

November, 2004

## Leadership from the Ground Up – How Effective Are You In Changing Times

By Hazel Valdez, Director, Marketing and Operations

Every great leader has a story to tell. Their rise to prominence and effective leadership didn't occur overnight as some would lead you to believe. Moments that defined their character, integrity, and persistence to succeed were all part of their "ingredients to success."

Several weeks ago, we (Christy Beauchamp, Nicole Craig, and I) attended a seminar on leadership. All the "greats" were there to tell us about their successes, failures, and advice on what it takes to be a great leader. Rudy Giuliani, Stephen R. Covey, Ram Charan, Jack Welch, Brian Tracy, Suze Orman, and Donald Trump all had different definitions of leadership. The one common answer amongst them was vision – Being able to see what could be and going after it.

As an effective leader what are those questions and decisions that we must make on a daily basis? Are we making the correct decisions, more importantly, are we asking the right questions? As a leader, are we energized by the day ahead of us? Is our ability to say 'yes' or 'no' based on fact or our gut or maybe a little of both? Do we want the team to win? Do we have a cause and are we going after it? As their leader, how do I rally the troops? All of these questions run through an effective leaders mind on a constant basis because it leads to the execution of how to get something accomplished.

Ram Charan said that one must question their capability. Consider this question, "Why does it take 10 years to be at the level that you are?" "What does it take to get higher?" Capability. What is yours? Another piece of advice that Mr. Charan gave us, "Practice," do it, practice it, build it. Be consistent, persistent and really develop your mental capability.

Stephen R. Covey spoke o us about lofty goals that require specific actions. His principle, "To achieve goals you've never achieved before, you need to start doing things you've never done before." He goes on to

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### **Inside this issue:**

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California License Changes	2
Acquisitions and Mergers	2
HCFA-1500 Name Change	3
<b>PREFERRED</b> Vendor Profile— Tazzaria Coffee & Tea	4

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In an effort to reduce costs to your clinic and free up your fax machine, **PREFERRED** is now offering the **PREFERRED** Network News (PNN) via email.

*If you would like to receive PNN via email, please contact Paula Sharits at 800-664-5240 or [psharits@preferredtherapy.com](mailto:psharits@preferredtherapy.com).*

## Change in California Licenses

Effective October 1, 2004, occupational therapists in California can no longer qualify for advanced practice certification utilizing substantially equivalent post-professional education and training, such as work experience, in-services, independent study, etc. To obtain advanced practice certification, applicants must now demonstrate completion of the required number of hours in education and supervised on-the-job training only.

Regulations that identify the requirements for advanced practice certification in hand therapy, physical agent modalities and swallowing assessment, evaluation and intervention took effect March 9, 2004. Advanced Practice Certification is required for anyone offering hand therapy, using physical agent modalities, or engaging in swallowing assessment, evaluation and intervention.

Therapists who were certified by the Hand Therapy Certification Commission (HTCC) as of December 31, 2003, automatically qualify for advanced practice certification in hand therapy and physical agent modalities. However, they must submit an application to the Board with a copy of their HTCC certificate.

Additional information, as well as the requirements for advanced practice certification can be found at the California Board of Occupational Therapy Web site <http://www.bot.ca.gov/> or go to [www.preferredtherapy.com](http://www.preferredtherapy.com) and click on Newsletter Links.

## First Health/CCN is Acquired by Coventry Healthcare

This is the latest of the acquisitions and mergers that have occurred since 2001. Two-thirds of the 188 transactions were completed by just 34 multiple acquirers, with United Health and Coventry acting as acquirers in 10% of all transactions. Blue Cross/Blue Shield Organizations, including WellPoint and Anthem, were responsible for another 10%. 63 acquirers made only one acquisition over this 3 1/2 year period, including Aetna, while CIGNA made none. Among PPOs, First Health acquired six companies, while PHCS, Interplan, and ppoNext acquired six between them. Blockbuster deals like United/Oxford and the pending Anthem/WellPoint transaction grabbed the headlines. The Coventry/First Health acquisition proves to be yet another “changing of the guard” for health plans looking to enhance their suite of services.

For more information regarding the Coventry/First Health acquisition, go to [www.firsthealth.com/news/media/releases/fh\\_acquired.html](http://www.firsthealth.com/news/media/releases/fh_acquired.html) or go to [www.preferredtherapy.com](http://www.preferredtherapy.com) and click on Newsletter Links.

Source: Scott Macon, Ltd. [www.scottmaconltd.com](http://www.scottmaconltd.com)

## Duck Puzzler

Many ducks have made their way into our cultural linguistic landscape. How many of these duck-related phrases do you know?

1. An egg-laying mammal
2. Having no effect whatsoever
3. A bowling-like game
4. A child's game involving tapping others on the head
5. A vulnerable target
6. A doomed person
7. A mixed drink containing champagne
8. A game of skimming rocks on the surface of the water
9. A phrase meaning “it's just what it looks like”
10. A 1986 George Lucas –produced film about a feathered alien
11. Disney's famous quacker
12. A common foil for Bugs Bunny
13. Hairdo of the 1950s
14. To have everything in order
15. Great; fine
16. A Marx Brothers movie; an easy task
17. An old-fashioned water-based punishment
18. An ineffectual person

Answers on page 4

## Claim Form Name Change

In July 2001, the Health Care Financing Administration (HCFA) became the Centers for Medicare & Medicaid Services (CMS). Because of this name change, the prefix of the claim form previously known as HCFA-1500 is now CMS-1500. Visit [www.cms.hhs.gov/forms](http://www.cms.hhs.gov/forms) for more information or go to [www.preferredtherapy.com](http://www.preferredtherapy.com) and click on Newsletter Links.

## Leadership from the Ground Up

(Continued from page 1)

explain that the “old school of thought,” would mean that people knew the goal and would know what to do about it. However, in the “new school of thought” one’s thinking should be, “goals will never be achieved until everyone on the teams knows exactly what they’re supposed to do about them.” The outcome, “Identify the new and better behaviors needed to achieve your goals and then translate those behaviors into weekly and daily tasks.” All this is incorporated in his concept of “The 8<sup>th</sup> Habit.” As the author of the world renowned book, *The 7 Habits of Highly Effective People*, Mr. Covey explains that the 8<sup>th</sup> Habit is “finding our voice so as to inspire others to find theirs.” The 8<sup>th</sup> Habit has four disciplines of execution:

1) Focus on the wildly important; 2) Create a compelling scoreboard; 3) Translate lofty goals into specific actions; and 4) Hold each other accountable – all of the time.

Rudy Giuliani, Suze Orman, and Donald Trump said it best when asked the question, “What does it take to be an effective leader?,” their responses first and foremost, You have to love what you do. Beyond that, have a strong set of beliefs, be an optimist, be courageous, be relentless at preparation, have strong ethics, understand teamwork, communicate, function well in a crisis, that every wish you wish for another be gentle and generous, stay focused, be passionate, always work with the best people, keep momentum moving for you, and at the end of the day, go home and be with your family. As Mr. Trump said, “To be a winner, you have to think like a winner.” This applies to all aspects of life.

Leadership requires continuous improvement. Take a moment and realize your capability. Be effective and inspire personal initiative and risk. ***As Mother Teresa put it, “Few of us can do great things, but all of us can do small things with great love.”***

## **PREFERRED** Employee Profile - Naomi Raffaele

**Nickname:** Sneeks

**Length of employment with  
*PREFERRED*:** 3 months

**Job title and responsibilities:** Administrative Assistant. My responsibilities include a wide range of functions, with a primary focus on finance. I also provide support to the team, answer phones, file, prepare agendas for meetings,

help in the recredentialing process and order supplies for the office.

**What you like most about your job:** Great working environment and our providers are wonderful to speak with on the phone!

**Favorite pastime:** Spending time with my kids just hanging out and being a couch potato!

On occasion, I enjoy going dancing!

**About your family:** I have three beautiful children, twin girls and a boy. They are the most precious and important people in my life and are my heart and soul. Secondary to my kids would be my parents, four sisters, three brothers, three nieces and two nephews!

## **PREFERRED** Vendor Profile - Tazzaria Coffee and Tea

**PREFERRED** has secured a new vendor relationship with Tazzaria Coffee and Tea, a company offering customized gourmet coffee products at a discounted price for **PREFERRED** members. This new relationship provides a cost-effective option for providers who want to put a “hot” new spin on their marketing efforts.\*



Why Tazzaria Coffee and Tea? Freshness is the standard by which all coffees are measured. To ensure absolute maximum freshness, your coffee is not roasted until you place your order. Then it is on its way to you the following day.

Tazzaria Coffee and Tea is offering programs to **PREFERRED** members to assist in marketing and expanding your practice. Discounts are also available for individual sales. For more information, contact James Jessen or Michelle Bacci-Jessen at 800-700-5044 or by email at james@tazzaria.com or visit the company’s Web site at www.tazzaria.com.

*\*As with any marketing program involving distribution of promotional items, you should adhere to state and federal anti-kickback guidelines.*

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## Duck Puzzler Answers

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|--|---------------------------------|
| 1. duck-billed platypus  | 10. Howard the Duck             |
| 2. like water off a duck's back  | 11. Donald Duck                 |
| 3. duckpins  | 12. Daffy Duck                  |
| 4. duck duck goose   | 13. duck-tail                   |
| 5. sitting duck  | 14. to have your ducks in a row |
| 6. dead duck   | 15. ducky                       |
| 7. cold duck   | 16. Duck Soup                   |
| 8. ducks and drakes  | 17. ducking stool               |
| 9. if it looks like a duck, walks like a duck, and quacks like a duck, it's a duck | 18. lame duck                   |

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