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## Letter from the President



**Susan Reichert, FACMPE**  
President, MGMA-MO

A few weeks ago, I was having what I would call "one of those days" that I am sure we all have at times. I was racing around trying to get ready for back-to-back meetings and then had to travel for yet another meeting to one of my clinic sites later on that day. On top of that, I was mentally trying to prepare for the things I had to do for the next day! All in all a standard day, however for some reason this particular day nothing seemed to go according to MY plan! When I got into the car that afternoon to go to the clinic site, I do what I always do and crank up the music. I honestly cannot remember what station I was tuned into but the message of the song on the radio was "it's a beautiful day". The interesting thing is it was not just one line in the song, it was sang repeatedly.... When I stopped my mind long enough to really listen to the words, a sense of calm came over me. I decided at that moment that amidst all of the craziness that my work life brought to me that day, I needed to stop and appreciate the day and all of the beauty that surrounds me.

At times, our job responsibilities are so overwhelming it is so easy to forget the beauty that we need to keep in our life. Look for the little things; beauty does not always come in large packages. It comes in all sizes! Another interesting thing that came to me on this same day as I ended my day reading at home from a random magazine was this quote from the movie "Ferris Bueller's Day Off" that was mentioned in an article. "Life moves pretty fast. If you don't stop and look around once in a while, you could miss it." I would challenge everyone to find a little beauty in each of your days so you do not miss it! The more you look for it the easier it will be to find, my friends.

I hope you are planning to join me at the spring conference being held May 7-9 at Tan-Tar-A Resort in Osage Beach. Our conference planning committee has worked diligently to bring you relevant and timely topics. We are very excited to hold this conference for you. I hope to see you there and by the way, there are beautiful things to see at the lake as well!

**Susan Reichert, FACMPE**  
President, MGMA-MO  
[Susan.Reichert@coxhealth.com](mailto:Susan.Reichert@coxhealth.com)



# MGMA-MO 2017 Spring Conference

## Leader Champions / Practice Champions

### May 7-9, 2017 • Tan-Tar-A Resort

Don't Miss Out! There is still time to register for the MGMA Missouri conference May 7-9, 2017 at Tan-Tar-A Resort in Osage Beach. Check out the conference brochure and videos on the website. We have something for everyone whether you are a new practice manager, experienced practice manager, hospital or private practice, interested in practice management or a certified coder.

On Sunday, we have preconference sessions for new managers, those interested in obtaining ACMPE certification or fellowship status, and looking at the future of Human Resources. **Since the conference starts on Kentucky Derby weekend, thus the Kentucky Derby theme, please join us on opening night and dress up as if you are attending the Kentucky Derby (big hats and all).** On Monday, there will be several breakout sessions covering Patient Engagement, Quality and Efficiency Measurement, Moving from Volume to Value, Telemedicine, Cyber Security, Physician Burnout, Collections, Risk Management and sessions regarding coding and documentation.

AANNDD you do not want to miss our keynote speakers. Sunday night, **Jay Rifenburg**, an internationally renowned speaker, will be talking about **No Excuse! Incorporating Core Values, Accountability and Balance in your Life and Career.** We are very excited **Donn Sorensen**, Mercy East Region President and current AMGA Board Chair, will be joining us to discuss **Big-Hearted Leadership** in his keynote address on Monday morning. Monday afternoon, Attorney **Rich Sanders** will be speaking on **The Early Days of the Trump Administration and Its Impact on Healthcare.** And on Tuesday, **Suzanne Falk** from National MGMA Government Affairs will update us on the latest from Washington as well as assisting us in staying on track understanding and implementing MACRA and whatever other changes await the Healthcare industry in the coming years. We will also be joined on Tuesday by **Joe Mull**, an energetic and entertaining speaker (check out his video on the

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website as well) on **Motivating Healthcare Teams in an Era of Change**, More Work, & Fewer Resources.

You will also be able to visit the many vendor booths in the Exhibit hall; without whom we could not present the caliber of speakers we do year after year. And of course, networking with your peers throughout the conference. Please join us at the MGMA Missouri Spring Conference **Leader Champions Practice Champions** May 7-9, 2017 at Tan-Tar-A Resort in Osage Beach.

- Sharon E. Sagarra, MBA, FACMPE  
2017 Conference Chair and President-Elect  
[sharon.sagarra@gmail.com](mailto:sharon.sagarra@gmail.com)

# Out of the Gate: Meet Our Spring Conference Speakers

This year's conference planning committee has worked hard to secure these tremendous speakers!

## Quality and Efficiency Measurement in Healthcare

**Adele Allison**, Director of Provider Innovation Systems at DST Systems. More and more payers are measuring the quality and efficiency provided by hospitals, physicians and non-physician providers to become purchasers of value. Adele's session will focus on the measures being used by payers to determine the value of services delivered, including under the Merit-based Incentive Payment System (MIPS), as a factor in reimbursement determination; and, underscore workflow redesign necessary for consistent data capture during the clinical workflow including the various sources and uses of data produced by providers.



## The Why and How of Chart Auditing Clinical Documentation Improvement Coder Liability

**Tracy Bird FACMPE, CPC, CMPA, CEMC, CPC-I** is the CEO of Medical Practice Advisors and a popular MGMA-MO conference speaker. Tracy has over 40 years of experience in various specialties in the areas of practice management, billing and coding, and policy and procedure development. Tracy will lead three sessions on the topics of chart auditing, clinical documentation and coder liability.



## Addressing Physician Burnout by Instilling a Culture of Continuous Physician Engagement

**Timothy Childers, CPA**, Partner and **Curt Mayse, FACMPE**, Principal both with CliftonLarsonAllen, discuss proven ways to engage physicians in the proper activities in your practice and keep them enthused after the honeymoon period. We will look at ways to recognize and remedy physician burnout. We will also learn how to instill a culture of physician leadership by developing and establishing learning programs targeted for improving physician engagement and leadership.



## Improved Patient Engagement through Improved Patient Experience

**Stephen A. Dickens JD, FACMPE** is the Assistant Vice President of Medical Practice Services with SVMIC. Steve has spent the last 23 years working with physicians in various roles including 15 years in medical practice, hospital and home care executive positions before joining SVMIC in 2008. He is a Past Chair of national MGMA and a past president of Tennessee MGMA. At the conclusion of this session, participants should be able to identify the components to patient engagement; recognize the need to transition from measuring patient satisfaction to patient experience; and understand the importance of patient experience to the practice's financial wellbeing.



## Washington Update

**Suzanne Falk**, Associate Director of Government Affairs Representative at MGMA, will be with us to give an update on critical information about legislative proposals under consideration in Washington, DC and timely regulatory issues.

## Using Telemedicine to Drive Value in the Medical Practice

**Stephen Gebhart MHA, MBA, CMPE** is the Vice President of Operations at Mercy Clinic-Fort Smith. We are very happy to welcome back our 2014-2015 MGMA-MO past president. Steve will examine the application of telemedicine in areas that will drive value to medical groups, providing better access to care for patients ranging from primary care to specialty services to better patient management in the hospital setting.



# Out of the Gate: Meet Our Spring Conference Speakers

## Risk Management Jeopardy

**Mark Hakim, MBA, CPHRM** is the Director of Strategic Partnerships and Risk Resource Department at ProAssurance and leads this interactive presentation that will take the audience through a series of risk management questions much in the same fashion as the popular game show. Posing questions, providing answers and group discussion, will enhance the learning experience while having fun at the same time. From basic risk management concepts to cutting edge issues, this presentation will have something for all practice managers.



## Seeing into the Future of Human Resources Issues



**Kyle J. Haubrich, JD**, Council at Sandberg Phoenix & von Gontard P.C. moderates as you brainstorm with your peers and learn what challenges and successes other physician offices are dealing with in Human Resources. Kyle will lead an interactive session as we explore the many HR topics you face on a day-to-day basis.

## HIPPA's Bite Catching Up with its Bark

In this session **Kyle J. Haubrich, JD** will give an overview of HIPAA and its general compliance requirements. Walk away with knowing what should be in your manual, training requirements, risk analysis and documentation. Kyle will also share some non-compliance nightmares and what you can learn from them.

## Discussing Collections, Patient Experience and Automation

**Jamie McCarthy** is the Director of Business Development at Phreesia and will lead a panel discussion on the topic of how to leverage PM and EHR products to transition medical groups to new technologies aimed at increasing collections and automating elements of the patient visit.



## Cyber Security

**John Motazed** is the CEO of SNC Squared Technology Group and will be discussing the newest threats, attacks and internal employee issues that can affect your practice. This will be an interactive presentation and attendees we will be given sample policies to be used in their offices to help reduce the liabilities from employee's actions and behaviors.

## Motivating Healthcare Teams in an Era of Change, More Work, & Fewer Resources

**Joe Mull, M.Ed.** is a speaker, author and leadership trainer who works with organizations that want their practice leaders to engage, inspire and succeed. Drawing on fresh research in employee engagement and workplace psychology, Joe's dynamic presentation teaches leaders clear strategies for getting their teams firing on all cylinders.



## ACMPE Overview

**Merry Mullins, FACMPE**, President of Healthcare Management Experts, provides an ACMPE Overview that will put you on the right track to earning your ACMPE certification or fellowship. She will review the process and give you practical tools that will lead you to success.

## The Move from Volume to Value

**David Raney** is Vice President of Network and Business Development at CoxHealth. David will discuss the movement from volume-driven fee for service reimbursement to value-based compensation models, including Bundled Payments for Care Improvement, MACRA/MIPS, Medicare Advantage, and other programs that represent this shift in reimbursement.



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# Out of the Gate: Meet Our Spring Conference Speakers

## No Excuse! Incorporating Core Values, Accountability and Balance into Your Life and Career

**Jay Rifenburg** is an internationally renowned corporate speaker, trainer and consultant. In his exciting "No Excuse!" program Jay teaches, validates and supports the importance of key principles and skills, such as self-control, personal respect, forgiveness, passion and positive attitude, as they pertain to one's personal and professional success.



## The Early Days of the Trump Administration and Its Impact on Healthcare

**Richard D. Sanders, Esq.** is a Partner at The Sanders Law firm which has offices in Atlanta, Birmingham and Jacksonville. In his session Rich will review the initial activities of the Trump Administration and the Republican-majority United States Senate and House of Representatives and their resulting impact on the healthcare systems at a national and state level. In particular, we will discuss efforts to repeal the Patient Protection and Affordable Care Act of 2010, proposals to replace that system, and how that activity presents opportunities and challenges for physician practice managers in planning for the future.

that system, and how that activity presents opportunities and challenges for physician practice managers in planning for the future.

## Big Hearted Leadership

**Donn Sorensen MBA, FACMPE** is the President at Mercy-East Region. Donn's simple, straightforward style equips and inspires audiences to achieve greater success through kindness and compassion. During this session Donn will discuss how to establish an organizational culture that creates success through compassion, develop an effective leadership approach that values both productivity and people, and how to improve your skills at being present and transferring enthusiasm.



## New Managers Workshop

**Michelle Yarnall, CMPE, CPC** is an MGMA-MO past president and has more than 15 years of practice management experience. Michelle is the Practice Administrator of Pediatric Associates of SW Missouri. In the New Managers Workshop, Michelle will provide an overview on what you should know and understand in order to achieve success for your practice.

## 2017 EXHIBITORS AND SPONSORS\*

Make plans to spend time in our exhibit hall and learn how these companies can make your practice more successful through their products and services.

Account Resolution Corporation

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BKD, LLP

CareCloud

Cejka Search

CliftonLarsonAllen, LLP

DataFile Technologies

Home State Health

Keane Insurance Group

LabCorp

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Medical Liability Alliance/Providers Insurance

Consultants

MedPro Group

Missouri Care

Missouri Drug Card

Missouri State Medical Association

MMIC

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MSMA Insurance Agency

NORCAL Mutual Insurance Company

PathGroup

Perry Johnson & Associates, Inc.

Phreesia

ProAssurance

Professional Solutions Insurance Company

SNC Squared

Spectrum Enterprise

UnitedHealthcare

University of MO HMI

Wakefield & Associates

The Nominating Committee met on April 3, 2017 to discuss the nominees and finalize the slate of officers for the 2017-2018 MGMA-MO Board of Directors. On behalf of this year's committee, I am pleased to announce the following individuals:

President	Sharon Sagarra, FACMPE
President Elect	Brad Carney, CMPE
Treasurer	Ashley Petty
Secretary	Kyle Adkins
Past President	Susan Reichert, FACMPE

It should be noted that the Past President is automatically on the board by the nature of its role and title and that the Nominating Committee does not confer on this position. The committee is pleased to introduce you to the newest nominee, Kyle Adkins.

Kyle is the Administrator at Golden Valley Memorial Healthcare and has been with GVMH for twelve years. He was a speaker at our 2016 Spring Conference and has been an active member for many years. Kyle has served in leadership positions within several local not-for-profit organizations and is looking forward to bringing his energy and ideas to MGMA-Missouri.



I would like to thank my fellow colleagues who served on this year's Nominating Committee: Pat Francis, FACMPE, Paula Johnson, CMPE, and Michelle Yarnall, CMPE.

Susan Reichert  
President

**SAVE THE DATE**

2017  
MGMA-MISSOURI SPRING CONFERENCE  
**MAY 7-9**

**MGMA**  
Medical Group Management Association  
Missouri

**LEADER  
CHAMPIONS**

**PRACTICE  
CHAMPIONS**

### MGMA-MO Treasurer's Report

#### Bank Balances Ending 03/31/17

Checking	\$50,308.92
Money Market	\$91,832.65
Scholarship	\$19,585.63
Investment CDs	<u>\$100,000.00</u>
<b>Total</b>	<b>\$261,727.20</b>

# ACMPE News

Spring is here and it is time to do a little spring cleaning. Our spring conference is now less than a month away and it is time to get the New Year's resolution list out and mark off another professional goal. This is the year to take the next step in your career and become board-certified in the American College of Medical Practice Executives. If you are already board certified, why stop here? Fellowship is calling your name. We are fortunate in our field, we have the opportunity to continuously grow and learn. MGMA recognizes the need for this and has provided us with some great opportunities this year.



**Merry E Mullins,  
MBA, FACMPE**

As the conference committee is putting the last minute touches on our spring conference, you can begin preparing to take the next step in your professional career. Join me in the ACMPE Overview session on Sunday, May 7th at 3:00pm. During this session we will discuss the ACMPE requirements and develop a plan for you to pursue your certification or fellowship.

For those who haven't yet achieved your goal of becoming board certified, 2017 is your year! MGMA has made some changes in the exam and eligibility requirements. One of the changes is the redesign of the written exam. The Exam Development Committee has designed a scenario-based exam that will be introduced in September of 2017. The other change is the qualifications to apply for ACMPE certification. Beginning in 2019, in addition to requiring two years of health-care experience, and six months on a supervisory role, applicants will be required to hold a bachelor's degree or 120 college credit hours upon applying.

MGMA continues to look for ways to make the certification a goal that is attainable for managers, administrators and physicians who want to take the next step in their career. A few of the ways MGMA is helping is by offering on-demand study groups for board certification.

### Board Certification Study Group 2016 is on-demand

There were 8 weekly webinar modules covering the six (6) domains in the Body of Knowledge, which are open to members and non-members. See the [webinar series](#) in the MGMA store for more details, please point anyone interested in board certification to this webpage. The 2017 webinar series will begin in May. When you are ready to sit for the exams go to [www.mgma.com](http://www.mgma.com) and complete the application to take the exams. 2017 exam dates are below:

Exam window	Registration
June 10-24	April 24-May 5
Sept. 9-23	July 24-Aug. 4
Dec. 2-16	Oct. 23-Nov. 3

Exam sites can be found at: <http://www.castleworldwide.com/cww/our-solutions/test-delivery/test-site-cities/#uslocations>

Help is Available If you are unsure about the exam process and whether or not you are ready to test;

there are a number of study groups around the country that are free to MGMA members. Some are live, some are webinar based, and some are on-line. You are free to join any study group that fits your schedule. The list of study groups is available on the forum representative member community at [www.mgma.com](http://www.mgma.com)

Once you become board certified, you then become eligible to obtain your Fellowship in the American College of Medical Practice Executives.

### Future Fellows

For future Fellows, I encourage you to continue working on your outline as the recommended deadline is June 2, 2017 with August 4 2017 as the Final Manuscript Deadline. You can find more fellowship information and resources at [www.mgma.com/fellowship](http://www.mgma.com/fellowship). MGMA is also offering the fellowship study group on-demand.

### Fellowship Study Group is on-demand

The Fellowship study group webinar series is designed to help individuals considering Fellowship to learn more about the process and requirements and encourage them to earn their FACMPE. All webinars are now available on-demand.

I hope to see you at the Spring Conference!

- Merry E Mullins, MBA, FACMPE  
MGMA-MO ACMPE Forum Representative  
[merry.mullins@hmekc.com](mailto:merry.mullins@hmekc.com)

# April 2017 MGMA-MO Legislative Report

## State government affairs

**New Contribution Limits: Interpretation Issues** - Newly implemented campaign contribution laws passed during the November election have forced fundraising efforts for state candidates to adapt to adhere to the new, sometimes difficult to understand, rules. Candidates and their campaign staff are in a difficult position, simultaneously trying to fundraise as much as possible under the law as well as trying to interpret what is and what is not permissible. According to the Missouri Ethics Commission, no corporation or labor organization may directly contribute to a candidate's campaign on a statewide level. The law also limits the amount of money that can be accepted as a donation and how much can be donated. Candidates are predicted to form political action committees (PACS) to collect contributions that can be funneled to candidates without violating the new rules.

**Expert Witness Bill (HB 153) signed by Governor Greitens** – This is the 2nd bill signed by Governor Greitens since taking office, the first being right to work legislation. This bill makes Missouri's expert witness standards mirror federal standards, which are designed to ensure a witness is truly an expert when providing expert testimony in a lawsuit. Additionally, this bill requires evidence to be based on scientific data and prevent junk science from being submitted as expert testimony.

**Physician Employee Legislation:** The Senate is scheduled to hear House Assistant Majority Floor Leader Kevin Austin's legislation to clarify the difference between hospital-employed physicians and physicians with hospital privileges in medical malpractice cases. This is backed by the Missouri Hospital Association.

**PDMP Approved by House:** The House has give approval to the Narcotics Control Act, which creates a statewide Prescription Drug Monitoring Program (PDMP) that mirrors the county-level programs that should be operational before the end of the year. The bill, now in the Senate, recently received a boost when long-time adversary to the bill, Sen. Rob Schaaf

(R-St. Joseph) withdrew his opposition.

**Federal issues – Mostly MIPS. But, some movement on health care act.**

**American Health Care Act (AHCA) resurrected** – At the time of this writing there was some indication that Paul Ryan was leading the House of Representatives to bring a new version of the AHCA to the floor

for a vote. Changes have been made to the bill to assuage the anxiety of the House Freedom Caucus, the group that opposed the previous version of the bill. One option being considered is allowing governors to opt out of certain Obamacare insurance industry regulations. While the options may placate Freedom Caucus members, there is concern that the new version will lose support of more centrist Republicans.

**The Merit-based Incentive Payment System (MIPS)** is now in full swing far into the first reporting period, but one of the program's core components remains mysterious. "Clinical improvement activities" (IA) is one of the four MIPS components, and it may be the most crucial component in 2017.

As many of you know, this year has been designated as a MIPS "transition year" by CMS, which means among other things that of the four MIPS components, only three will count toward the overall MIPS score. That score will be used to determine whether providers will receive payment bonuses, penalties, or no change for 2019, which is the MIPS payment year that 2017 performance will affect. IA is one of the three categories that will count. The "Cost Performance" category of MIPS will not count toward your score in 2017, though CMS will still calculate your cost score and share it with you. Of those three components that count, IA is the most intriguing. The other components are "Quality performance" which is nearly identical to quality reporting under the Physician Quality Reporting System (PQRS), and "Advancing care information" which is the counterpart to the EHR meaningful use reporting program. These are generally understood by



**John Marshall**  
Legislative Liaison

## April 2017 MGMA-MO Legislative Report, continued

most physician practices, being derived from PQRS and meaningful use, both of which the industry has been dealing with for many years.

However, the question is. What is IA? Improvement activities are not new either, but under MIPS it has grown to encompass 92 possible improvement activities, such as “diabetes screening” and “depression screening”. There are a wide variety of IA measures to choose from, including measures that are deliberately not specialty-specific.

You may choose activities from any of the categories. Because 2017 is a transition year, the bare minimum to satisfy MIPS reporting and avoid a payment penalty in 2019 is performing a single IA and reporting it. You could also get away with reporting one quality measure to guarantee a flat update in 2019. MIPS is based on a point score, not pass/fail. Even for 2019, the first payment year, your providers will receive a MIPS composite score that is a numerically from 0 to 100. Note that in order to score points “medium” (10 points) and “high” (20 points) weights are given to various measures.

**John Marshall**  
MGMA-MO Legislative Liaison  
[jmarshall@SignatureHealth.net](mailto:jmarshall@SignatureHealth.net)

### MGMA Missouri gratefully acknowledges the following companies for their sponsorship of our Spring Conference:

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# Q&A: The Quality Payment Program and Accountable Care Organizations

Payment System (MIPS) with their ACO connection. Few ACOs in 2017 meet the criteria for an Advanced Alternative Payment Model (APM) and the majority would fall into a MIPS APM model. This article contains an edited Q&A with questions from MIPS APMs and answers from the Centers for Medicare & Medicaid Services (CMS) Quality Payment Program Support Team – MIPS. For more helpful answers for your ACO, [check out this CMS document](#).

**Question:** As a result of being registered as an ACO, is there any other registration required for group reporting, advancing care information (ACI) or any part of MIPS reporting? Is an ACO automatically considered a group for reporting?

**Answer:** The ACO participants are responsible for reporting their own ACI when an ACO is considered to be a MIPS Advanced APM. Visit the Centers for Medicare & Medicaid Services' Quality Payment Program website at [qpp.cms.gov](http://qpp.cms.gov) for detailed information.

**Question:** We have new participants in our ACO. Our original ACO group is recognized as a Patient-Centered Medical Home (PCMH) by the National Committee for Quality Assurance (NCQA) and the new participants will be in the future. For the MIPS Improvement Activities category, how will this group be considered for 2017?

**Answer:** The PCMH will receive full credit and the physicians who do not have the PCMH designation yet will not be separated out. Additionally, for the 2017 transition year of the MIPS program, there are no minimum participation thresholds established at the group level. There are also no thresholds for the number of practice sites within the same taxpayer identification number (TIN) that must be certified as a PCMH to receive the highest score. This may be modified in future years.

**Question:** Where do I find the benchmarks for those of us that report through the Web Interface tool? I can locate other reporting methods benchmarks but do not see any for Web Interface.

**Answer:** For 2017 MIPS, a TIN that chooses to submit as a group and selects the CMS Web Interface (CWI) as their submission method (which requires the TIN to have at least 25 eligible clinicians and to register by June 30, 2017) for the Quality category of 2017 MIPS would have their Quality category performance score based on those Medicare Shared Savings Program (MSSP) benchmarks, even though they are not an MSSP ACO. Access the MSSP Benchmarks information with this document ([PDF](#)).

To learn more about MIPS, visit [www.tmfqin.org/Networks/Quality-Payment-Program](http://www.tmfqin.org/Networks/Quality-Payment-Program). To request free technical assistance with MIPS for practices or systems with more than 15 eligible clinicians, contact [QualityReporting@tmf.org](mailto:QualityReporting@tmf.org). To request free technical assistance with MIPS for small and rural practices, contact [QPP-SURS@tmf.org](mailto:QPP-SURS@tmf.org).

## Upcoming Events

The TMF Quality Innovation Network hosts educational events for the benefit of physicians, hospitals and other health care professionals. You can learn more about upcoming and recorded events by visiting [www.TMFQIN.org](http://www.TMFQIN.org) and clicking on the Events tab.

## Quality Reporting Open Forum

Join this free TMF Quality Innovation Network open forum to ask questions and learn details regarding quality reporting programs. You will have the opportunity to interact with peers as well as ask questions of TMF Quality Innovation Network consultants. This open forum will take place Thursday, April 20, noon – 1 p.m. CT. Register today.

# Welcome New Members

Encourage your colleagues to become members of MGMA-Missouri. They will reap the benefits of education, valuable networking, and learn about many issues dealing with practice management, legislation, and professional growth. To obtain a membership application, call the MGMA-MO office at (573) 556-6111, or sign up for membership on-line at [www.mgma-mo.org](http://www.mgma-mo.org).

## MGMA-Missouri Membership Figures For April 2017

174	Active Members	3	Faculty/Student Members
36	Business Partner Members	28	Life Members
6	Associate Members		

**Total Membership - 301**

### Active Member

Michael Anderson  
Department of Family & Community  
Medicine, University of MO - Columbia

Joseph Dougherty  
Saint Luke's Medical Group  
Kansas City

Michael Ladevich  
Healthcare Energy and Management  
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Rachel Savage  
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### Business Partner Member

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[natalie@modrugcard.com](mailto:natalie@modrugcard.com)

Lucila Insausti  
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[linsausti@carecloud.com](mailto:linsausti@carecloud.com)

Jeffrey Hubbard  
Perry Johnson & Associates  
[blarson@pjats.com](mailto:blarson@pjats.com)

