes and change the way you think about EMS patient care documentation. Using actual legal case studies where documentation issues were center stage, this session will explore the relationship between documentation and EMS provider liability. We will get to the “root cause” of what leads to “bad documentation” and provide practical tips on how to improve not just your field documentation skills, but your overall approach to patient care as well! This session will also “demystify” the confusing myriad of new forms and patient signature requirements that are a “necessary evil” of providing EMS and ambulance service in the 21st Century.

Estimated Timeframe: 1-2 hrs

How to Get Your Crews to Document Effectively

One of the most common questions we hear is, “How do I get my field personnel to document more thoroughly and completely?” Well, we have heard your plea! This session will present effective strategies for improving crew documentation – from implementing an effective chart review/QA process, to designing creative training approaches, to utilizing incentive and mentoring programs, and making the most of electronic documentation solutions. This session will present real-world strategies to help solve this age-old problem.

Estimated Timeframe: 1.5 hrs

The Ten Best PCRs We’ve Ever Seen – And What Makes Them So Good

Quality documentation is a constant challenge for proper ambulance billing and compliance. It seems like everyone’s focus is on what’s wrong with our field documentation. Well, this year, we’re turning the tables and showing you what’s right with ambulance documentation. We’ll show you ten examples of great PCRs and explain why they’re so good, so that these models of excellence can motivate your crews to raise their game when it comes to effective documentation.

Estimated Timeframe: 1.5 hrs

The Top Documentation Mistakes EMS Providers Make – and Supervisors Overlook

Improving documentation is a never-ending process. Quality documentation supports the clinical, operational, and reimbursement aspects of your EMS operation. And it seems like some EMS agencies can’t bring these three elements together and are on a continuous “treadmill of mediocrity” when it comes to truly taking their documentation skills to the next level. This no nonsense session will drill down to the core of the most critical documentation mistakes EMS providers make – and supervisors overlook. This session will also cover specific strategies to improve performance in these key areas of your operation.

Estimated Timeframe: 1.5 hrs



EMS Education Law Presentations



EMS Education Law Presentations

Audience: EMS Educators, training institute personnel, instructors, course coordinators, training coordinators

Avoiding Discrimination in EMS Education

The EMS classroom can be a powder keg. Everything from inappropriate horseplay to outright sexual harassment to race, ethnic or gender discrimination can undercut the educational process and lead to liability for the training institution, the instructors, students or others. This session will explore the basis of educational law as applied to EMS training, and present strategies for minimizing these risks.

Estimated Timeframe: 1.5-2 hrs

Classroom Law: Instructional Liability in EMS Education

Can EMS training programs face liability if their students commit malpractice? What legal standard of care, if any, is applicable to EMS training and education? Can instructors, course coordinators, educational administrators and others be held liable for acts of negligence in their duties? Can flawed instructional curricula create liability? What obligation do instructors and others have if their teaching does not keep up with the latest EMS techniques and standards? What is the liability if the instructor “deviates” from the curriculum or the textbook? This session will explore all of these important issues, and more, that pertain to liability issues in EMS education.

Estimated Timeframe: 1.5-2 hrs





EMS Organizational and Business Presentations



EMS Organizational and Business Presentations

Audience: Non-profit EMS organization officers, administrators, compliance officers, managers, owners

Achieving Optimum Staffing for Your Billing Operation: Finding Your “Sweet Spot”

Is there such a thing as a “magic formula” for determining how many personnel you need to staff an ambulance billing operation? Can you determine the number of FTEs you need merely by looking at your annual claim volume? Do other considerations need to be taken into account? Achieving billing productivity is one thing, but doing it accurately and in compliance is another. This session will present strategies for achieving optimum staffing efficiency in your billing operation, while making sure all the critical bases are covered.

Estimated Timeframe: 1 hr

Alternate Revenue Sources: When Transport Revenues Alone Don’t Pay the Bills

This session will examine the options for diversifying your agency’s revenue stream to supplement your mainstay revenue source – ambulance billing. For both public and private agencies we will explore the pros and cons of billing for “treat, no transport” calls; patient refusals; accident, rescue and extrication services; hazardous materials responses, public service calls, and more. We will also look at whether any of these revenue diversification strategies can pose compliance challenges, and, if so, how to address them to ensure you don’t inadvertently create legal nightmares for your agency.

Estimated Timeframe: 1 hr





Benchmarking Your Billing Operations: How to Determine if You're On Target or Off the Mark

What are the best ways to measure the performance of your ambulance billing operations? Gross or net collections percentages? Average revenue per transport? Total revenue? This session will discuss the development of effective and useful metrics for measuring your company's billing performance, whether you bill in-house or use a billing agency. In addition to looking at financial performance metrics, it is equally important to measure accuracy and compliance, so this session will also address metrics such as coding accuracy, denial rates, appeal and redetermination rates, overpayments, refunds and more. This session will make you think about your billing office's performance in a whole new way.

Estimated Timeframe: 1 hr



Bylaws, Boards, Members & More: Pitfalls in Managing the Non-Profit EMS Organization

Most EMS organizations in the U.S. are non-profit organizations that must adhere to a variety of laws, including state non-profit corporation laws. Corporate “theft” by those in charge of non-profit organizations is one of many significant issues today. Serving as a director, officer, or manager of a non-profit organization brings with it a wide range of legal and ethical responsibilities, as you are truly “custodians of a public trust.” That trust can be eroded away or called into question unless you have in place a process to ensure compliance with sound business practices and the legal duties that you have as a director, officer or manager. This session will provide the nuts and bolts of Non-Profit Corporation Law and a practical checklist of things you need to do to maintain that sacred public trust you have in your community.

Estimated Timeframe: 1.5-2 hrs

Designing and Implementing an Effective Policy Manual

What are the critical areas to address in a policy or procedure manual for your organization? Where do you draw the line between putting policies in place for every conceivable situation – or leaving some things as “unwritten policies” to maintain flexibility? This session will address the importance – from both a legal and a management perspective – to having well-crafted and relevant policies and procedures for your organization, no matter what type of agency you are.

Estimated Timeframe: 1 hr



Engaging Key Stakeholders in Your Ambulance Service

EMS systems are a complex and often fragmented array of organizations and personalities. No single agency is responsible for its overall success, and that makes it a real challenge for those in charge of any organization within the “system.” Effective engagement of the myriad of EMS system members you deal with is critically essential to ensure: 1) high visibility and awareness of your EMS operation, 2) an appreciation for the importance of EMS in a “complete” EMS system, and 3) active support from “key system stakeholders” to advance the cause of EMS in your community. What is the key to success? Personal leadership combined with the ability to work well with others, are two essential ingredients we will explore in this dynamic and interactive session. After this session, you will walk away with a toolbox of ideas and strategies that can help you not only “re-energize” your personal commitment to EMS, but will get others enthusiastically behind it as well.

Estimated Time Frame: 1.5-2 hrs

How to Make ACOs Work for You

Accountable Care Organizations (ACOs) are one of the emerging centerpieces of the Affordable Care Act (ObamaCare). This session will explain ACOs and discuss the opportunities for EMS agencies to integrate themselves into this new approach to coordinated care. We’ll “follow the money” and identify how ACOs are structured, funded and how they pay providers. We will explore the critical elements that must be addressed in establishing “win-win” contracts with the ACOs in your area that will make your agency a key player in this new realm of healthcare delivery and reimbursement.

Estimated Timeframe: 1-1.5 hrs

Keeping the Competitive Edge Through Cost Analysis

Whether public, private or non-profit, independent or hospital-based, all EMS agencies need a firm grasp on their costs, both from a management and a compliance perspective. With attorneys,

reimbursement consultants, and now a CPA on staff, PWW has developed a comprehensive approach for EMS agencies to perform a defensible cost analysis that can actually help you gain an edge over the competition. This session will explain the importance of a cost analysis, the intervals at which one should be conducted, and recommended approaches for completing – and documenting – this important financial and compliance exercise.

Estimated Timeframe: 1-1.5 hrs

Legal Aspects of Disaster and Emergency Preparedness

This session will address the many legal issues you may face when preparing for and responding to disasters. “Emergency Preparedness Law” may change the legal landscape you may be used to, and actually give you and your EMS organization some added protections. There are all sorts of laws and regulations that encourage inter-state cooperation and response to disasters, and special rules for Medicare and other federal reimbursement for the services you provide. In this age of natural and man-made disasters, this session will give you the things you need to know when considering your agency’s preparedness for a response.

Estimated Timeframe: 1-1.5



Public-Private Partnerships in EMS: The Legal Cutting Edge

Many communities are served by public-private EMS partnerships. These partnerships often have varying degrees of formality. Sometimes the arrangements are formal, with competitive procurements, performance standards, and subsidies. Other times, they are less formal, and include simple contracts, shared resources, joint responses or other types of arrangements. Regardless of which end of the spectrum your arrangements may fall, this session will bring you up-to-date on the ever changing compliance issues that surround all types of public-private partnerships, whether they involve waiving copayments, paying dispatch or first response fees, subsidies, “high bid” contracts, or others. This session will review all of the relevant OIG advisory opinions and other compliance issues you need to know.

Estimated Timeframe: 2 hrs

Ripped Off! Preventing Embezzlement and Internal Fraud in Your EMS Organization

Some EMS organizations don’t discover the holes in their internal financial management process until it’s too late. For some, the first time they realized there was trouble was when they discovered that hundreds of thousands of dollars were missing from their organization’s treasury. Don’t let this happen to your organization – learn about some effective strategies you can employ right away to decrease the chances of your organization being caught on the short end of internal fraud and embezzlement. You will also hear of actual case studies and how they could have been prevented by taking relatively easy management steps.

Estimated Timeframe: 1.5-2 hrs

Shedding Light on the Dark Side of Community Paramedicine – Competition, Reimbursement and Liability

EMS agencies nationwide are gearing up full bore to deliver mobile healthcare through the Community

Paramedicine (CP) model – but some have not fully considered all the consequences. While much has been put forth on getting CP programs started, scant attention has been paid to the “dark sides” of Community Paramedicine – dealing with competition from other healthcare organizations, the lack of a traditional reimbursement stream, the limitations of state scope of practice rules, and the potential for new legal liability issues. PWW is uniquely positioned to shine the light on these critical, but as-of-yet mostly unexplored aspects of CP programs that must be dealt with effectively to ensure long term success.

Estimated Timeframe: 1-1.5 hrs

The Ten Essential Qualities – What Really Guides the Effective and Respected EMS Leader

We can all think of at least one leader who we truly respect and admire, and the good things employees say about that leader. The successful leaders in any enterprise are those leaders who can put their people first and get everyone behind the goal of advancing the organizational mission. This session will discuss ten (10) essential attitudes and behaviors that have been demonstrated by the most effective and respected leaders as markers for success. We’ll discuss how those leadership qualities fit within the framework of operating an effective EMS organization in today’s difficult economic reality.

Estimated Timeframe: 1-1.5



The Top Five “Relationship Problems” in the Marriage of Billing Company and Client – A Practical Counseling Session

Many abc3 attendees work for ambulance billing companies, and this year we’ve added a breakout session specific to your concerns! This session will explore the challenges unique to billing companies when it comes to managing the interaction between your agency and your client – and give you specific strategies to establish and maintain a top-notch working relationship.

Estimated Timeframe: 1-1.5

They Still Don’t Get It! Turning Facilities into “Compliance Partners”

It seems like many ambulance services that bend over backwards to stay in compliance encounter difficult obstacles dealing with facilities that just don’t get it. Despite years of clear OIG guidance, facilities still badger their contracted ambulance services for deeper and deeper discounts, or demand other concessions to win their business that can put you in a compliance “catch 22.” How do you maintain compliance in the face of real-world competitive pressures and difficult demands from facilities? This session will give you specific strategies to help you turn facilities into your compliance partners, and improve the relationship for both parties.

Estimated Timeframe: 1-1.5

Three “Hot” Legal Case Studies and “Lessons Learned” for EMS Management

EMS legal experts from Page, Wolfberg & Wirth, LLC, the National EMS Industry Law Firm™ will select three recent and fascinating legal cases involving EMS as examples to identify and explore the top vulnerabilities and “weak spots” in every EMS organization. You’ll learn practical steps you can take to shore up these critical areas in your own organization. The three cases will represent a broad range of liability situations where the field providers have played a key role. We will dig in to the “root cause” of each lawsuit and will discuss the system changes that could have been made to prevent the courtroom scene from happening in the first place, in this lively and informative session.

Estimated Timeframe: 1.5 hrs

Writing and Negotiating Rock-Solid EMS Contracts

No matter if your ambulance service is private, public or non-profit; paid, volunteer or both, you need to make sure that your legal contracts are rock solid. You’d be surprised at how many contracts the typical ambulance service has — or should have — and it’s important to make sure those agreements are well-written, fair and rock-solid in case there is a dispute down the road. There are many common types of EMS contracts where overlooking the details can be very costly — such as contracts with billing companies, nursing homes, hospitals, HMOs, other ambulance services, and more! This session will give you invaluable information, tips, and model contract language to help you negotiate and execute better contracts that protect your position!

Estimated Timeframe: 1.5-2 hrs



EMS Provider Liability Presentations

Page
Wolfberg
& Wirth 
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www.pwwemslaw.com



EMS Provider Liability Presentations

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

EMS Caught in the Crossfire: EMTALA and ER Diversions

Many EMS providers literally feel as if they are caught in the middle when told that a hospital is on divert and unable to accept emergency patients. In addition, ER diversions can prolong transport times, tie up EMS resources and perhaps even affect patient care. Recent amendments to EMTALA have changed some of the definitions, but how will these amendments help you where the “rubber meets the road?” What legal rights and obligations belong to the ambulance service in these situations? How about the patient? The hospital? What is your liability for transporting a patient to another facility, or for transporting a patient to a hospital that tells you it’s on divert status? This session will address all of these timely issues and topics in a lively and interactive way.

Estimated Timeframe: 1.5-2 hrs

EMS Law Case Studies: Liability in the Trenches

Using actual EMS court cases as a backdrop, this session will open your eyes to the liability pitfalls that may await the unwary EMS provider. This session will include “The Case of Negligent Documentation,” “The Case of Apathy in Action,” “The Difficult Choice,” and several others, all presented in a way that will help you avoid the same liability traps that arose in these cases.

Estimated Timeframe: 1.5-2 hrs

EMS Liability in Active Shooter Cases

EMS response to active shooting incidents is not “business as usual.” There is an extremely short window of opportunity to make tactical decisions. These decisions will be subject to scrutiny by the public, the media, the affected families and possibly, the court system. This session will identify potential areas of EMS Malpractice and liability, review current shooting cases involving EMS and offer valuable information on the emerging standard for Tactical EMS.

Estimated Timeframe: 1-1.5 hrs

From the Hose Cart to the Courthouse: Liability Issues in the Fire Service of the 21st Century

We are steeped in tradition which can be a good thing, and it could be a bad thing if we don’t look to the future and “evolve” as our communities change. Today’s liability issues in the fire service are much different than they were 50 years ago. We’ve evolved from the traditional fire department into a “life safety department.” With that evolution come new legal issues and challenges that arise as our service delivery methods change. This dynamic session covers our unique history of the fire service in our legal system, identifies the key risk areas that can cause harm and land you in the courthouse, and gives you practical pointers for managing the operational and personnel aspects of today’s modern fire department.

Estimated Timeframe: 1 hr



Managing the Unthinkable: Responding to Patient Abuse Allegations

The media recently reported on an accusation by a patient that a paramedic sexually assaulted her in the back of an ambulance. The discussion that followed between EMS leaders was sober, reflecting on their own agencies' readiness to respond to such unthinkable behavior, whether by their own staff or acts they witness or suspect, including child or elder abuse and domestic violence. PWW attorneys will first review legal obligations such as mandatory reporting, and then discuss preventative strategies, including background checks, hiring processes and spotting the early warning signs of abuse.

Estimated Timeframe: 1 hr

Nothing to Catch Here! Protecting Your QA Program from a "Legal Fishing Expedition"

We all need to learn from our mistakes and we should share what we learned, rather than keep it quiet – without the fear of that information being used against us later in court. We need to objectively "critique" our patient care as part of a robust QA program, so we can improve our performance, improve quality of care, and ensure we are meeting our standards of care. A big concern is lawsuits and how to "protect" documents and reports from discovery when they are created as part of the quality assurance process. This session will discuss the legal "ins and outs" of "peer review" and QA programs to maximize legal protection and to minimize the risk of discovery of documents used in this essential process.

Estimated Timeframe: 1-1.5 hrs

The Liability of Apathy

What are the most significant "weak spots" in ambulance service liability and what can you do to minimize risk? What motivates patients and others to want to sue you? Much has to do with the "basics" of providing ambulance service in the first place—to help other people in need—and this session will provide dynamic insight into the "root cause" of ambulance industry litigation. The bottom line is that most people will not sue you if they like you! Studies show that the main reason that malpractice litigation occurs is because of "communications issues." Much can be done to avoid liability in the first place by improving communications skills and by applying common sense approaches to risk management in the critical areas where your system can fall apart.

Estimated Timeframe: 1-1.5 hrs





Understanding EMS Law: Negligence, Consent, Refusals, Documentation and More!

This session will review the types of lawsuits in which EMS providers may be likely to find themselves, and explain the legal basis for a negligence suit against an ambulance service. It will also cover principles of patient consent and refusal, which are complex and important to the delivery of EMS. EMS providers need to have a basic understanding of the law to be able to effectively handle difficult field situations like seemingly competent 16- or 17-year-old car accident patients who refuse care, dealing with family members who insist that you withhold resuscitation when there's no living will or DNR order in sight, or treating patients who may have an altered mental status. This session provides you with a basic set of principles that can be applied to almost all of these difficult field situations involving consent for and refusal of care, and will explore the state of the law as it applies to withholding and discontinuing resuscitation. The importance of effective documentation will also be discussed.

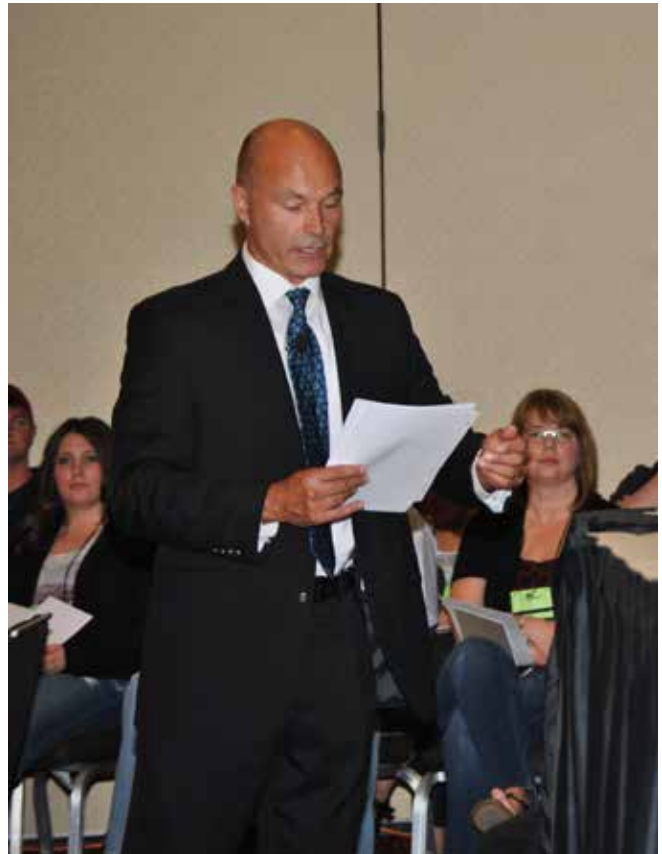
Estimated Timeframe: 1.5-2 hrs

What's it Like on the Hot Seat? An EMS Mock Cross Examination

EMS providers can be tough, but most will tell you that one of the things they fear the most is getting sued and having to testify in court as a defendant. In this session, the nation's leading EMS attorneys will

demystify the process of testifying in court, and conduct a live demonstration of a cross examination of an EMS provider in a lawsuit. This eye-opening and fun session will help underscore the importance of effective and complete documentation, and will help prepare you for the dreaded day when you might have to testify in court.

Estimated Timeframe: 1-1.5 hrs





HIPAA Presentations



HIPAA Presentations

Audience: Managers, officers, owners, administrators, billing staff, compliance officers, field providers

Advanced HIPAA for Ambulance Services: Tackling the High-Level HIPAA Concerns

Exactly what patient information can we share with law enforcement, and under what circumstances? What are the privacy concerns when it comes to giving patient information over the radio? What can we say to the media about an EMS incident and not run afoul of the privacy regulations? These are but a few of the tough issues that ambulance services are facing now that the HIPAA privacy rule has gone into effect. This all-new session will help you take your ambulance service's privacy compliance to the next level, without boring you with all of the "HIPAA basics."

Estimated Timeframe: 1.5-2 hrs



Dealing with Requests for Patient Information from Law Enforcement, Attorneys, Family Members, Estates and Others

Almost every EMS agency faces a daily challenge when they interact with the police and other law enforcement agencies who demand patient information from your organization or your crew members. Another common situation is dealing with attorney requests for patient information. Ambulance services also have to field requests from patients, family members, personal representatives and others. This session will cut through some of the fog that has fallen over these areas of HIPAA compliance, and tell you exactly in which circumstances you can release PHI to law enforcement officers, attorneys, patient representatives, and others. We'll also tell you how to properly document those disclosures so they can't come back and bite you down the road.

Estimated Timeframe: 1-1.5 hrs

HIPAA Happenings: The Latest in Privacy, Security and More

HIPAA has undergone numerous changes since the Obama administration took office. All ambulance personnel - including billers, managers, supervisors and executives - need to have a good, working knowledge of HIPAA to be able to fully protect their patients' health information. Learn the absolute latest on the many changes to the HIPAA privacy and security requirements, new business associate provisions, new enforcement initiatives and much more.

Estimated Timeframe: 1 hr



The Heavy Hand of HIPAA: Gearing Up For the New Wave of Federal Privacy Enforcement

For the first 8 years of HIPAA's existence, the government took a "kinder, gentler" approach to enforcement. No more Mr. Nice Guy! Now, the feds are imposing unprecedented monetary penalties on covered entities – some in the millions of dollars – for HIPAA noncompliance. As an industry, EMS has grown somewhat complacent about HIPAA compliance. This session is designed to knock you out of complacency, and into action, to step up your privacy and security compliance to the levels the government now expects.

Estimated Timeframe: 1.5 hrs

The New HIPAA Regulations – Are You Ready to take Patient Privacy to a Whole New Level

On January 25 the federal government issued the long-awaited final regulations to the HIPAA Privacy, Security and Enforcement Rules and enforcement of these major new rules begins in September! These massive regulations make significant and sweeping changes - granting new rights to patients and requiring a renewed focus on how ambulance services must now approach privacy compliance. Huge penalties are being assessed against small and large health care providers alike as the government has put enforcement into high gear. This session will cover these important new rules and provide direction on what your ambulance agency must do now to ensure compliance and to avoid these hefty fines and penalties.

Estimated Timeframe: 1.5 hrs

The Privacy and Security Risk Analysis: A Soup-to-Nuts Game Plan

The number of HIPAA complaints and investigations is skyrocketing under the new privacy and security regulations. One of the first things that happens in an enforcement investigation is the government's request for your agency's HIPAA risk analysis, yet, most EMS agencies haven't done one. It's not too late. This session will cover everything you need to know about how to perform – and document – the required privacy and security risk analysis.

Estimated Timeframe: 1-1.5 hrs

You Say You're Also the Privacy Officer?

When can you release a patient's personal information? Can you release it to the police? What about the media? Can other facilities share information about the patient with your ambulance service to make the billing process easier? What safeguards must you have in place with regard to protecting and sharing confidential information? This session will answer some of the most common privacy and confidentiality questions that arise in virtually every ambulance billing office.

Estimated Timeframe: 1.5 hrs





Labor and Employment Law Presentations

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Labor and Employment Law Presentations

Audience: Managers, officers, owners, administrators, human resource staff members

Avoiding the “Bad Apple” Problem: Getting and Keeping Good People in Your Operation

Let's face it. The work ethic is different today. It's harder to find and keep good people in EMS. While most people want to do a good job, there are some people who just want to do the minimal amount to get by. And it's even harder to deal with the bad apples that slip through under the lid (the hiring process) and spread their rotten ferment (a.k.a. “bad attitude”) to others. But there is a way. You CAN take control of your organization. You can set the tone that that will allow you to engage and keep positive, motivated people. Join the attorneys of Page, Wolfberg & Wirth, LLC, the National EMS Industry Law Firm™, as they present proven and practical strategies on how you can develop EMS staff who are not just “punched in” — but also “tuned in” and “turned on” to doing their very best for your organization every day!

Estimated Timeframe: 1-1.5 hrs



Avoiding the Top Ten Human Resource (HR) Management Issues in Fire and EMS

The risk of employment related lawsuits has gone up exponentially in the past ten years. Many of these lawsuits are based on simple mistakes and failure to pay attention to critical “people issues.” Fire and EMS managers must pay more attention to workforce relations. This session will cover the top ten legal HR “landmines” seen by attorneys who exclusively represent public safety providers and give you tips on how to stay out of the courthouse.

Estimated Timeframe: 1-1.5 hrs

Building Leaders From the Inside Out

One of the top challenges faced by so many EMS agencies is the recruitment of effective leaders to guide their organizations to success — especially in a rapidly-changing healthcare environment. Why not look within for your next generation of leaders? In this session, we will describe how to cultivate the leadership abilities of the people you already have. This session will also address how developing leadership skills can help your people “take ownership” of their responsibilities, improve their judgment, sharpen their decision-making skills, and boost overall morale.

Estimated Timeframe: 1-1.5 hrs



Conducting the EMS Workplace Investigation: Ten Steps to Success

The increasing volume of employment-related litigation has focused on the response of the organization to a complaint about unlawful activity, like sexual harassment or age, race, or sex discrimination. A delayed or unfinished investigation and failure to identify and stop unlawful staff member conduct can end with liability to the organization. Taking fair and proper action to avoid potential litigation is the first step. But when you do get a complaint about a personnel issue, regardless of where it comes from, it is absolutely imperative that the organization respond promptly and properly, treating every complaint as a possible lawsuit in the works. Even if the complaint does not evolve into litigation (and most don't), failure to give a workplace complaint proper attention can bring down morale, lower job satisfaction, and eat away at management's credibility. This session will address these topics and provide you with ten practical steps to guide you in conducting a legal and effective workplace investigation that can help your organization minimize the risk of a lawsuit.

Estimated Timeframe: 1.5-2 hrs



Discipline with Due Process: Preventive Practices in the EMS Workplace

The ambulance service workplace is unique and presents numerous challenges, especially in this era of shortages of field personnel. Today, lawyers who practice employment law on behalf of individuals have “morphed” into experts in very specialized areas, such as wage and hour law, sexual harassment law, and “whistleblower” claims. Ambulance service managers need to take preventive steps to not only prevent litigation in these potentially costly areas, but to create a workplace where employees come to YOU with their complaints and concerns, because you handle them effectively and fairly. This session will cover these key workplace management issues and other “hot topics” that are part of the employment and labor law litigation explosion in the ambulance industry.

Estimated Timeframe: 1.5-2 hrs

Employment Legal Landmines in the EMS Workplace

Whether your ambulance service is paid or volunteer, public or private, the EMS workplace is changing. Ambulance services now face a variety of workplace challenges, from harassment and discrimination claims to union organizing, and virtually everything in between. Issues with proper wage payment practices are also prevalent in EMS; the Fair Labor Standards Act can be a landmine, particularly for all-paid and combination paid-volunteer services. This session will review the basics of workplace law specific to the challenges faced by EMS organizations, in a down-to-earth and entertaining way.

Estimated Timeframe: 1.5-2 hrs



I'm On Facebook All Day: So Hire Me Anyway!

Have an employee who you learn is on Facebook all hours of the workday? Does that staff member “minimize” her Facebook page when you walk by her desk? Instant access to social media is wreaking havoc for employers nationwide and EMS is no exception. Should you even view an applicant’s FB page to see their photos, statuses, or wall comments? What should you do with that information when you get it? You may learn things you would NEVER ask in an interview – so what can you legally use? This eye-opening session will answer these critical questions and address the legal pitfalls of checking out applicants or taking action against staff who are “Frequent Facebookers.” We’ll cover hot issues like: negligent hiring and negligent retention, gender discrimination, disability discrimination, free speech rights, union rights, privacy rights, impact on background check laws, and more. This is a “must attend” session for any public safety leader in today’s complex electronic world.

Estimated Timeframe: 1-1.5 hrs



Leadership Principles for Getting and Keeping Good People

Maintaining a qualified workforce is a major leadership challenge in today’s “EMS as a stepping stone” employment environment. Put simply, good people don’t leave the organization, they leave their supervisor. What we do as leaders makes a huge difference in the long term job satisfaction of our staff – and the success of our organization. This session will explore the key leadership traits that lead to good people wanting to stay, and will give you practical pointers on how to avoid the leadership traps that can lead to discontent in the organization. This is a must attend session for the new and experienced public safety leader alike!

Estimated Timeframe: 1-1.5 hrs

Legal Pitfalls for EMS Supervisors

So you have the white shirt and gold badge and are getting pulled in two (or more) directions? Need help trying to keep everyone happy while keeping trucks on the street? Front line supervisors are the key to success in dealing with “upward” and “downward” organizational issues. You are the “linking pin” between the management and front line staff. You need good judgment to make quick operational decisions and the skill and finesse to deal with the ever challenging “people issues.” This session will discuss this unique position you are in from the standpoint of liability avoidance. We’ll cover the “Top Five Legal Pitfalls” that give EMS supervisors the most grief and provide concrete pointers on how to effectively deal with them.

Estimated Timeframe: 1-1.5 hrs



Managing the New Electronic Workplace – Social Media and Beyond

You've heard the saying, "it's a jungle out there." That certainly applies to today's electronic workplace. With a wide variety of electronic devices at their disposal almost 24 hours-a-day, the untamed use of social media by one of your agency's staff members can easily lead to a careless or malicious post or tweet that can derail your agency's reputation in an instant. This session will address how to properly – and legally – regulate employee social media activity, both on and off-duty. We'll also cover how to respond to – and effectively manage – the impending media disaster that is sure to come your way when social media jeopardizes your agency's public image.

Estimated Timeframe: 1-1.5 hrs

Managing Would-Be Whistleblowers in Your Workforce

The case files at PWW are full of whistleblower cases in which we have defended EMS agencies against qui tam suits brought by former – and sometimes current – employees of the EMS agency. What turns a loyal employee into a costly whistleblower? We'll review some ways you can spot potential whistleblowers in the ranks, and we'll also give you strategies to deal with them to reduce your risks before they run to the court house.

Estimated Timeframe: 1-1.5 hrs

Motivating the Generation X-er and Y-er in Today's EMS Workplace

Having trouble getting and keeping good people? The typical EMS provider of today may expect more of you than you are able to give. They may jump ship when you least expect it, leaving you and your service in the lurch. In this age of the employees' market and the age of entitlement, managers need to know what motivates our new generation of workers. Understanding the fundamentals of the Generation-Xer and Generation Y-er can help you do the right things to prepare you and your service to attract and keep the brightest and best staff.

Estimated Timeframe: 1.5-2 hrs

Paid, Volunteer or Both? The Legal Aspects of Compensating Your EMS Workforce

Today's ambulance services utilize a variety of manpower – volunteer, paid personnel, or a combination of both. Some organizations are also utilizing "volunteer incentive programs," or VIPs, where volunteers are paid "points" toward merchandise, cash or other valuable items or services in an effort to attract and retain members. This session will review the law as it pertains to these "compensated volunteers," as well as explore some of the common pitfalls under the Fair Labor Standards Act that can trap the unwary ambulance service, like overtime exemptions, sleep and meal time deductions and more.

Estimated Timeframe: 1.5-2 hrs



Pssst....Did You Hear Anyone Use the “U” Word?

In this era of declining ambulance reimbursement and streamlined EMS budgets, now more than ever EMS field providers are turning to others for help in gaining a “voice” in the EMS workplace. Labor unions are extremely active now in organizing EMS employees, and there is a delicate balance under the law as to just what unions and management can do when employees start talking about organizing a union and the organizing “campaign” begins. This seminar will provide you with the “basics” of the law under the National Labor Relations Act, and what you need to know to deal effectively with this hot issue. The session will also address the root causes of union organizing from both the employer and employee perspective. What you can say and do legally are also important topics for this seminar. This dynamic and interactive session will be capped with a “point and counterpoint” debate of the pros and cons of unions in EMS from both a management and a labor representative.

Estimated Timeframe: 1.5-2 hrs

Punched In or Punched Out? Dealing with On-Call Time and Other Issues

Proper pay practices are crucial to preventing litigation against your agency by members of your workforce. Management must ensure that employees are properly classified under the overtime rules, and then must have proper policies and procedures in place to make it clear when employees are “on the clock” or “on their own.” This session will also help you implement strategies for properly managing the high-risk areas of pay practices, such as “on call time” and other potential pitfalls.

Estimated Timeframe: 1-1.5 hrs

Sexual Harassment and Discrimination in EMS: We Still Don’t Get It!

A major aspect of EMS organization liability comes from within, before a wheel is even turned! EMS is riddled with workplace issues that can cost the service big bucks and worse yet, result in the loss of quality staff members. This seminar will address the top five EMS workplace lawsuits — from sexual harassment to national origin discrimination — with real life case law examples and practical workshops. And now, under a brand new landmark U.S. Supreme Court case — *Desert Palace vs. Costa* — it is now easier than ever before for a plaintiff (employee, former employee, or volunteer) to win a sexual harassment lawsuit against an EMS organization. Understand the lessons to be learned from this case, and from the experience of attorneys who deal with these issues on a daily basis.

Estimated Timeframe: 1.5-2 hrs





Wage and Hour Law: Overtime Rules for EMS and Public Safety

There are an increasing number of claims brought by volunteers, employees and former employees challenging your pay practices. These claims, if not defended properly, can cost your ambulance organization thousands of dollars and subject you to other civil and criminal penalties. Properly meandering through the complicated Fair Labor Standards Act can be tricky business, and this session will give you the “must have” information on how the FLSA applies to the ambulance industry and the exceptions to the various overtime rules that may be properly used to help reduce your personnel expenses and keep your people happy as well. Learn the top Pay Practice Problems in EMS and the steps you need to take when the wage and hour investigator knocks on your door.

Estimated Timeframe: 1.5-2 hrs

Workplace Law Lightning Round: Recent Changes You Need to Know

Over the last year, major revisions in key labor and employment laws have been implemented with significant impact on EMS. There are newly minted regulations for the Americans with Disabilities Act (ADA) and the Family Medical Leave Act (FMLA), a new government approach to dealing with OSHA and immigration law violations, and much more. There is more union-organizing activity, increased labor board protection of employee rights, and an increase in lawsuits brought against ambulance providers for violations of the Fair Labor Standards Act (FLSA). This session will be a fast paced “nuts and bolts” explanation of these changes – what you really need to know – and will highlight recent labor and employment litigation cases and the lessons learned from those cases.

Estimated Timeframe: 1.25 hrs

Writing the Bullet-Proof EMS Personnel Handbook

Whether your ambulance service or EMS organization is paid or volunteer, you need a bullet-proof personnel handbook to set the rules, promote fairness, handle discipline effectively and, sometimes, make defensible termination decisions. We have written dozens of EMS personnel handbooks, reviewed hundreds more, and compiled all of the must-know and must-have information we have learned over the years into one 90-minute seminar. We will review the ten things you absolutely MUST have in your personnel handbook, and warn you of some serious pitfalls that await if your handbook is not properly written.

Estimated Timeframe: 1.5-2 hrs

You're Not Treating Me Right! The Top Ten EMS Staff “Gripes” and How to Deal with Them

Ever hear things like: “Our Supervisors are Unfair and Play Favorites” or “What We Really Need is a Union Around Here” or “I’m Tired of Being Harassed by My Boss and Coworkers!” These and other “gripes” by staff members are often difficult to deal with. This session will identify and describe these and seven other most popular complaints. We’ll discuss the “root cause” of the complaint and how you as a leader can best manage the key issues behind those complaints in a positive way.

Estimated Timeframe: 1-1.5 hrs



Mock Trial Programs



Mock Trial Programs

Mock trial programs are an educational and entertaining way to present important information to the participants of your conference, seminar or event. The ideal time for each Mock Trial program is 3-4 hours. We have found that Mock Trials work especially well as morning “general sessions” of a conference. We can then present individual general sessions or break-out sessions at your event in the afternoon as well. Mock trial fees include a full day of our time, so feel free to schedule us for other sessions at your conference, seminar or event. Please note: there are special set-up and audio/visual equipment requirements for Mock Trial programs, and the program sponsor is asked to recruit “actors” to play the various non-attorney roles in the program. Contact us for details.

From Chart to Trial: EMS Documentation in Court

Join the attorneys of Page, Wolfberg & Wirth, LLC, the National EMS Industry Law Firm™, as they conduct a real live EMS lawsuit trial! You are the jury in this entertaining and interactive program that takes a “refusal of care” scenario – a common EMS situation that everyone has had to deal with in the field – where you can watch the case from opening statements to direct and cross examination of key witnesses and then to closing arguments. Then you decide! This session will help prepare you for that dreaded day in court, and give you practical insight into what to expect. Don’t miss this serious, yet entertaining general session!

Estimated Timeframe: 3-4 hrs

From the Console to the Courtroom: An Emergency Dispatch Mock Trial Program

Join the attorneys of Page, Wolfberg & Wirth, LLC, the National EMS Industry Law Firm™, who will present a courtroom trial of an emergency medical dispatch case in an entertaining and informative way! The trial features opening statements, direct and cross examination of witnesses, tape-recorded evidence, and closing arguments! Then the audience gets to act as the jury and vote on the outcome of the trial! After the verdict, the attorneys will review major emergency dispatch liability areas and explain the law of negligence as applied to dispatch agencies.

Estimated Timeframe: 3-4 hrs

The Elusive Pot of Gold at the End of the Rainbow: A False Claims Act Mock Trial for Ambulance Services

Join the attorneys of Page, Wolfberg & Wirth, LLC, National EMS Industry Law Firm™, serving as defense and plaintiff’s counsel, in a case where an ambulance service and its managers “go on trial.” You’ll see a real live courtroom drama unfold and sit as jurors to decide the fate of the ambulance service and its managers in a case brought under the Federal False Claims Act. The trial will demonstrate the importance of accurate documentation and a functioning corporate compliance program. After the trial, the attorneys will review major risk factors and tips on how you can keep the “business side” of your operation out of court.

Estimated Timeframe: 3-4 hrs



Appendix A – Speaker Information

Douglas M. Wolfberg, Partner
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Doug Wolfberg is a founding partner of Page, Wolfberg & Wirth, and one of the best known EMS attorneys and consultants in the United States. Widely regarded as the nation's leading EMS law firm, PWW represents private, public and non-profit EMS organizations, as well as billing companies, software manufacturers and others that serve the nation's ambulance industry.

Doug answered his first ambulance call in 1978 and has been involved in EMS ever since. Doug became an EMT at age 16, and worked as an EMS provider in numerous volunteer and paid systems over the decades. Doug also served as an EMS educator and instructor for many years.

After earning his undergraduate degree in Health Planning and Administration from the Pennsylvania State University in 1987, Doug went to work as a county EMS director. He then became the director of a three-county regional EMS agency based in Williamsport, Pennsylvania. He then moved on to work for several years on the staff of the state EMS council. In 1993, Doug went to the nation's capital to work at the United States Department of Health and Human Services, where he worked on federal EMS and trauma care issues.

Doug left HHS to attend law school, and in 1996 graduated *magna cum laude* from the Widener University School of Law. After practicing for several years as a litigator and healthcare attorney in a large Philadelphia-based law firm, Doug co-founded PWW in 2000 along with Steve Wirth and the late James O. Page. As an attorney, Doug is a member of the Pennsylvania and New York bars, and is admitted to practice before the United States Supreme Court as well as numerous Federal and state courts. He also teaches EMS law at the University of Pittsburgh, and teaches health law at the Widener University School of Law, where he is also a member of the school's Board of Overseers.

Doug is known as an engaging and humorous public speaker at EMS conferences throughout the United States. He is also a prolific author, having written books, articles and columns in many of the industry's leading publications, and has been interviewed by national media outlets including National Public Radio and the Wall Street Journal on EMS issues. Doug is a Certified Ambulance Coder (CAC) and a founder of the National Academy of Ambulance Coding (NAAC). Doug also served as a Commissioner of the Commission on Accreditation of Ambulance Services (CAAS).



Stephen R. Wirth, Partner
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Steve Wirth is an attorney and partner, along with Doug Wolfberg and the late Jim Page, of Page, Wolfberg & Wirth, LLC. The firm represents ambulance services, municipalities, fire departments, hospitals, and other organizations across the country in a wide range of medical transportation, reimbursement, compliance, labor and employment, and corporate law issues. Steve has over 35 years of experience as an EMT, paramedic, flight paramedic, EMS instructor, fire officer, and EMS administrator. He recently completed two terms as a member of the Panel of Commissioners for the Commission on Accreditation of Ambulance Services (CAAS), the national ambulance service accrediting body, and served as Chair during his final term.



Steve is a dynamic and frequently sought after speaker at regional, state and national conferences on a variety of EMS, fire service and public safety subjects. He has authored numerous articles and book chapters on a wide range of EMS management, reimbursement, risk management, corporate compliance and workplace law topics. He is a contributing writer for *Journal of Emergency Medical Services (JEMS)*, and *EMS Insider*. Steve co-authored the highly acclaimed *Ambulance Service Guide to HIPAA Compliance* and numerous other popular compliance manuals and video training programs produced by PWW. He enjoys teaching and is an adjunct professor for the University of Pittsburgh and George Washington University EMS degree programs.

Steve graduated *cum laude* from Duquesne University School of Law and was a member of the school's national trial advocacy competition team. He also has a Masters Degree in Health Services Administration from Gannon University in Erie with an emphasis in organizational behavior. He remains in touch with patient and field provider issues as an active EMT and nationally certified firefighter with Hampden Township Fire Rescue where he serves as Incident Safety Officer and Medical Officer.

Steve is also a life member of the Nippenose Valley Vol. Fire Co. near Jersey Shore, PA where he started his public safety career as a junior firefighter and served as Deputy Fire Chief. He serves on the boards of the Pennsylvania Fire and Emergency Services Institute, the Pennsylvania EMS Providers Foundation, and the Hampden Township Fireman's Relief Association.

Christina M. Mellott, Esquire
cmellott@pwwemslaw.com



Christie Mellott is a Senior Associate Attorney with Page, Wolfberg & Wirth, LLC. She joined PWW shortly after the firm began in 2000. Christie represents non-profit and for-profit ambulance services, fire companies, municipal organizations, ambulance service billing companies, and other EMS and public safety agencies in a wide range of legal issues. Christie concentrates her legal practice in corporate, Medicare enrollment, tax exemption, public utility, employment, contracting, public safety, intellectual property, workplace safety, labor, HIPAA, and related areas of importance to the emergency medical services industry.

Christie speaks to numerous groups regarding these and many other issues of concern to the EMS industry. She has also written and co-authored articles on a variety of EMS management, corporate compliance, risk management, workplace and employment law, and public safety issues.

Christie became an EMT shortly after joining the firm. Prior to that, she volunteered and worked for several hospital and other medical organizations. She attended the University of Florida and Florida State University, graduating with a B.S. in chemistry and a minor in biology. Christie is a graduate of Temple University School of Law, where she served as an assistant editor for the Environmental Law and Technology Journal, and worked in the University's Small Business Development Center.

Christie is admitted to practice before the United States Supreme Court and the Pennsylvania state and federal courts.

When not working, Christie still actively volunteers in the community, and is also an avid runner. (She has even run in and completed a marathon.)



Daniel J. Pedersen, Esquire
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Daniel Pedersen is a Senior Associate Attorney with the nationally recognized law firm of Page, Wolfberg & Wirth, LLC. The firm represents ambulance services, municipalities, fire departments, hospitals, and other organizations in a wide range of medical transportation issues.

Daniel joined PWW in 2005, after spending several years at a health care firm in Harrisburg, PA. At Page, Wolfberg & Wirth, Daniel concentrates his legal practice in the areas of compliance, Medicare reimbursement, HIPAA, and federal and state regulatory issues that affect ambulance services, including the false claims act and anti-kickback statute. Daniel spends much of his time performing compliance and claim reviews, including on-site visits and training sessions, and handling Medicare appeals on behalf of clients around the country. Daniel is admitted to practice law in Pennsylvania.

A 1998 Graduate of Franklin & Marshall College in Lancaster, PA, Daniel majored in Biology and English before attending law school. While at Franklin & Marshall, Daniel was involved with the yearbook, Pep band, golf team, Biology club, and served as an Orientation Advisor. He earned his J.D. from Pace University School of Law in White Plains, NY in 2002, and spent his third year of studies as a visiting student at Widener School of Law in Harrisburg, PA. While at both Widener and Pace, Daniel was a research assistant for law professors. While on sabbatical from law school in 1999, Daniel worked as a Quality Assurance Analyst for Wyeth-Ayerst Laboratories in Marietta PA.

Daniel resides in Hummelstown, PA with his wife and three children. As a family, they enjoy such activities as reading, swimming, playing golf and tennis, and vacationing in Myrtle Beach.



Ryan S. Stark, Esquire
rstark@pwwemslaw.com



Ryan Stark is an associate attorney with Page, Wolfberg & Wirth, LLC. He began his tenure with PWW as an intern during his second year of law school and then joined the firm full time after becoming a member of the Pennsylvania Bar.

Ryan helps PWW clients manage a wide variety of issues including HIPAA and patient privacy concerns, employment issues, contractual matters, billing and reimbursement issues and federal and state agency oversight actions. Ryan works closely with clients to improve and expand their compliance with various state, federal, and local laws affecting the industry.

Closely monitoring important legislative and regulatory changes is one of Ryan's primary duties for the firm, and he plays a big part in developing the firm's industry alerts, compliance publications, and webinar materials. Ryan is one of the principal authors of PWW's widely used ***Ambulance Service Guide to HIPAA Compliance***. Ryan also speaks on a wide variety of topics at client sites and PWW seminars, conferences and webinars, including the firm's signature ABC3 Conference.

Ryan is a graduate of Widener University School of Law and Indiana University of Pennsylvania, where he dual-majored in psychology and political science. Ryan is a lifetime member of national honor societies in psychology and political science. During law school, Ryan was a member of the moot court and trial advocacy honor societies. Ryan also volunteers his time with local community nonprofit organizations, where he has served as a board member, and he is a member of the Big Brothers Big Sisters program.

Ryan also clerked for the Pennsylvania Department of Health and the Department of Public Welfare, where he participated in implementing many health policy initiatives. Before that, Ryan worked for a local hospital concentrating his efforts on healthcare compliance issues.

Kenneth Brody, Of Counsel
kbrody@pwwemslaw.com

Ken Brody is Of Counsel to Page, Wolfberg & Wirth, LLC. Ken works with the firm's clients on matters of regulatory compliance, licensure and certification issues, administrative law issues, contracts and a variety of other issues. Ken joined the firm in 2011 after 34 years as a government attorney, having worked for over 20 years as counsel with the Pennsylvania Department of Health, where he was the chief attorney responsible for providing legal advice to the state Bureau of EMS. Ken's knowledge and insight to the workings of the state and federal governments make him an effective advocate for EMS clients across the country when dealing with state and federal administrative agencies.



Ken also spent 11 years as an attorney with the Department of State, where he counseled various boards and commissions that regulate health care and other professionals, and prosecuted disciplinary cases before other boards and commissions. He served as counsel to the State Board of Medicine in his last seven years at the Department of State. Ken spent the next 23 years as an attorney with the Department of Health, during which he counseled offices that administer public health programs and other offices that ensure regulatory compliance. Over his last 20 years in the Department of Health Ken counseled the Division, later elevated to the Bureau of Emergency Medical Services, and was a primary architect of Pennsylvania's Emergency Medical Services System Act, enacted in 2009.

While with the Department of Health, Ken held various agency-wide positions, including Regulatory Coordinator, Right-to-Know Law Coordinator, and Senior Counsel in Charge of Litigation. He also served various stints as Acting Chief Counsel of the Department of Health as well as Acting Chief Counsel of the Bureau of Professional and Occupational Affairs in the Department of State, and as a hearing officer for various Pennsylvania agencies. Ken has also served as a speaker at many conferences, and he has presented continuing legal education courses at the Pennsylvania Health Law Institute and for the Lancaster Bar Association.

Ken graduated cum laude from the University of Pittsburgh and is a 1976 graduate of the Wake Forest University School of Law. He is admitted to practice before the United States Supreme Court, the Pennsylvania Supreme Court and the United States District Court for the Western District of Pennsylvania, and has extensive experience in trial and appellate litigation dealing with a wide array of health care, administrative law and other legal issues.



Amanda Ward
Attorney at Law
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Amanda Ward is an associate attorney at Page, Wolfberg & Wirth, LLC. She focuses on Reimbursement and Compliance issues and is a speaker at PWW's signature abc3 conference series as well as other seminars and webinars.

Amanda's work for PWW includes representing private, public and nonprofit EMS agencies, billing companies and others that serve the nation's ambulance industry. Amanda also helps to develop many of the firm's articles, books, presentations and other programs that are widely used by EMS providers throughout the United States.

Prior to joining PWW, Amanda was the in house counsel and Compliance Officer for a large ambulance service where she created, implemented and oversaw the company's first formal compliance program. Amanda has significant experience advising both public and private ambulance services and third party billing agencies concerning reimbursement and compliance issues. She also has experience reviewing claims and advising entities regarding best practices for reimbursement compliance. Amanda is familiar with the employment and contractual issues affecting the ambulance industry and is able assist ambulance services as they navigate those matters.

Amanda is admitted to practice law in California and holds a certification in healthcare compliance from the Compliance Certification Board. She graduated with honors from Millikin University in Decatur, IL with a degree in Marketing. Amanda is also a graduate of the University of Illinois College of Law where she was an Intellectual Property Moot Court competitor and editor.

Amanda is an avid Illini fan and lives in the suburbs of Chicago with her three children. She actively volunteers with various organizations in her local community including her children's schools and the Junior League.



Steven M. Johnson, Director of
Reimbursement Consulting
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Steve began his career in the EMS industry in 1985, gaining valuable experience while serving as an EMT and later as Director of a municipal ambulance service in Minnesota. As an ambulance service manager, Steve established his expertise in areas of operations, billing and administration.



Steve also has significant EMS educational experience. He established and served as Training Coordinator and Lead Instructor for a State Certified EMS Training Institution for EMTs and First Responders.

Steve served on both the Rules Work Group and the EMS Advisory Council to the Minnesota State Department of Health.

He joined the staff of a large, national billing and software company, where he was a frequent lecturer at national events and software user group programs. For over seven years, Steve served as Director of a national ambulance billing service and was responsible for all aspects of managing this company, including reimbursement, compliance and other activities for ambulance services throughout the nation.

Steve served as founding Executive Director of the National Academy of Ambulance Coding (NAAC), overseeing all activities of the Academy, including the Certified Ambulance Coder program, the nation's only coding certification program specifically for ambulance billers and coders.

As the Director of Reimbursement Consulting with Page, Wolfberg & Wirth, Steve is involved in all facets of the firm's consulting practice. Steve works extensively on billing and reimbursement-related activities, performing billing audits and reviews, improving billing and collections processes, providing billing and coding training, conducting documentation training programs, and performing many other services for the firm's clients across the United States.



Chris Miller, Audit Expediter
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Christine Miller is an Audit Expediter with Page, Wolfberg and Wirth LLC. A Paramedic and Certified Ambulance Coder (CAC), her work at PWW includes performing claim audits and documentation reviews for the firm's clients, as well as providing training and working with the firm's attorneys and other consultants to assist clients on a broad range of clinical, operational and compliance issues.

Chris has been an active pre-hospital provider for most of the last 20 years and continues to work in the field as a paramedic and EMS educator. In addition to being an active EMS provider in Pennsylvania's capital region, Chris also teaches EMS programs at the community college level. While not working at PWW, Chris stays active in the field as a paramedic in both a paid and volunteer capacity. She is also a member of her county CISM team, and holds ITLS, PALS, ACLS and CPR Instructor certifications. She is also trained in water rescue, and serves as a blood borne pathogens instructor. In addition to her work at PWW and her EMS field activities, Chris enjoys spending time with her family, friends, and dogs.



Lisa W. Bernhard, CPA
Director of Administration
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Lisa is the Director of Administration for Page, Wolfberg & Wirth, LLC. A Certified Public Accountant (CPA), Lisa has been involved in accounting and tax matters for over 30 years. She began her career as an auditor with KMG-Main Hurdman (now KPMG LLP) in 1982. After becoming a CPA, Lisa worked as the assistant controller of a private corporation, and eventually became Chief Financial Officer of the \$60 million company. In 2000, Lisa went into private practice as a CPA and provided business accounting services as well as tax preparation for individuals, partnerships and corporations.

At PWW, Lisa is responsible for the overall business management of the firm. Lisa supervises the firm's administrative staff, oversees all aspects of the firm's human resources management and works closely with the firm's partners in business planning and related issues. When not busy managing the business of PWW, Lisa is also available to assist the firm's clients as a consultant on a wide range of matters.

Lisa graduated from Bloomsburg University in May 1982 with a degree, *cum laude*, in Business Administration - Accounting. A CPA since 1984, Lisa is also a member of the Pennsylvania Institute of Certified Public Accountants. When not at work, Lisa enjoys tennis, golf, skiing, soccer, traveling and photography, and is a board member of a local charitable organization.



Appendix B – Full-Day and Half-Day Seminars and Workshops

with Sample Agendas

Page
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& Wirth 
The National EMS Industry Law Firm®
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Full-Day and Half-Day Presentations

We frequently provide full or half-day workshops and seminars for associations, EMS councils, local or state EMS agencies, groups of ambulance services and individual EMS organizations. These workshops and seminars are fully customizable to suit the needs of the group. We can provide full or half-day EMS law or specialized EMS management courses, workshops or seminars using any combination of the topics listed in this catalog. For instance, we can present a full-day workshop on personnel management, using 4 or 5 of the personnel session topics combined into a single program. Or, we can provide a full or half-day program utilizing a broad range of topics including documentation, billing, consent and refusals, workplace law and more. Typically, we are able to comfortably present 4-5 “mix and match” topics in a full-day seminar, depending upon the expected number of attendees. Full-day workshops typically run from 8:30 a.m. – 4:00 p.m., including morning

and afternoon breaks, as well as a lunch break, with plenty of time for questions and answers and participant dialogue.

This Appendix includes sample agendas for full and half-day workshops. Please contact us if you would like to customize a program for your staff, association membership, conference attendees or colleagues. Those sessions marked with the “NAAC” logo have been approved for continuing education credits for Certified Ambulance Coders.

“The PWW Staff will help construct a dynamic seminar from the topics available in this catalog or they will establish new topics to suit individual needs!”

Ambulance Billing Full-Day Seminar “Getting Back to the Basics” Series	
8:00 – 9:30 a.m.	The Fundamentals of Ambulance Billing and Reimbursement
9:30 – 11:00 a.m.	Effective Call Intake: The Front Door to Billing and Compliance
11:00 – 11:15 a.m.	Break
11:15 a.m. – 12:15 p.m.	HIPAA Happenings: The Latest in Privacy, Security, and More
12:15 – 1:00 p.m.	Lunch
1:00 – 3:00 p.m.	Pricing and Discounting: the Law and Strategy behind Setting Your Rates
3:00 – 3:15 p.m.	Break
3:15 – 5:15 p.m.	PWW Medicare Coding Clinics



Ambulance Billing Full-Day Seminar “An Ambulance Billers Survival Guide” Series

8:00 – 10:30 a.m.	This Year's Medicare Billing & Reimbursement Update
10:30 – 10:45 a.m.	Break
10:45 a.m. – 12:15 p.m.	Understanding the Critical MSP Rules – When Medicare is the Secondary Payer
12:15 – 1:00 p.m.	Lunch
1:00 – 2:00 p.m.	Sign Here: Understanding Medicare Signature Rules for PCSs, AOBs, ABNs, and More
2:00 – 3:30 p.m.	Everything you Ever Wanted to Know About Origins, Destinations, Mileage & More
3:30 – 3:45 p.m.	Break
3:45 – 5:15 p.m.	Auditing Your Own Claims; Preventing Problems Before They Become Nightmares

Ambulance Billing Half-Day Seminar “Under Oath” Series

8:00 – 9:30 a.m.	How to Prepare for – and Win – Reimbursement Appeals
9:30 – 11:00 a.m.	Ripped Off! Preventing Embezzlement and Internal Fraud in your EMS Organization
11:00 – 11:15 a.m.	Break
11:15 a.m. – 12:15 p.m.	Simple Advice: The Legacy of James O. Page
12:15 – 1:15 p.m.	What's It Like on the Hot Seat? An EMS Mock Cross Examination

Ambulance Billing Half-Day Seminar “Where's My Money?” Series

8:00 – 9:30 a.m.	When Collection Efforts Fail: Using the Legal System to Get Paid
9:30 – 10:30 am	Leveling the Playing Field: Competing When Your Competitors Don't Play by the Same Rules
10:30 – 10:45 a.m.	Break
10:45 a.m. – 12:15 p.m.	In the Trenches Collection Strategies – What You Should (and Shouldn't) Do



Compliance Full-Day Seminar “Getting Back to the Basics” Series	
8:00 – 9:30 a.m.	The Top Ten EMS Compliance Pitfalls and How to Avoid Them
9:30 – 10:30 a.m.	Your Compliance Hotline is Ringing: Effectively Handling Internal Compliance Complaints
10:30 – 10:45 a.m.	Break
10:45 a.m. – 12:15 p.m.	Advanced HIPAA for Ambulance Services: Tackling the Tough Issues
12:15 – 1:00 p.m.	Lunch
1:00 – 2:30 p.m.	Conducting the EMS Workplace Investigation: Ten Steps to Success
2:30 – 2:45 p.m.	Break
2:45 – 4:45 p.m.	Implementing an Effective Compliance Program in your Ambulance Service

Compliance Half-Day Seminar “Pulling the Plug” Series	
8:00 – 9:00 a.m.	Employment Legal Landmines in the EMS Workplace
9:00 – 10:00 am	Texts, Tweets, Blogs, and Digital Devices: Legally Regulating Staff Conduct in Today’s “Social Network”
10:00 – 10:15 a.m.	Break
10:15 – 11:45: a.m.	Avoiding the Top 10 Human Resources (HR) Management Issues in Fire and EMS
11:45 a.m. – 1:15 p.m	Three “Hot” Legal Case Studies and “Lessons Learned” for EMS Management

Compliance Half-Day Seminar “Under Oath” Series	
8:00 – 09:30 a.m.	When Collection Efforts Fail: Using the Legal System to Get Paid
9:30 – 11:00 a.m.	Leveling the Playing Field: Competing When Your Competitors Don’t Play by the Same Rules
11:00 – 11:15 a.m.	Break
11:15 – 12:15: p.m.	In the Trenches Collection Strategies – What You Should (and Shouldn’t) Do
12:15 – 1:15 p.m.	Get Your Medical Director Involved! A Key to Improving Compliance and Reimbursement



Mini Executive Institute “Getting Back to the Basics” Series	
8:00 – 9:30 a.m.	Wage and Hour Law: Overtime Rules for EMS and Public Safety
9:30 – 11:00 a.m.	Writing the Bullet-Proof EMS Personnel Handbook
11:00 – 11:15 a.m.	Break
11:15 a.m. – 12:45 p.m.	Paid, Volunteer, or Both? The Legal Aspects of Compensating Your EMS Workforce
12:45 – 1:15 p.m.	Lunch
1:15 – 2:45 p.m.	Bylaws, Boards, Members & More: Pitfalls in Managing the Non-Profit EMS Organization
2:45 – 3:00 p.m.	Break
3:00 – 5:00 p.m.	Ripped Off! Preventing Embezzlement and Internal Fraud in Your EMS Organization

Mini Executive Institute “My First Day as a Supervisor” Series	
8:00 – 9:00 a.m.	How Abe Lincoln Would Run Your Service: EMS Leadership Lessons from our 16th President
9:00 – 10:00 a.m.	Dispatch Law: What You Don’t Know CAN Hurt You!
10:00 – 10:15 a.m.	Break
10:15 – 11:45 a.m.	How to Get Your Crews to Fall in Line!
11:45 a.m. – 12:30 p.m.	Lunch
12:30 – 2:00 p.m.	Accounts Receivable Management – How Well Should You Be Doing?
2:00 – 3:00 p.m.	Legal Pitfalls for Supervisors
3:00 – 3:15 p.m.	Break
3:15 – 4:45 p.m.	Discipline with Due Process: Preventive Practices in the EMS Workplace

Mini Executive Institute “Written in Stone” Series	
8:00 – 09:30 a.m.	Writing and Negotiating Rock-Solid EMS Contracts
9:30 – 11:00 a.m.	Dealing With Facilities – Payment, Documentation, Compliance, and More!
11:00 – 11:15 a.m.	Break
11:15 a.m. – 12:15 p.m.	How to Get your Crews to Fall in Line!
12:15 – 1:15 p.m.	Leveling the Playing Field: Competing When Your Competitors Don’t Play by the Same Rules



Mini Executive Institute “Under Oath” Series

8:00 – 09:30 a.m.	EMS Law Case Studies: Liability in the Trenches
9:30 – 9:45 a.m.	Break
9:45 – 11:45 a.m.	Public-Private Partnerships in EMS: The Legal Cutting Edge
11:45 a.m. – 12:30 p.m.	Lunch
12:30 – 2:00 p.m.	You Say You’re Also the Privacy Officer?
2:00 – 2:15 pm	Break
2:15 – 4:15 pm	Legal Landmines in the EMS Workplace

Field Providers Full-Day Seminar “My First Day as a Field Provider” Series

8:00 – 9:30 a.m.	Dispatch Law: What You Don’t Know CAN Hurt You!
9:30 – 10:30 a.m.	Dynamic EMS Documentation
10:30 – 10:45 a.m.	Break
10:45 a.m. – 12:15 p.m.	EMS Caught in the Crossfire: EMTALA and ER Diversion
12:15 – 1:00 p.m.	Lunch
1:00 – 2:00 p.m.	Sign Here: Understanding Medicare Signature Rules for PCSs, AOBs, ABNs, and More
2:00 – 3:00 p.m.	Hey, This Used to be Fun! Coping with Change in EMS
3:00 – 3:15 p.m.	Break
3:15 – 4:45 p.m.	Understanding EMS Law: Negligence, Consent, Refusals, Documentation, and More!