Can you believe it’s 2020? We made it through to another new year. I’m not one to make New Year’s resolutions, only because I know I won’t stick with anything. I had a friend ask me on New Year’s Day what my goals are for the new year. I admitted I had not really thought of it and I liked the way she said it, goals instead of resolutions.

Goals are a good thing to have, otherwise what are we even working towards? I’ve been using this month to really think about what I want to accomplish in my professional and personal life. And let me tell you it is not easy to sit back and think about what I might need to work on and what I don’t do so well. However, I’ve come up with a few things for both work and home to aim for this year. The top of that list for both being organization. I feel like I can’t function if I’m not organized. I urge you all to stop and really think about what your long-term goals are for this year.

I believe our spring conference is going to be a good place to help you with those goals. We have such a wide variety of topics you can choose from. There really is something for everyone. It’s also a good time of the year to stop and evaluate where you are with meeting your goals. Don’t hold yourself back professionally. Invest in yourself by attending the conference and working towards your goals for 2020!

Ashley Petty
President, Missouri MGMA
apetty@joplinpeds.com

MO MGMA encourages our members to participate in the annual MGMA State Salary Survey. The survey is open from January 6 - February 14, 2020. The 2019 MGMA DataDive Management and Staff Compensation represented over 160,000 healthcare professionals. What does that mean for you? It means the most reliable data to lean on when taking on the challenge of recruiting for your hardest-to-fill positions in healthcare. It means having data to build a strategy for retaining your best staff on the front lines. Whatever your organization’s size, location, revenue or ownership, this dataset could be the most important in healthcare.
Happy New Year! My last article was just before Thanksgiving and I hope you had a great visit over the Thanksgiving and Christmas holidays with the ones you love. With the start of a new year many of us make new year resolutions often on a personal and professional level. I hope you stick with and achieve your personal goals, whatever those might be. If you don’t have any professional resolutions as of yet, I would like to challenge you to consider a few:

Advocate  Engage
Invest    Share

I hope you will be resolved to be an Advocate for yourself, and your staff in 2020. As leaders we really have to advocate passionately to keep ourselves and our staff educated on the best strategies and approaches to improving the health of our practices. The education line item is one of the easiest things to cut in the budget process and if you aren’t careful your practice will be outdated and behind the times very quickly.

Once we have advocated successfully, we have to Invest in our education wisely. I believe investing in a MO MGMA membership and annual conference is a wise investment. An investment that surrounds you with a network of healthcare professionals that have the same struggles, and in many cases solutions to those struggles.

When you have advocated and invested in yourselves and your team to get the education that is so desperately needed in our practices, we have to Engage. Engage is a word that is over used to a large degree these days but fits in this context in my opinion. I have to get myself engaged in MO MGMA and the annual conference to get the most out of it. I have to lead my team by example by showing this is the most important learning experience of the year for us. I have to show what true networking looks like. I need to have them follow me as we introduce ourselves to vendors that have made the conference more affordable for us to attend and to identify our practice needs and then determine who can provide possible solutions to those needs and then show them what real professional dialogue looks like between us and our vendors.

I then believe we have to Share what we’ve learned with our team. This means a formal or informal presentation to other leaders in the practice once we return from conference to not only share what we’ve learned but to also allow other leaders that were present to hone their presentation skills by sharing their takeaways from the conference.

Whatever your goals are for 2020, be resolved to reach them! My email address is kadkins@gvmh.org. Please reach out to me personally if I can help you in any way!

Kyle Adkins, CMPE
President-Elect and Conference Chair, MO MGMA
kadkins@gvmh.org

MASTERS OF HEALTHCARE

MASTERS OF HEALTHCARE

MAY 6-8, 2020
BRANSON
CONVENTION CENTER
Hindsight 2020

New Loss Prevention Seminar for Physicians

The medical professional liability industry is currently experiencing an increase in the severity of jury verdicts. While jurors are not permitted to use hindsight in arriving at their decisions, they often do.

Join us as we retrospectively examine factors affecting verdict severity and will demonstrate how fundamental risk management principles can help result in a successful defense.

Looking back allows us to see what went right and what went wrong. That’s why hindsight is 20/20.

Visit ProAssurance.com/Hindsight to find a seminar near you!
SPRING CONFERENCE KEYNOTE SPEAKER MARLENE CHISM

Marlene Chism is the leading authority on stopping workplace drama. She helps C-Suite leaders build drama-free cultures that drive growth, and reduce costly mistakes.

She is the author of three commercially published books: *Stop Workplace Drama* (Wiley 2011), *No-Drama Leadership* (Bibliomotion 2015), and *Stop Drama in Your Healthcare Practice* (Greenbranch 2018).

Marlene is a recognized expert on the Linked In / Lynda global learning platform, producing educational videos on Anger Management, and Having Difficult Conversations.

Marlene’s areas of expertise include leadership development, strategic communication skills, and stopping workplace drama. Marlene’s message of personal responsibility, accountability, and alignment is making its way around the globe at leadership academy’s corporate retreats, association meetings and the LinkedIn/Lynda.com global learning platform.

CALL FOR BOARD NOMINATIONS

The Nominating Committee is currently seeking individuals who are interested in serving on the 2020–2021 MGMA-MO Board of Directors. MO MGMA is governed by a 5 member board representing various areas from across the state. The association has the support of and works closely with our full-time Executive Director. Face to face meetings are held up to 4 times a year and supplemented by monthly conference calls.

To review qualifications, receive an application and instructions for submission please visit our website at mgma-mo.org. Nominations are due by March 31, 2020. If you have any questions regarding the process or want to learn more about the Board, please contact Brad Carney, FACMPE, at bcarney@northlandfamilycare.com.
NEW YEAR – NEW YOU!!!!

There is something about the start of a new year that makes us all a little reflective, insightful and goal setting! What does this mean for you in 2020?

My hope is that you join me in taking time to reflect on you and the importance of investing in your own professional development. MGMA is leader in the industry. Why not pursue certification to prove to the world and to YOU that YOU are the Best of the Best?

In this New Year - MGMA is making it easier for you! Starting in March they will begin offering On-Demand testing! This will allow ACMPE program participants to register and sit for their exams with as little as two days’ notice any time of the year! NEW YEAR – NEW OPTIONS FOR YOU!!!!

To become board certified, members must pass the multiple choice and scenario-based (exam requirement. You must register for each exam individually. Before registering for an exam, you must:

Be an MGMA member
Have been accepted into the ACMPE board certification program
Completed the education and experience requirements

Branson is a NEW LOCATION for our Spring Conference this year! We hope to see YOU on May 6-8 at the Branson Convention Center for Masters of Healthcare! This will be a great opportunity to network with individuals on their own professional journey. We can find you a mentor and get you started off on the right path! We will help you to get out of that sand trap and on to the green! There is an excitement at these meetings that is contagious! Find me and let me know where you are on this journey or what you are needing from me to help YOU to get there!

NEW YEAR – NEW YOU! Let’s make 2020 the year you started, restarted or finished your journey to ACMPE certification!

Vicki Plumlee, FACMPE, CMM, CPC
ACMPE Forum Representative, MO MGMA
vplumlee@ochonline.com

Reach for the gold standard in medical practice management

Capture your industry’s attention with access to ACMPE Board Certification and Fellowship.
Federal Legislative News

Following a federal court ruling, the Office for Civil Rights (OCR) issued a notice modifying the Agency’s policy and permitting practices to set their own fees when a patient requests that their medical records be sent to a third party. For example, if a patient requests that records be sent to their attorney. However, despite this policy change, practices are still limited in what they can charge when patients request a copy of their medical records for themselves, and OCR has emphasized that they plan to “vigorously enforce” the patient’s right to access their information.

Also, starting in January, many physicians may have noticed a reduction in the Medicare allowed amounts. This is due to a reduction in the geographic practice cost index (GPCI) modifiers for most of Missouri. There are three GPCI modifiers for each Medicare locality. One modifier for each portion of an RVU. So a work GPCI, practice expense GPCI, and malpractice expense GPCI. While work GPCI remained at 1.0, the practice expense GPCI and malpractice expense GPCI went down for most localities in Missouri. Missouri has three localities, St. Louis (01), Kansas City (02), and rest of Missouri (99). You can learn more about GPCI at https://www.cms.gov/apps/physician-fee-schedule/overview.aspx.

Missouri Legislative News

The Missouri Legislative session is officially underway, and many healthcare bills have been filed. The most notable one is probably HB 2089. This bill amends the prompt pay act from 2010. It attempts to remove the penalty assessed to insurers for not paying claims on time. The House Insurance Policy Committee is expected to vote on this bill soon. I will keep you updated on whether or not it makes it out of committee. Other bills of note are:

SB 932 – Prohibits covenants-not-to-compete between physicians and their employers

SB 935 – Requires insurers to provide certain info to a physician whenever they request a refund or perform an offset against a previously paid claim.

SB 938 – Implements a “prompt credentialing” procedure for insurers and requires them to reimburse physicians for services delivered during the credentialing period.

SB 933 – prohibits hospitals, health care facilities, and health insurers from conditioning plan participation, employment or medical staff privileges on a physician’s maintenance of certification status.

Mathew F. Rigdon
MO MGMA Legislative Liaison
mrigdon@capesurgicalclinic.com
Lifetime Achievement Award: 
Sarah J. Holt, PhD, FACMPE

Since 1988, Sarah J. Holt has been a medical practice executive in several healthcare organizations. She has worked as a full-time faculty member at Southeast Missouri State University (SEMO) — where she helped start the healthcare administration program — and has authored multiple books on physician office billing. She also previously served as president of the MGMA Missouri Chapter and as chair of the ACMPE Board of Directors.

Holt was working in counseling when a group of surgeons approached her about doing administrative work for them. Not knowing much about medical practice management at the time, her “first real step was to join MGMA,” she said. “So I have been very fortunate to have MGMA as my professional home for 30 years.”

During her time helping to build the medical practice administration program at SEMO, the program has grown to offer more than 150 majors. The spark to bring her to such achievement? “ACMPE Fellowship motivated me to acquire knowledge to excel in our profession,” Holt said. “I was so enthused by the value Fellowship brought to my career that I started looking for PhD programs,” which led her to obtaining her doctorate at St. Louis University and into the academic piece of her career.

Her extensive work in healthcare and in support of MGMA and ACMPE led her to be the 2019 recipient of the MGMA Lifetime Achievement Award, presented at MGMA19 | The Annual Conference in New Orleans.

Addressing the attendees, Holt thanked her physicians at Cape Girardeau Surgical Clinic, as well as numerous colleagues and friends who mentored her since joining MGMA in 1988.

“Nobody achieves anything alone,” she noted. “We have the privilege of learning from those who have gone before us, from those who are walking with us and ... we have the responsibility to help the next generation in our profession develop and thrive.”

Legislative Liaison Award: 
Mathew Rigdon, JD

Mathew Rigdon, Missouri MGMA legislative liaison, received the Legislative Liaison of the Year Award at MGMA19 | The Annual Conference in New Orleans. Since 2006 he has worked as an executive for Cape Girardeau Surgical Clinic, and previously worked as a legislative advocate for a local nonprofit organization.

The award recognizes a medical practice professional, serving as a state MGMA legislative liaison volunteer, who has provided outstanding leadership in the education and motivation of MGMA members through grassroots and advocacy involvement in both legislative and regulatory issues of importance to medical group practices.

Rigdon said his primary focus is to be a voice for the Missouri MGMA chapter and help filter a lot of what happens in the state legislative session into a call to action for healthcare leaders to better advocate to their elected state representatives and senators.

In terms of advice to others interested in helping influence policy, Rigdon notes that any piece of legislation may take a few years to be crafted, passed and enacted. “Don’t expect to get a bill passed in the first year,” he noted. Instead, start by “finding that champion who is going to push that piece of legislation and help you get it through” in due time.

It’s also helpful to remember that state legislators have “a giant sea of voices” confronting them on many different issues, and there’s always a struggle to secure funding in the state budget if needed. “I don’t envy them, but I respect them for the really hard decisions they’ve made,” Rigdon said.

“I’ve always found that ... our representatives and senators are good people, and they’re just trying to do their best.”

To make the best of a relationship with a legislator, Rigdon encourages healthcare leaders to make a good impression on the legislator’s staff, build a strong relationship and be respectful of their time.

“They’ll get bombarded by advocates and lobbyists and representatives all day,” he said. “What they don’t hear from very often, except on Election Day, is their constituents, the people who actually voted to put them in office.”

To that end, establishing yourself as an expert and a compelling voice on healthcare matters is the next step. “I’ve found most representatives are very attentive and will try, to the best of their ability, to make an impact in those areas based off the information you give them.”
FEBRUARY WEBINAR: Cross Training—Maximizing Staff in a Lean Office

Webinars are a member benefit. To register, login and proceed to Webinar Registration under the Members tab. Missed a webinar? Login to our website and watch previous webinars on demand.

As practice administrators and managers, staffing is one of the biggest headaches we must confront on a daily basis. How do we staff effectively while keeping cost down. Join us to discuss how cross training employees to perform multiple roles within the office not only keeps the practice running smoothly, it helps improve the patient experience and reduce staff burnout.

Objectives:
1. Define cross training in a lean organization
2. Discuss benefits and potential downside to cross training
3. Identify tools helpful in the cross training process
4. Learn how to manage the cross training process
5. Observe financial impact and success factors

ABOUT OUR SPEAKER:
Amy Dunatov, MPH, FACMPE, CEMA has extensive experience in medical practice management, including both private practice and hospital-owned multispecialty group settings. She has comprehensive knowledge of billing and E&M coding and documentation, physician compensation plan design, financial and operational benchmarking especially as it relates to physician compensation and productivity.

As Executive Director of Physician Services for a large hospital owned physician network, Amy was responsible for all phases of the physician employment process including contract drafting, negotiation, and design of compensation plans for 50+ employed physicians. She also served as Compliance Officer and served on Corporate Compliance Committee for the organization, playing an integral role in Corporate Compliance plan design and implementation for the hospital-owned practices.

After registering, you will receive a confirmation email containing information about joining the webinar.

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MO MGMA offers a FREE Webinar Series as a benefit of membership. Our webinars focus on the domains of the ACMPE Body of Knowledge. These webinars are free to ALL members. To register as a non-member for a fee, please contact Rebekah Francis or Join MO MGMA. Webinars will be eligible for one ACMPE Credit Hour. Recordings of webinars will be available online in the Members’ Only section of our website. Invitations to sign up for the webinars will be sent directly to members.
Building a Financially Healthy Physician Practice

By Reed Tinsley, CPA

As changes continue to occur in the healthcare industry, physicians are taking a hard look at the numbers of a medical practice and gauging whether the year at hand will be economically successful. The ability to analyze the productivity of a physician practice requires accurate and timely information. However, with the focus of most physician practices on delivering quality health care, the financial side often becomes neglected or ignored.

Frequent signs that a physician practice may not be paying enough attention to its financial side include:

- A lack of documented billing procedures
- Lack of internal controls involving accounting and cash
- Lack of timeliness
- No accountability for staff
- Missing or outdated records
- The lack of targeted benchmarks

Weekly financial and cash flow updates

In order to run a practice profitably, a physician should review weekly financial and cash flow updates to calculate overhead and determine how much to collect and how many patients are needed to cover those costs. These updates also allow physicians to determine the level of patient visits, frequency of procedures, trends in expenses and changes in activities.

Consult with your CPA on a regular basis

It’s also important that a professional accountant frequently review the activity in a practice’s accounting records, especially if the practice is growing, adding doctors, expanding or is new. This review will allow a practice to properly report financial conditions and timely tax planning. The last thing a physician wants to find after months of recording the books are surprises in regards to gains, losses or tax liability.

Implement medical billing procedures

Implementing and documenting medical billing procedures is critical in today’s environment. Accurate medical billing (especially CPT coding) is extremely important to the success of any practice. Creating processes that ensure data is captured properly and timely should become a top priority. Staff should be aware of what is expected of them and how to get it done effectively.

Continued on page 7
The best way to establish these procedures is to place productive but reasonable practice goals with each staff member. Goals could include daily charges input, daily payments input, acceptable lag time days, number of claims that have received follow-up, number of patient calls to make, zero lag time on correcting claims transmitted, compliance with credit balances and compliance with coding and documentation.

Several areas that should be closely monitored in the billing process include regular follow-up on claims and appropriate attention to denials, zero EOBs and transmission rejections.

**Create a continuous communication cycle**
Make sure to create a continuous communication cycle. Because of the pace of a physician’s office, formal communication between doctors, management and staff often is fragmented, neglected or postponed. Animosity can develop between management and staff because of inaccurate assumptions.

Management must take ownership of this responsibility and strive to communicate with staff. Key issues such as turnover of personnel, additional hiring of personnel to support practice functions and new processes needing implementation should be communicated timely. Staff meetings with specific agenda items and formal memos documenting new policies and decisions seem to work well for physician offices.

**Establish benchmarks**
Finally, establish your benchmarks – this I have preached to you in the past. Benchmark all practice statistics and most importantly, see how you are doing this year compared to last year. If the year is flat or declining, investigate immediately and develop an associated action plan of attack.

Through planned and integrated accounting, medical billing, communication and benchmarking, a physician practice can run smoothly and continue to care for patients while being up-to-date on the economics of the practice.

- Reed Tinsley, CPA
[www.rtacpa.com](http://www.rtacpa.com)
SCHOLARSHIPS

Did you know that MO MGMA has several scholarship and professional enrichment awards available to its members and a scholarship award for the dependent of an active member?

The Presidential Scholarship will be awarded to an Active Member of MO MGMA who is pursuing higher education through a formalized degree program. The applicant must be employed at the time of submission. ($2,000)

The Judith Hillyard Professional Development Scholarship will be awarded to an Active Member of MO MGMA who is pursuing continuing education either through a formalized degree program or registration/lodging for a national MGMA sponsored conference or other national MGMA conference designed to strengthen management skills. The applicant must be employed at the time of submission. ($1,000)

The MO MGMA Conference Professional Enrichment Award will be awarded to an Active Member of MO MGMA interested in pursuing continuing education through attendance at the MO MGMA Annual Conference. The applicant must be employed at the time of submission. (Registration & Two Nights Lodging)

The ACMPE Professional Enrichment Award is awarded to an Active Member of MO MGMA who is pursuing certification or fellowship through the American College of Medical Practice Executives (ACMPE). The applicant must be employed at the time of submission. ($250) This award is available on a quarterly basis throughout the year.

The Dependent Education Scholarship will be awarded to the dependent of an Active MO MGMA Member planning to pursue higher education through a formalized degree program and submitting a completed application by the deadline. ($1,000)

The Vincent A. Schneider, Jr. Scholarship will be awarded to a Student Member of MO MGMA or local chapter affiliate and full-time student majoring in healthcare at an accredited college or university in the state of Missouri. The scholarship will be awarded to a student interested in pursuing continuing education through attendance at the MO MGMA Annual Conference. The applicant must be enrolled as a student at the time of submission. (Registration & Two Nights Lodging)

Each of these scholarships and awards will help MO MGMA fulfill its mission and promote the professional development of its members. If you are an active member and pursuing higher education, please take the time to apply for any of these scholarships or awards. Applications are available online at www.MGMA-MO.org.

Scholarship Applications are due March 15th
NEW MEMBER WELCOME

Kory Barrett
UK Health System
Kansas City

Jennifer Goens
Northland Family Care
Kansas City

Melissa Smith
Northland Family Care
Kansas City

Rebecca Seward
BJC Medical Group
Saint Louis

Brandy Stephenson
Northland Family Care
Kansas City

Student Member
Danielle Rechterman
Higginsville

Business Partner Members
Michael Pendleton
InDxLogic
mpendleton@indexlogic.com

Tom Peeke
Voice Products
rriggle@voiceproducts.com

Mark Samuels
Ozark Mailing Service, LLC
msamuels@ozarkmailing.com

Jeff Zindel
AnswerPro
jzindel@helloanswerpro.com

2020 CMS WEBINAR SERIES

“Addressing Your Pain Points!”

- APRIL 22 - 1:00–2:00pm – Behavioral Health
- JULY 22 - 1:00–2:00pm – CMS Proposed Rules
- OCTOBER 28 - 1:00–2:00pm – CMS Strategic Initiatives
- DECEMBER 2 - 1:00–2:00pm – Overview of the CY2021 Final Rules

Any new updates will be shared at end of each webinar. Type in questions you have during webinar and if there is time they will be addressed. Open to everyone!

Register at https://gkmgma.wildapricot.org/Events

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Michelle Winefinger CMS
Rural Health Coordinator