Personal Collections Best Practices

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THRIVING THROUGH CHANGE

Goals

1. Learn how the whole office can capitalize on opportunities
2. Identify tools to assist on buy in from the practice
3. Get everyone on the same page and stick to it

Personal Collections: Pre-Visit

The process used prior to when a patient comes in will impact the quality of your claims, increase TOS payments, and help reduce the amount of collections needed.

In short the Front End functions drive the revenue cycle.

Personal Collections: Pre-Visit

The Financial Policy

- Develop a financial policy to share with parents
- Develop guides to educate patients about guarantor responsibilities and personal balances
- Develop internal guidelines and policies to empower your staff on when to say yes, and how to say no
- Seriously consider promoting an Auto-Pay policy where your office keeps credit cards on file and making this part of your financial policy

Personal Collections: Make Collecting Easy

Define your process and track it

- Share and update your external financial policy with families at least once a year
- Track pain points between staff and how you use your internal policies, these should also be reviewed and agreed upon yearly
- Are economic hardships a part of your internal policy? Have paperwork a family can sign to track special circumstances
- Stick to it!!! If you do not get buy in from all staff then families won’t be confident they are all getting the same financial treatment.

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THRIVING THROUGH CHANGE

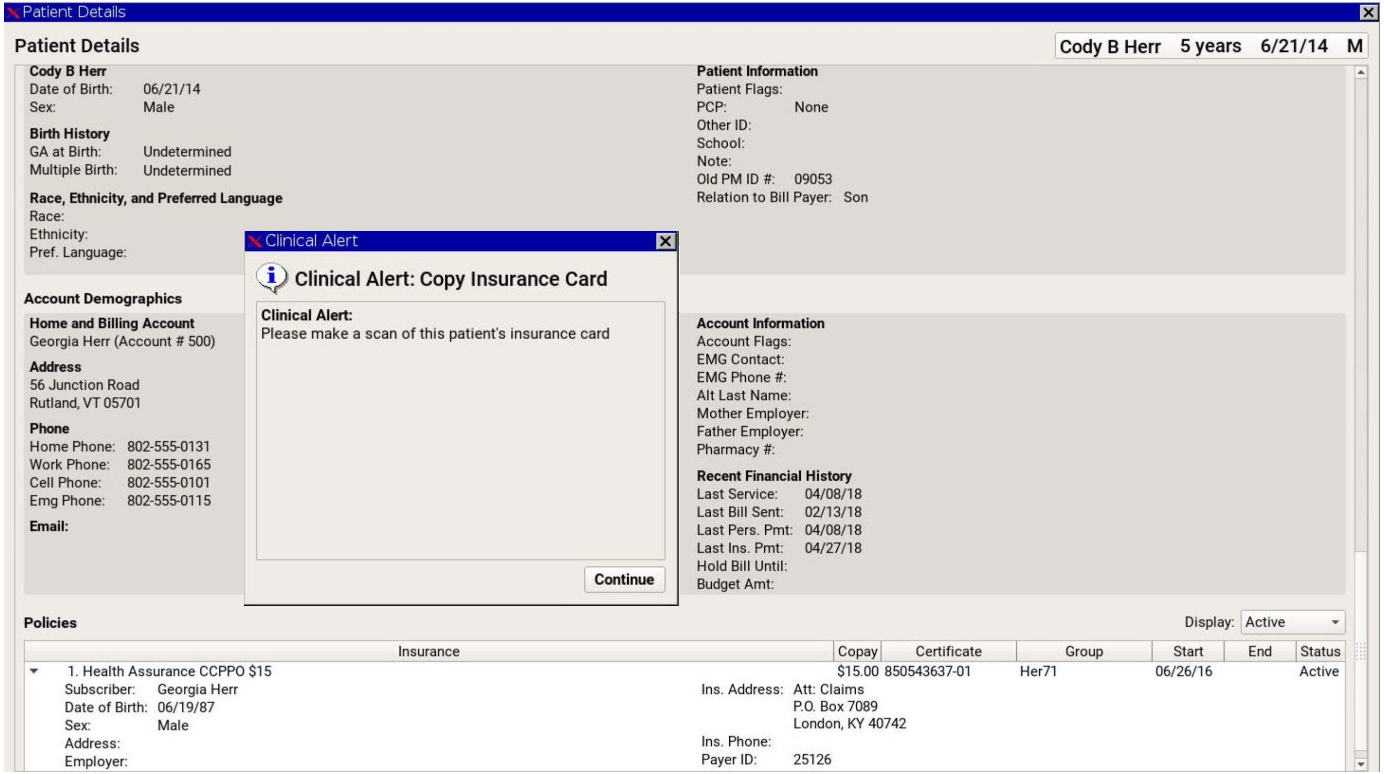
Personal Collections: Pre-Visit

When Does the Collection Process Start?

- Scheduling: verify demographics, review billing flags, check current balances, ask for assistance from your billing staff
- Appointment Verification: are demographics still current? Remind families of past due balances and expected copays, is your insurance card up to date?
- Billing Department Prep: are you prepared to have front office staff transfer families to you? How much do you handle before sending them back to the scheduler?

Personal Collections: Pre-Visit

Scheduling



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Personal Collections: Pre-Visit

Appointment Verification

Points to make during appointment verification

- Verify date, time, and visit reason
- Remind patient of expected copays, outstanding balances, and insurance cards
- Not all staff is comfortable discussing financial materials on the phone, having a script is ok, deferring the phone call to billing is ok. What's best for YOU should be the policy

Accurate review of the above improves

- Collection time, bad address returns, and reminder call success rates

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THRIVING THROUGH CHANGE

Personal Collections: Pre-Visit

Scheduling

Patient Details

Patient Details Cody B Herr 5 years 6/21/14 M

Account Balances

Georgia Herr (Account # 500)

Aging	0-29 days	30-59 days	60-89 days	90-119 days	120+ days	Credit	Total Balance
Personal	0.00	0.00	0.00	0.00	**496.00**	0.00	496.00
Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medicaid	0.00	0.00	0.00	0.00	0.00	0.00	0.00

▼ Encounters with Outstanding Personal Balances

Cody Herr (PCC# 2186) Elizabeth Mary Casey, MD Winooski Pediatrics

Date	Description	Charge	Payment/Adj	Insurance Due	Medicaid Due	Personal Due
11/02/17	OV Expanded Focus	56.00		0.00		**15.00**
11/17/17	Ins Pmt - Health Assurance CCPPO $15		32.44			
11/17/17	Ins Adj - Health Assurance CCPPO $15		8.56			
11/02/17	Hemocult	7.00		0.00		0.00
11/17/17	Ins Pmt - Health Assurance CCPPO $15		0.00			
11/17/17	Ins Adj - Health Assurance CCPPO $15		3.32			
01/28/18	Personal Check Payment - Personal		3.68			
		63.00	48.00	0.00	0.00	**15.00**

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THRIVING THROUGH CHANGE

Personal Collections: The Front Desk

Set Expectations

- The best time to collect is face to face

What is due at TOS?

- Copays
- Deductibles
- Current and accurate policy and demographic data
- Auto-Pay options and paperwork
- Self-Pay options and explanation / estimate sheets (laminated and available)

Personal Collections: The Front Desk

Collect at Time of Service

- Expecting Vs. Collecting
- Trust staff but verify compliance
- Expectations are for everyone
- Incentivize your staff, find value, and set goals
- Track progress

Personal Collections: The Front Desk

Copay Collection Ratio

Practice Management

Session 1

Copay Collection Ratio pcc 07/01/2019 14:35:09

Transaction Date	Copay	Amount of Copay Paid	Copay Collection Ratio
01/01/18	$30.00	$26.13	87.10%
01/02/18	$50.00	$30.00	60.00%
01/03/18	$25.00	$25.00	100.00%
01/04/18	$195.00	$185.00	94.87%
01/05/18	$205.00	$190.00	92.68%
01/06/18	$458.50	$458.50	100.00%
01/07/18	$115.00	$110.00	95.65%
01/08/18	$245.00	$235.00	95.92%
01/09/18	$65.00	$35.00	53.85%
01/11/18	$350.00	$315.00	90.00%
01/12/18	$355.00	$355.00	100.00%
01/13/18	$441.80	$441.80	100.00%

Personal Collections: The Front Desk

Collect at Time of Service

- Use what you know
- Morning huddles are important for front staff, not just clinical
- Be accountable for all expected collections
- Integrate as an end of work day task

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THRIVING THROUGH CHANGE

Personal Collections: The Front Desk

Collection Worksheet

Practice Management

+ Session 1

Provider of Service: Elizabeth Mary Casey, MD   Place of Service: Winooski Pediatrics

Date	Time	Patient Name	Personal Due	Comments	Today's Charges	Total Owed	Total Collected	I
07/19/19	9:30am	Flintstone, Dino	$ 30.89					
07/19/19	10:00am	Flintstone, Pebb	$ 30.89					
07/19/19	10:15am	Simpson, Bart	$ 30.89					
07/19/19	11:30am	Baker, Alisa M.	$ 56.00					
07/19/19	1:00pm	Herr, Cody B	$ 496.00					
07/19/19	1:30pm	Herr, Jane	$ 496.00					
07/19/19	2:15pm	Harvey Sr., Rica	$ 36.73					
07/19/19	3:30pm	Blose, Kristen L	$ 149.00					
07/19/19	4:30pm	Kienzle P.C, Ash	$ 426.00					

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THRIVING THROUGH CHANGE

Personal Collections: The Front Desk

Insurance Eligibility

- Use notes for front desk to see during checkin
- Verify insurance card is up to date
- Have an estimate worksheet for self-pay available at front desk

Personal Collections: The Front Desk

Eligibility

Insurance Eligibility

Insurance Eligibility

Fri 07/19/19

Appointments: 21

Time	Patient	Insurance Group	Response Date	Coverage Status	Verification Status	Verification Date
9:30am	Flintstone, Dino	Aetna HDHP	n/a	n/a		
10:00am	Flintstone, Pebbles	Aetna HDHP	n/a	n/a		
4:15pm	Lingle, Gavin	BCBS	n/a	n/a		
11:30am	Baker, Alisa M.	Blue Shield	n/a	n/a		
2:00pm	Meyer, Nicole	Blue Shield	n/a	n/a		
2:15pm	Harvey Sr., Ricardo "Luke" Keith	Blue Shield	n/a	n/a		
2:30pm	Meyer JR., Lauren "Chris" Elizabeth	Blue Shield	n/a	n/a		
2:45pm	Meyer, Michael	Blue Shield	n/a	n/a		
3:30pm	Blose, Kristen L	Blue Shield	n/a	n/a		
4:30pm	Kienzle P.C, Ashley "John" Wayne	Cap BC				
10:00am	Purcell III., Jack "Wesley" Martin	Health Assurance	n/a	n/a		
10:30am	Purcell, Nicole	Health Assurance	n/a	n/a		
11:00am	Supinski SR., Hannah "Robbie" Brooke	Health Assurance	n/a	n/a		
11:30am	Supinski, Dawn	Health Assurance	n/a	n/a		
1:00pm	Herr, Cody B	Health Assurance	n/a	n/a		
1:30pm	Herr, Jane	Health Assurance	n/a	n/a		
3:00pm	Wagner, Hannah	Keystone HealthPlan	n/a	n/a		
10:15am	Simpson, Bart	Medicaid	n/a	n/a		
9:30am	Dockendorf, Hope W	Self Pay	n/a	n/a		
3:30pm	Harris II., Alandra "Abby" Angel	Self Pay	n/a	n/a		
3:45pm	Harris, Summer	Self Pay	n/a	n/a		

Location: All Locations

Insurance Group: All Insurance Groups

Coverage Status: All Statuses

Verification Status: All Statuses

Request Eligibility | Close | Open

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Personal Collections: The Front Desk

Insurance at Checkin

- New card? Scan the front and back, both can be important
- Have accurate policy details
- New calendar year? Ask “Did you receive a new insurance card?”

Personal Collections: The Front Desk

Policies

Patient Check-In

Cody B Herr 5 years 6/21/14 M

Insurance Eligibility

Appt: 5yr Well Visit 07/19/19 1:00pm Elizabeth Mary Casey, MD

PCP: None

Eligibility Notes:

Health Assurance CCPPO $15

Copay: $15.00 Cert: 850543637-01 Group: Her71 Subscriber: Georgia Herr

Status: mm/dd/yy

Eligibility Response: **This insurance plan is not configured to submit eligibility requests.**

Policies

Edit Policy **Add Policy** Display: All Statuses

Insurance		Copay	Certificate	Group	Start	End	Status
1. Health Assurance CCPPO $15 Subscriber: Georgia Herr Date of Birth: 06/19/87 Sex: Male Address: Employer: Pt. Relationship to Subscriber: Son	Ins. Address: Att: Claims P.O. Box 7089 London, KY 40742 Ins. Phone: Payer ID: 25126 Ins. Notes:	$15.00	850543637-01	Her71	06/26/16		Active
Health Assurance CCPPO $15 Subscriber: Georgia Herr Date of Birth: 06/19/87 Sex: Male Address: Employer: Pt. Relationship to Subscriber: Son	Ins. Address: Att: Claims P.O. Box 7089 London, KY 40742 Ins. Phone: Payer ID: 25126 Ins. Notes:	$15.00	066882241	Her633	03/27/13	06/25/16	Expired
Health Assurance Healthstyles $10 Subscriber: Georgia Herr Date of Birth: 06/19/87 Sex: Male Address: Employer: Pt. Relationship to Subscriber: Son	Ins. Address: Att: Claims P.O. Box 7089 London, KY 40742 Ins. Phone: Payer ID: 25126 Ins. Notes:	$10.00	066882241	Her244	06/26/12	03/26/13	Expired

Personal Collections: The Front Desk

Multitasking Fallacy

- “Switchtasking” decreases productivity
- Sometimes more than double the effort
- Quality decreases
- Stress of staff increases

Personal Collections: The Front Desk

Checkin

- Front desk can answer a family's questions
- Details are available on past due personal balances
- TOS payments and receipts are available in checkin
- Be available to answer questions or have billing support you

Personal Collections: The Front Desk

Checkin

Patient Check-In — Cody B Herr 5 years 6/21/14 M

Work Phone: 802-555-0165
Cell Phone: 802-555-0101
Emg Phone: 802-555-0115
Email:

Last Service: 04/08/18
Last Bill Sent: 02/13/18
Last Pers. Pmt: 04/08/18
Last Ins. Pmt: 04/27/18
Hold Bill Until:
Budget Amt: $

Insurance Eligibility
Appt: 5yr Well Visit 07/19/19 1:00pm Elizabeth Mary Casey, MD
PCP: None
Eligibility Notes:

Health Assurance CCPPO $15
Copay: $15.00 Cert: 850543637-01 Group: Her71 Subscriber: Georgia Herr
Status: mm/dd/yy
Eligibility Response: **This insurance plan is not configured to submit eligibility requests.**

Policies — Edit Policy | Add Policy | Display: Active

Insurance	Copay	Certificate	Group	Start	End	Status
1. Health Assurance CCPPO $15	$15.00	850543637-01	Her71	06/26/16		Active

Account Balances
Georgia Herr (Account # 500)

Aging	0-29 days	30-59 days	60-89 days	90-119 days	120+ days	Credit	Total Balance
Personal	0.00	0.00	0.00	0.00	**496.00**	0.00	496.00
Insurance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Medicaid	0.00	0.00	0.00	0.00	0.00	0.00	0.00

▶ Encounters with Outstanding Personal Balances

Time of Service Payments
Georgia Herr (Account # 500)

Patient	Visit Reason	Insurance	Due	Description
Cody B Herr	5yr Well Visit	Health Assurance CCPPO $15	**15.00**	Expected Copay
Jane Herr	2yr Well Visit	Health Assurance CCPPO $15	**15.00**	Expected Copay
			496.00	Personal Balance
			526.00	Expected Balance

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THRIVING THROUGH CHANGE

Personal Collections: The Front Desk

Helpful is Important

- Decide who answers detailed questions and stick to it!!!
- Be available!

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Personal Collections: The Front Desk

Self Pay Configuration

- Set up a self pay policy configuration to include TOS discounts
- Have an explanation sheet and range of discounted charges available for discussion with non-insured patients
- Discuss the pros of paying at time of service and receiving a discount

Personal Collections: Personal Statements

- The Patient Portal
- “Auto-Pay”
- ebills Vs. bills
- Cycle billing
- Billing messages
- Find bills sent in the past

Personal Collections: Patient Portal

Make Payments Easy

- The Patient Portal
    1. See current balances in the patient portal
    2. Display all charges while retaining privacy

Personal Collections: Patient Portal

Dino's chart is privacy-enabled, so while Pebbles's charges show the provider, location, and procedure name, Dino's do not

Personal Balance as of 05/03/19

Fred Flintstone $60.00

Dino Flintstone (Privacy Enabled)		
11/27/18		
Total Charge	$	79.00
Payments/Adjustments	-$	0.00
Pending Insurance	-$	64.00
Personal Balance	**$**	**15.00**
Pebbles Flintstone (Dr. Davidson, Winooski)		
11/27/18 OV Expanded Focus		
Total Charge	$	79.00
Payments/Adjustments	-$	0.00
Pending Insurance	-$	64.00
Personal Balance	**$**	**15.00**
Dino Flintstone (Privacy Enabled)		
04/22/19		
Total Charge	$	30.00
Payments/Adjustments	-$	0.00
Pending Insurance	-$	15.00
Personal Balance	**$**	**15.00**
Pebbles Flintstone (Dr. Casey, Winooski)		
04/22/19 OV Minimal		
Total Charge	$	30.00
Payments/Adjustments	-$	0.00
Pending Insurance	-$	15.00
Personal Balance	**$**	**15.00**

Total Personal Balance $60.00

This is not a bill and may not reflect the entire account balance.

Make a Payment

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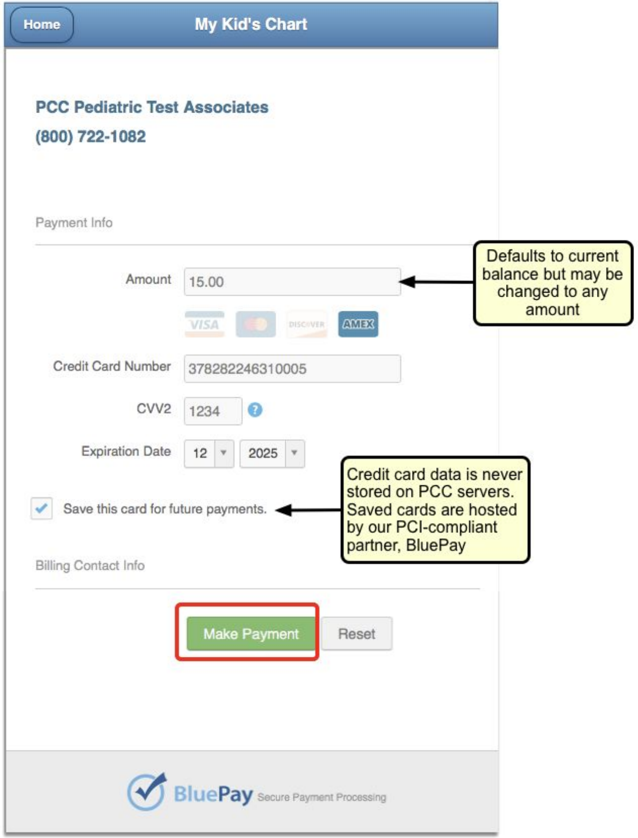
Personal Collections: Patient Portal

Make Payments Easy

- Patient Portal Payments
  1. Variety of payment types available
  2. Save multiple cards; credit, debit, HSA, any that use standard CC processing
  3. Security: You do not store the credit cards on your PCC server. Due to our partnership with Payments Pro's they store all credit card information in a PCI compliant environment for you.

Personal Collections: Patient Portal



Personal Collections: Automatic Balance Collection

Make Payments Easy

- Promote online bill pay and auto-payment options
- If patients can pay via your website then highlight this on personal bills
- If you keep credit cards on file then promote this as an auto-payment option
- Remove automatic bills in favor of automatic balance collection
- Have a 7 day letter for credit cards on file collection (Auto-Pay)

https://kidspluspgh.com/payments/kids-autopay/

Personal Collections: Budget Plans

Setting up a Budget Plan

- Create a form letter explaining their responsibilities
- Update budget field in the family editor
- Give the account a flag so you can easily review the accounts on a payment plan and verify they are paying
- Have a set internal policy on the boundaries of a budget plan.
- Have the entire practice know and review the internal financial policy criteria and revisit it yearly.

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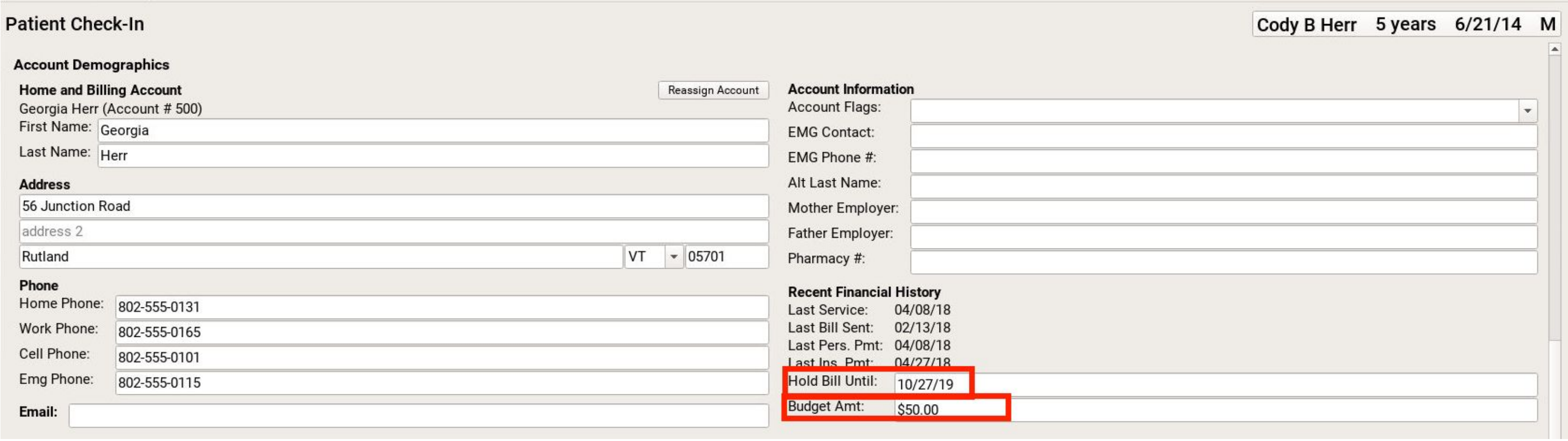
THRIVING THROUGH CHANGE

Personal Collections: Budget Plans

Setting up a Budget Plan

- Add budget amount and it appears on personal bills as the amount due field



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Personal Collections: Budget Plans

Setting up a Budget Plan

- Have personal messages, office messages, and payment websites go out on your bill

PCC Pediatric Test Associates
Thank you for entrusting your children to our office.

Billing Date	Pay This Amount	Account #
07/02/19	$ 728.00	556

Pmt Method: MasterCard Visa Amex Check
Card#: | Amt:
Sig: | Exp:

NOTICE:
You are currently on a monthly budget plan of $50.00, thank you for working with us.

Pay your bill on line at:
www.pcc.com/payments

Budget Amount: $ 50.00

Raymond DeFrank
Mhs Box 046
Starksboro, VT 05487

Send Payment To:
PCC Pediatric Test Associates
20 Winooski Falls Way
Suite 7
Winooski, VT 05404-2228
(800) 722-1082

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Personal Collections: Personal Statements

Ebills

- Looks more professional
- Submit electronically
- 76¢ per bill and 19¢ for each additional page. (This includes postage)

Vs. Bills

- Plain printing, nothing fancy
- Print in your office
- Folding, stuffing, stamping and time costs
- More control
- Consider using colored paper for delinquent bills

Personal Collections: Personal Statements

Billing Cycle

- Send out bills weekly instead of monthly
- Personal bills come in all month and not all at once
- Set cycles to 28 days and never print a duplicate bill on off weeks
- Breaking up the bills gives billers more time for other tasks

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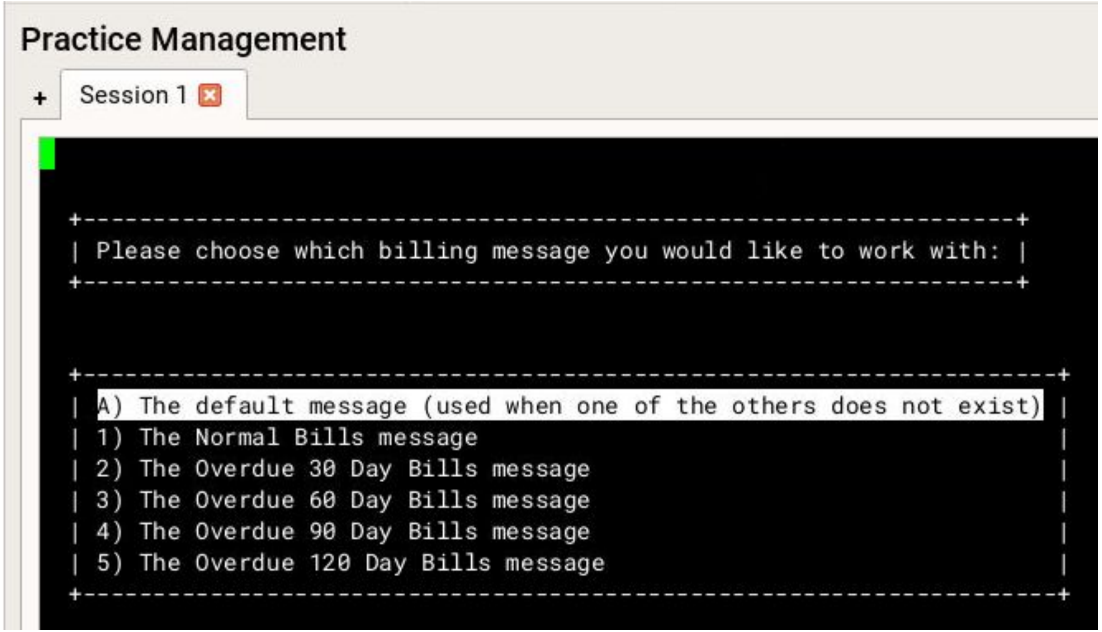
Personal Collections: Personal Statements

Billing Messages (billmsg)



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Personal Collections: Personal Statements

Partner Cycle Billing

- Set your cycle to 28 days
- Run bills weekly
- SRS support - Claims never submitted (Personal only)
- Auto-Flagging - Have letters flag accounts that receive them
- When does an account get a bill?

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Personal Collections: Prioritize Balance Follow Up

Two Meanings of Prioritize

1. Prioritize your accounts

- Put accounts in the order you want to resolve them
- Sort by amount, age of bill, by flag, or a combination of choices
- Have explanation letters based on flag like COB denials

2. Prioritize based on your internal policies!

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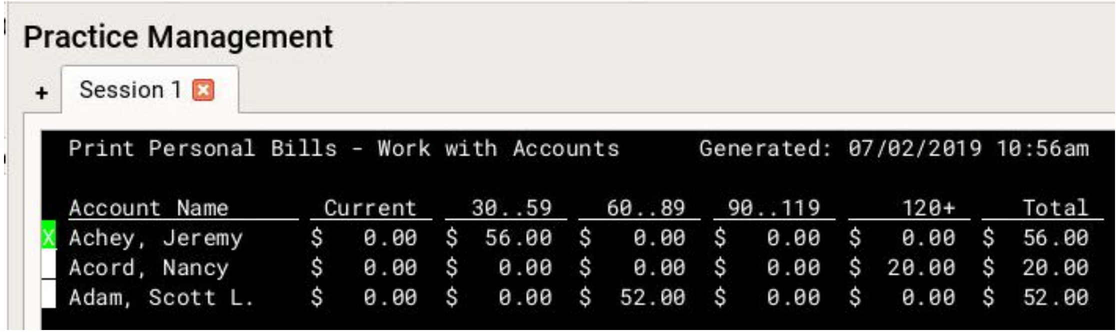
Personal Collections: Bills Program

Work with accounts to review your bills before printing or submitting



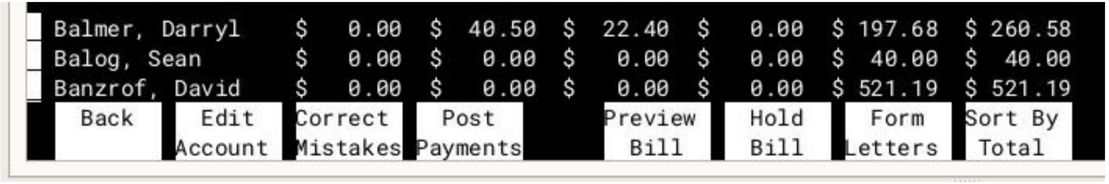
Practice Management

Session 1

Print Personal Bills - Work with Accounts Generated: 07/02/2019 10:56am

	Account Name	Current	30..59	60..89	90..119	120+	Total
X	Achey, Jeremy	$ 0.00	$ 56.00	$ 0.00	$ 0.00	$ 0.00	$ 56.00
	Acord, Nancy	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 20.00	$ 20.00
	Adam, Scott L.	$ 0.00	$ 0.00	$ 52.00	$ 0.00	$ 0.00	$ 52.00

Function keys allow for a variety of updates before mass printing bills



Balmer, Darryl	$ 0.00	$ 40.50	$ 22.40	$ 0.00	$ 197.68	$ 260.58
Balog, Sean	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 40.00	$ 40.00
Banzrof, David	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 521.19	$ 521.19

Back | Edit Account | Correct Mistakes | Post Payments | Preview Bill | Hold Bill | Form Letters | Sort By Total

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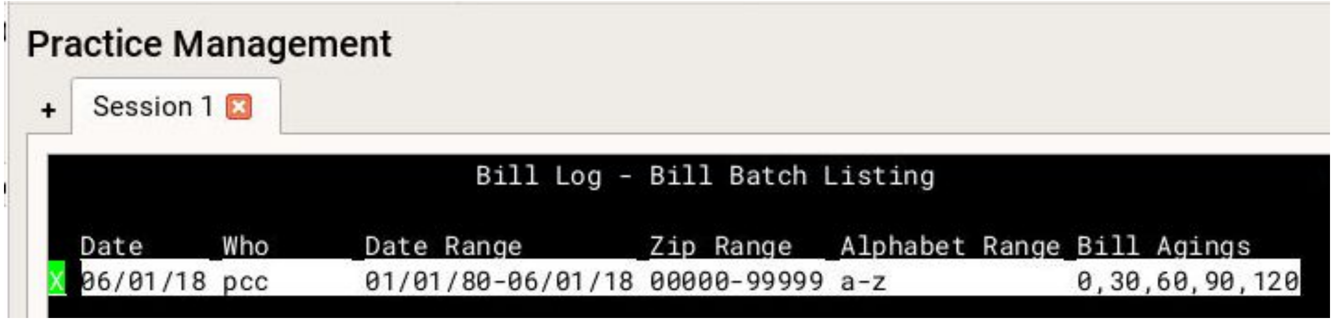
Personal Collections: Bills Log

Billlog (F8 in bills) allows research of previously sent bills



Personal Collections: Bills Log

- Who received a bill
- Includes bill amount
- View actual bill sent (F1)
- Sort by name or amount

Accounts billed lets you see

Practice Management

+ Session 1

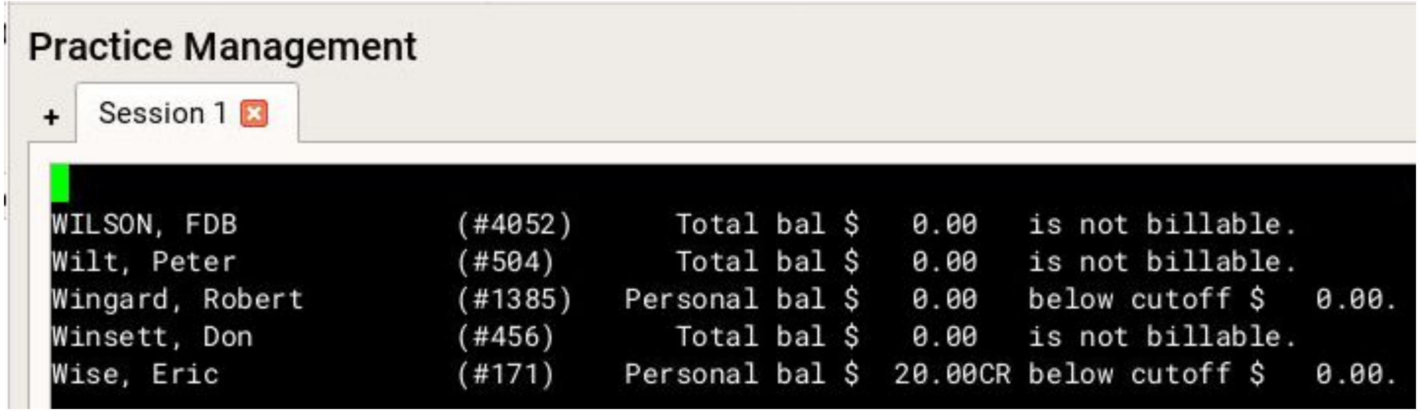
Bill Log - Listing of Accounts Billed

	Name	Bill Amount
X	DeFrank, Raymond	$ 728.00
	Acker, Paul M	$ 607.60
	Vanbrunt, Alan	$ 593.00
	James, Scott	$ 556.00
	Dunn, Lawrence	$ 550.00
	Kimmel, Richard	$ 538.00
	Benovy, Dan	$ 534.00
	Banzrof, David	$ 521.19
	Hoffman, Henry	$ 519.50
	Parrish, Bobbi Jo	$ 508.00
	Richardson, Gregory	$ 503.00

Personal Collections: Bills Log

Accounts not billed lets you see

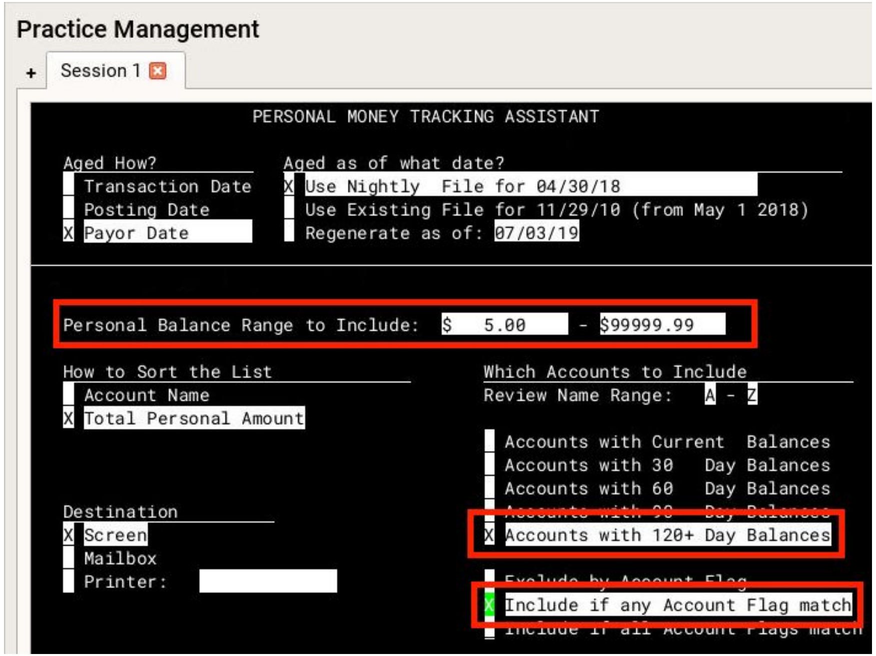
- Who did not receive a bill
- Why they did not get a bill
- Searchable accounts by name



Personal Collections: Persview

When You Need to Bill One Account at a Time

- Use your bills cutoff balance
- Focus on one aged account at a time
- Include / Exclude by specific flag



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THRIVING THROUGH CHANGE

Personal Collections: Persview

Working with *INDIVIDUAL* accounts

- Many function keys help you review each account
- Work with all lets you run commands for all accounts listed

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WORKING WITH *INDIVIDUAL* ACCOUNTS

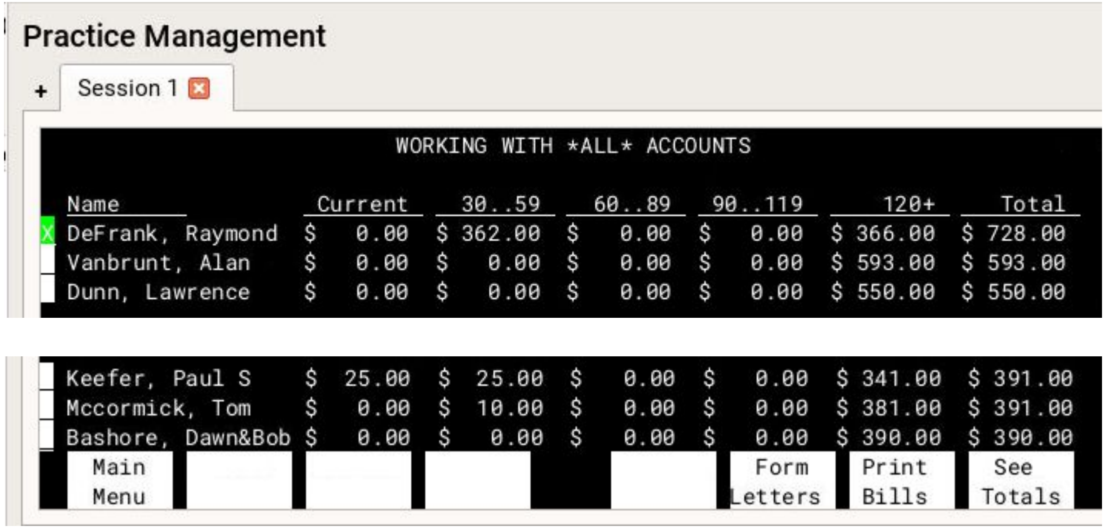
	Name	Current	30..59	60..89	90..119	120+	Total
X	DeFrank, Raymond	$ 0.00	$ 362.00	$ 0.00	$ 0.00	$ 366.00	$ 728.00
	Vanbrunt, Alan	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 593.00	$ 593.00
	Dunn, Lawrence	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 550.00	$ 550.00
	Keefer, Paul S	$ 25.00	$ 25.00	$ 0.00	$ 0.00	$ 341.00	$ 391.00
	Mccormick, Tom	$ 0.00	$ 10.00	$ 0.00	$ 0.00	$ 381.00	$ 391.00
	Bashore, Dawn&Bob	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 390.00	$ 390.00

Main Menu | Edit Account | Refund | Pam | Daysheet History | Form Letters | Print One Bill | Work With All

Personal Collections: Persview

Working with *ALL* accounts

- Print a bill for every account on the list
- Use form letters to automatically add flags to each account and print a letter



Practice Management

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WORKING WITH *ALL* ACCOUNTS

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	Bashore, Dawn&Bob	$ 0.00	$ 0.00	$ 0.00	$ 0.00	$ 390.00	$ 390.00

Main Menu | Form Letters | Print Bills | See Totals

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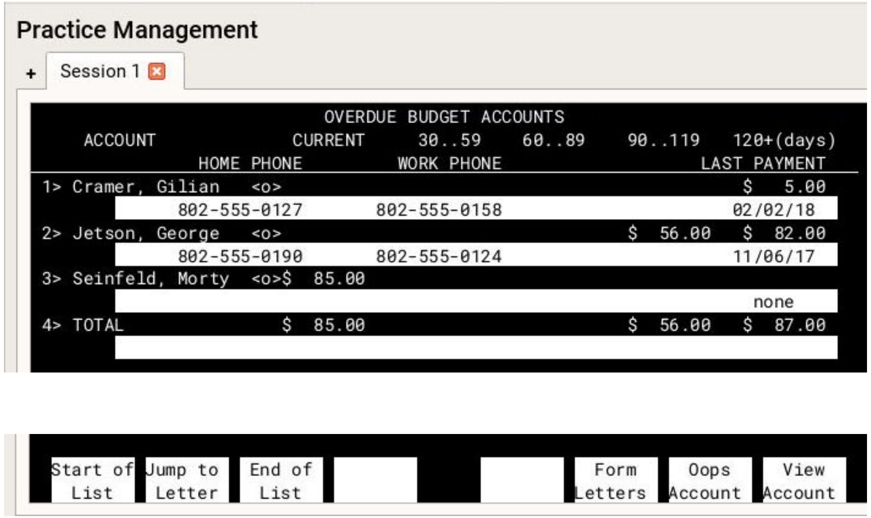
Personal Collections: Special Accounts Editor (cfs)

Reviewing Flagged Accounts

- Print form letters easily
- Jump in correct mistakes as needed
- Access collection reports
- Update demographics
- Last payment include copays!



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THRIVING THROUGH CHANGE

Personal Collections: Notify

Notify Allows You to Send Overdue Personal Account Balance Notifications

- “Hello this is [Pediatric Practice] calling. Our records indicate that your account is more than [60] days overdue. Please call our office at [800-722-1082] to arrange payment today. Thank you.”

Personal Collections: When All Else Fails...

Collection Referrals

- Revisit your internal policy for massively overdue accounts
- Do you write off balance under a certain amount?
- What flags do you generate?
- Do you refer an account to a collection agency?
- What is your pre-collection policy?
- Do you have an existing agency?
- Do you dismiss a family for delinquency?

Personal Collections: When All Else Fails…

To refer, or not to refer?

- Define delinquency thresholds in internal and external policies
- Do you send to collections for nonpayment alone?
- Does lack of contact carry the same penalties?
- Do you have a budget plan option? What are the upper limits?

Personal Collections: When All Else Fails...

Collections

When sending an account to a collection agency you have two options

1. Adjust off charges
2. Pend charges to agency

Regardless of the option you choose

- Print charge information for collection agency
- Have a custom report to run with collection details

Personal Collections: When All Else Fails...

Adjusting Off Charges to Collections

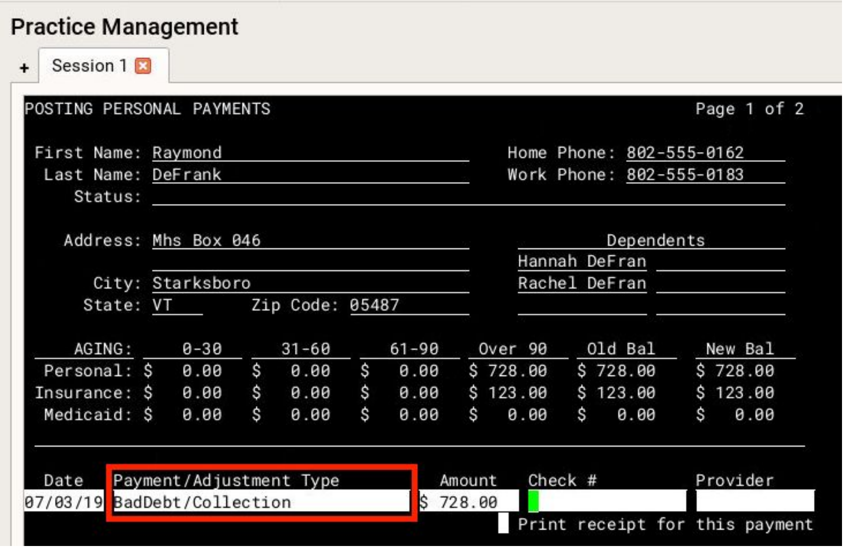
Run Post Personal Payments (pam)

- Find Account
- Post bad debt / collection adjustment and link to delinquent charges
- Do you post an additional collection fee? Make this part of your financial policies, both internal and external.
- Add collection flag to account
- Update Account notes

Personal Collections: When All Else Fails...

Adjusting Off Charges to Collections

- Post Adjustment
- Link adjustment to delinquent charges
- Add collection flag and account note



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Personal Collections: When All Else Fails...

Collection Agency Follow Up

When you receive a payment from the collection agency do one of the following

- Delete the bad debt adjustment and post the payment using a collections payment type
- Post a “collection income” adjustment in the refund program then post a collection payment against it.

Did the family pay the office directly? Make sure to contact the collection agency.

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Personal Collections: When All Else Fails...

Write Offs

When you are not referring to a collection agency

- Write off all balances beyond reason
- Flag the accounts
- Review flagged accounts annually when reviewing your internal financial policy

Personal Collections: Reporting

Smart Report Suite (srs)

- Billing & Collection Reports (Category)
- Accounts with Credit Balances
- Collection Worksheet for Appointments
- Copay Collection Ratio
- Insurance Eligibility
- Insurance Eligibility for Same Day Appointments
- Claims Never Submitted (Personal & Self Pay plans only)

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THRIVING THROUGH CHANGE

Personal Collections: Review

Personal Collections Tasks

- Send personal bills
- Post payments
- Work personal A/R
- Work with collections
- Run collection reports

Personal Collections:Wrap Up

Take a minute to identify from this course at least ONE To Do item you'll commit to completing when you return to your office

Personal Collections: Takeaways

Today you learned:

1.
2.
3.