

COMMUNIQUE

October/November 2021



Hello again friends,

It is fall....my favorite season. I love the cool temperatures, the beautiful colors and most of all it is the beginning of what I call "family season". If we are lucky, we get to spend some extra time with our loved ones in November and December.

I know right now in Healthcare there are a lot of uncertainties and changes coming down the pipe. Some of you have had to make the difficult decision to mandate vaccines and deal with the loss of employees and some of you are still grappling with that decision. This can cause a lot of stress not only for our employees but ourselves as well.

Please remember to take time for yourself. Spend time doing what you enjoy. Get outside, read a book, spend some extra time with your family and pets. Just do something. You cannot take good care of your business life if you neglect your personal life.

MO MGMA has great resources to help you in your work life. The Board of Directors, your peers and myself can be great listeners to help in your struggle to balance work and home. Our contact information is below, please do not hesitate to reach out to us if you need us.

Daun Hills
President, MO MGMA



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May 4-6, 2022

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MISSOURI

As we approach month number 20 of the Covid-19 pandemic, we as leaders are dealing with vaccine mandates, staff shortages and burnout across the industry in addition to all of our “normal duties”. Please know you are not alone. If you ever need to talk please reach out to any of our board members and we would be glad to assist in any way we can.

With that, the 2022 MO MGMA conference planning committee will be meeting over the next eight months. The committee is dedicated to help address some of the above-mentioned topics and bring you an amazing selection of informative speakers. The conference is a great opportunity to help us keep moving forward and to recharge our batteries.

I hope you plan to join us May 4-6, 2022 in Branson and bring a few colleagues or mentee with you as well. If there any barriers to you or your organization attending the 2022 conference please reach out to me directly and I will do my best to assist you in being able to attend. I can be reached at tmesser@lakeregional.com.

I can't wait to see you in May!

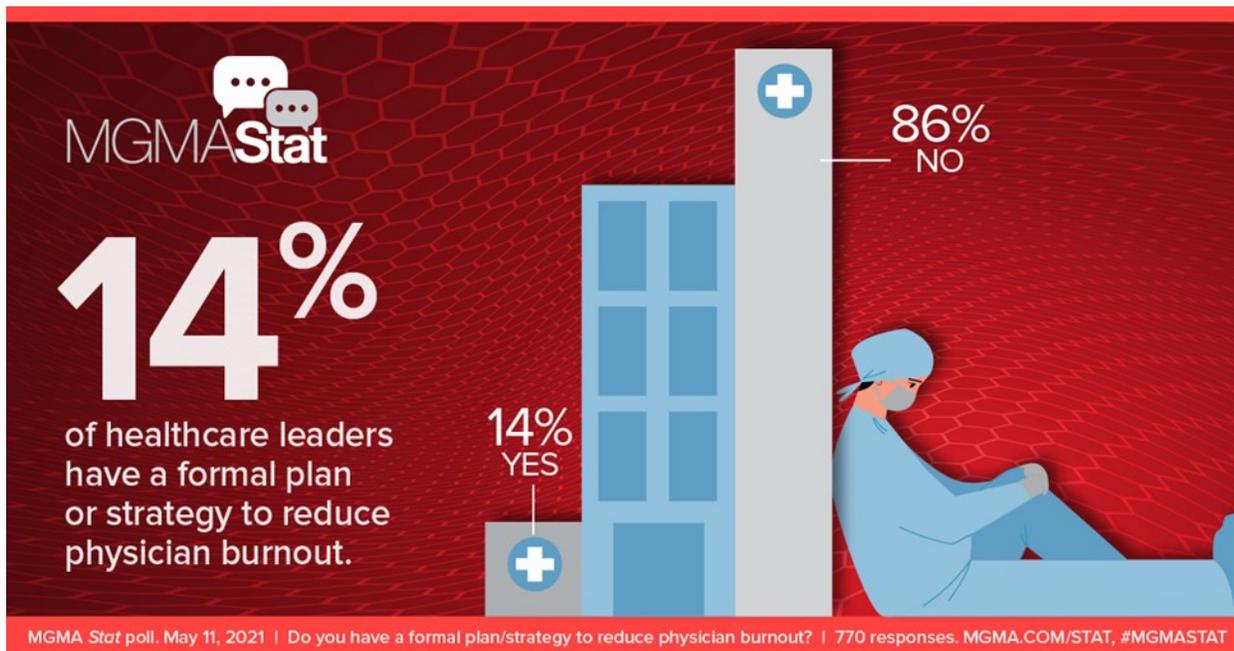
Travis Messer, MHA
President Elect and Conference Chair, Missouri MGMA

SCHOLARSHIPS

MO MGMA offers professional enrichment scholarships to assist our members in attending our Annual Conference, reach your ACMPE goals and more! [Apply today!](#)

HEALING MORAL INJURY: WHAT SHOULD YOUR STRATEGY TO REDUCE PHYSICIAN BURNOUT LOOK LIKE?

By: MGMA Staff Members



Medical practice leaders face a tall task in working to turn the tide on an epidemic of physician burnout in the United States. At the core of healthcare leaders' work is the need to balance financial expectations with the well-being of clinicians and staff.

According to a May 11 [MGMA Stat](#) poll, **only 14% of healthcare leaders say they have a formal plan or strategy to reduce physician burnout**, compared to 86% who do not. The poll had 770 applicable responses.

Responses varied whether it was about the causes of burnout or potential solutions:

- In many cases, respondents who said they had no formal strategy or plan pointed to **lots of discussion and informal efforts to monitor burnout** among physicians and staff.
- One practice leader pointed to pain points in the EHR for clinicians: "All the extra clicks suck the life out of everyone."
- Other respondents noted they **invested in specialty-specific EHRs that are more intuitive for clinicians to use**, as well as more functionality to help the team follow up on outstanding labs and other items that can prove stressful if left unchecked.
- Many healthcare leaders say they have adopted **formal physician wellness committees** to inquire about key issues and provide guidance in efforts to address them.

- Developing a **one-on-one coaching/mentoring system** is another common strategy many healthcare leaders have adopted, sometimes as part of a provider leadership academy. A March 30, 2021 MGMA *Stat* poll found [almost half of practice leaders say they provide leadership coaching or mentoring to clinicians](#).
- To assess physicians' well-being, one respondent said the practice takes a **weekly pulse survey** to find out how to help providers to alleviate various types of stress they encounter, especially if it can be addressed via staff training or knowledge sharing.

Addressing the causes of burnout

In a [recent article for *Physicians Practice*](#), MGMA's Andy Swanson, MPA, CMPE, vice president, industry insights, pointed out that **burnout levels were startling for healthcare workers prior to the pandemic, especially physician-owners** — “the pressure to achieve ever-higher patient volumes, relentlessly long work hours, obstacles that prevent spending more time with each patient, daily battles with insurance companies, and Medicare, the downward pressure on small practices coming from competing healthcare providers, and ... the stress of being a business owner on top of everything else.”



Other recent MGMA *Stat* polls point to the necessity to find burnout mitigation strategies to retain talent-ed physicians: A March 2 poll found that [28% of healthcare leaders said a physician unexpectedly retired in the past year](#).

Swanson recommends healthcare leaders shift away from treating symptoms and instead “address the underlying issue” that poses chronic frustration for healthcare providers and contributes to burnout, including:

- **Technology:** Swanson recommends forming a working group to achieve EHR customizations that can streamline processes and address issues in other areas related to the practice's EHR, such as patient portals and scheduling software.
- **Payment processing:** Swanson recommends improvement in insurance verification, prior authorization, collections or timeliness of payment, which “may seem minor, but in total they will lessen the kind of chronic stress that wears down doctors.”
- **Patient care access:** Swanson recommends a five-step methodology, similar to how clinicians diagnose and care for patients, to make small gains in areas such as time spent with those patients or medication and treatment adherence.

INSIGHTS FROM #MPE21

The need to address burnout was a major topic throughout many of the sessions at the Medical Practice Excellence: Pathways Conference this week.

- Practice leaders need to find “incremental” ways to get more time and resources for addressing physician well-being, according to Laurie Baedke, MHA, FACHE, FACMPE, director of healthcare leadership programs, Creighton University, during her keynote presentation, “Resilient Leadership: The Role of Well-Being in Individual and Organizational Performance.” ([Listen to Baedke’s recent appearance on the MGMA Insights podcast for more.](#))
- MGMA consultant Adrienne Lloyd, MHA, FACHE, chief executive officer and founder of Optimize Healthcare, said that healthcare leaders leading teams that have embraced remote work need to “draw boundaries to prevent burnout while maintaining communication and productivity,” by setting a clear vision for yourself and your team, with clear expectations and alignment between your team and the organization’s goals.
- In a discussion group focused on strategic leadership, many practice leaders noted that building psychological safety within the organization can address many of the elements needed in physician’s work lives that mitigate burnout, such as trust and willingness to share feedback. ([Read more about steps for cultivating psychological safety in healthcare settings.](#))

Do you have any best practices or success stories to share on this topic? Please let us know by emailing us at connection@mgma.com.

JOIN MGMA STAT

Our ability at MGMA to provide great resources, education and advocacy depends on a strong feedback loop with healthcare leaders. To be part of this effort, sign up for MGMA *Stat* and make your voice heard in our weekly polls. **Sign up by texting “STAT” to 33550 or visit mgma.com/stat.** Polls will be sent to your phone via text message.

OTHER RESOURCES

- [MGMA Stat: COVID-19 polls](#) — Get a comprehensive look at MGMA *Stat*’s data since the beginning of the pandemic
- ["How eliminating the ‘stupid stuff’ can reduce clinician stress and physician burnout"](#) — In this episode of the MGMA Insights podcast, Jay Anders, MD, chief medical officer, Medicomp Systems, addresses EHR pain points such as usability and how eliminating the "stupid stuff" can help decrease clinician stress and physician burnout.
- [“Limit physician burnout risk by analyzing company culture, contract criteria”](#) (*Physicians Practice*)
- [“Guide to physician mental health and disability”](#) (*Physicians Practice*)
- [MGMA Consulting](#) — With a collective 400+ years in healthcare experience, there isn't a challenge they haven't already thought of a solution for, and in a way that is tailored for your organization.

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Source: MGMA *Stat* - May 13, 2021

<https://mgma.com/data/data-stories/healing-moral-injury-what-should-your-strategy-to>

ACMPE Corner

2021 MENTORING PILOT OPPORTUNITY—VOLUNTEER

If you have a great deal of experience in the healthcare industry and are looking for a way to give back to the next generation of healthcare leadership, this is a great opportunity! Volunteers will meet with their mentee once a month (virtually). During each meeting you'll discuss and have input on the progress of goals that the mentor and mentee set for the mentee in your first meeting. To be eligible to serve as a mentor, individuals:

- ⇒ Must have been a member of MGMA for several years
- ⇒ Have at least 10+ years experience in healthcare industry
- ⇒ Added bonus if you have obtained your CMPE or FACMPE credentials

For more information on this opportunity please visit the MGMA Member Community.



*Stacey Reitzel, FACMPE
ACMPE Forum Rep
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APPLICATIONS EXPIRING AT YEAR-END

We have over 40 applications from member in Missouri that are set to expire on Dec. 31, 2021. MGMA has setup a code for those members to receive \$15 off an exam. Please contact me for this special offer!

DIGITAL BADGING

MGMA has partnered with Credly on Digital badging! On July 7th, we sent out digital badges to all who are Certified, Fellow, and Certificate Holders. Digital badges are a web-enabled, verifiable version of their designations. All certified members will be able to manage their badges through Credly and share their achievements on various platforms such as:

LinkedIn	Facebook	Twitter
Zip Recruiter	Email Signatures	Personal Websites



All digital badges are now available with the date you completed your Board Certification, Fellowship, or Certificate Program. If you are certified and have not received instructions to claim your digital badge by email from Credly, please email acmpe@mgma.com.

Helpful links to learn more about digital badges:

- [MGMA Credly Home Page](#)
- MGMA Digital Badges – [More Information](#)
- [Credly Support](#)

ACMPE Corner (continued)

ACMPE BOARD CERTIFICATION PREPARATION COURSE

Registration includes seven self-study session modules; and one quarterly live question and answer session that is also available as a recording in-between; and one exam that allows you to claim continuing education credit. You must attend all sessions to claim ACMPE and CEU credit.

The ACMPE Board Certification Preparation Course is designed to help healthcare professionals prepare for the ACMPE exams. This comprehensive course helps examinees identify content necessary to meet board certification standards, including financial management, regulatory compliance, organizational governance and departmental operations management and transformative healthcare delivery. To best prepare applicants for the examinations, topics are reviewed from the perspective of a variety of healthcare settings, including hospitals and ambulatory care settings.

Sessions 1 through 7 are self-study modules:

Session 1: Overview

Session 2: Operations Management Review

Session 3: Financial Management Review

Session 4: Human Resources Management Review

Session 5: Transformative Healthcare Delivery

Session 6: Risk and Compliance Review

Session 7: Organizational Governance Review

Session 8: Board Certification Preparation: Live Question-and-Answer Session held quarterly or recorded between live sessions at 1:00-1:30 PM ET (12 PM CT, 11 AM MT, 10 AM PT)

Dates of LIVE sessions:

September 7, 2021- December 7, 2021



LEGISLATIVE NEWS

First off I would like to share an update and a hearty THANK YOU for your response to the call to action from earlier this summer regarding, Support prior authorization legislation, Telehealth Flexibilities, and Medicare reimbursement cuts. Drew Voytal let me know that Missouri members sent 64 letters which is a great number and one of the biggest from the states. KUDOS to all of you that took action!! It is not too late to still share your voice



Michael Pence

Legislative Liaison

michaelp@nephkc.com

[Prevent cuts to Medicare reimbursement](#)

In July, the Centers for Medicare & Medicaid Services (CMS) released the proposed rule for the CY 2022 Medicare Physician Fee Schedule. The proposed CY 2022 conversion factor (CF) is 3.75% lower than current CF, because the funds that Congress allocated to the fee schedule to mitigate the projected CY 2021 reimbursement cuts was only for CY 2021. To prevent cuts to Medicare reimbursement in CY 2022, Congress must act again. Send a letter to your congressional representatives urging them to maintain the 3.75% increase to the conversion factor through at least CYs 2022 and 2023!

[Support prior authorization legislation](#)

Congress reintroduced important legislation to address prior authorization challenges faced by medical group practices and their patients. MGMA worked closely with Congress to draft the bipartisan "Improving Seniors' Timely Access to Care Act." This bill will increase transparency and streamline the prior authorization process for Medicare Advantage (MA) plans by:

- Requiring MA plans to support electronic prior authorization;
- Requiring MA plans to make real-time prior authorization decisions; and
- Requiring MA plans to make certain information available, such as a list of all applicable items and services subject to prior authorization requirements and the percentage of prior authorization requests approved.

[Extend Medicare telehealth flexibilities beyond the public health emergency](#)

Send a letter to your congressional members urging them to keep the telehealth waivers in place past the conclusion of the COVID-19 public health emergency (PHE). Certain flexibilities allowed during the PHE, such as treating a patient at home or in an urban area, will end upon the conclusion of the PHE. As a result, Congress must step in and extend these flexibilities.

Before we know it, the leaves will be turning and we will be seeing more crisp cool mornings. For many this is a favorite season, for some it only means the end of summer. For me, I'm taking the position that the transition to fall means we are one more season closer to putting the pandemic behind us.

Speaking of the pandemic, we are all aware of the executive order President Biden signed on 9/9/2021 requiring vaccination of employees of the executive branch of the federal government and employees of federal contractors and subcontractors. It was in this executive order that we also learned about the potential Emergency Temporary Standard to be issued by OSHA, mandating vaccination and/or routine testing for employers with more than 100 employees. THIS piece has not taken effect yet, but OSHA indicated, on 9/9/2021 this could be issued in the coming weeks.

LEGISLATIVE NEWS

One other item of concern related to the mandate of requiring vaccination is that this will be extended to include hospitals, dialysis facilities, ambulatory surgical settings, and home health agencies, among others, as a condition for participating in the Medicare and Medicaid programs. CMS is developing a final rule that will be submitted in October, see the full press release [HERE](#). There will be a period to provide feedback. I will keep all posted.

As I was putting this newsletter article together a new round of Provider Relief funds totaling \$25.5 billion, including \$8.5 billion from the American Rescue plan will begin distribution on 9/29. You can review the press release [HERE](#).

Last thing to touch on is related to the Relief Funds that were issued last year and into this year. The repayment/reporting periods were announced for those that had received any of these funds. Here is a table laying out the reporting period. You can also read more at this link. <https://www.hrsa.gov/sites/default/files/hrsa/provider-relief/provider-post-payment-notice-of-reporting-requirements-june-2021.pdf>

	Payment Received Period (Payments Exceeding \$10,000 in Aggregate Received)	Reporting Time Period
Period 1	April 10, 2020 to June 30, 2020	July 1, 2021 to September 30, 2021
Period 2	July 1, 2020 to December 31, 2020	January 1, 2022 to March 31, 2022
Period 3	January 1, 2021 to June 30, 2021	July 1, 2022 to September 30, 2022
Period 4	July 1, 2021 to December 31, 2021	January 1, 2023 to March 31, 2023

PRF recipients that received one or more payments during a **Payment Received Period** outlined above (Table 2) are required to report in the **Reporting Time Period** associated with the date in which they their received payments that exceed \$10,000 in aggregate.

For those that received any of the Provider Relief funds you received those via an Electronic Fund Transfer (EFT). More and more payers and 3rd party vendors have moved in the direction of paying via an EFT and many of these payers and vendors are including an EFT fee. Which is not right in the eyes of many, so MGMA has [sent a letter](#) requesting that this issue be addressed. **What we need from you is a list of payers or vendors that have been adding this charge so we can present this as evidence on your behalf.** Please [email me](#) in a timely manner your list so I can share it with MGMA national.

Finally, much of what we face on a day to day basis can feel like a regulatory burden. It seems like when we turn the corner we have a new regulation that requires greater data collection, clinic workflow adjustments, or new obstacles to getting a claim paid. With this in mind MGMA recently sent out their annual Regulatory Burden Survey. You can take it [here](#) and it should only take about 5-7 minutes. Your participation would help identify and guide MGMA's advocacy efforts in Washington to improve the regulatory landscape in which group practices operate.

As always I appreciate any time you give to these emails and I look forward to getting everyone's lists of payers and vendors that are tacking on EFT fees to pay your clinics their hard earned revenue. Have a great day and do yourselves a favor and take a deep breath, give yourself a pat on the back and remember that what you do each day matters.

Michael Pence
MO MGMA Legislative Liaison
michaelp@nephkc.com



Tuesday, Oct 12th @ 12pm: Legal Issues of Vaccination Mandates

This webinar will focus on the legal issues of vaccination policies of physician practices, focusing on those that make vaccination mandatory. We will discuss the President's new order, as well as CMS and OSHA rules on vaccination. We will also address scenarios for employees that request exemptions from such a policy.

Tuesday, Nov 9th @ 12pm: Preparing for the Future of Value-based Care & Increasing Your Quality Performance Bonus

Enabling Care Teams with the right information at the right time to deliver the proper care.

Attendees will learn how to:

- Identify and plan to close gaps in care.
- Address patient's risk and gaps in care.
- Re-tool how to provide care, resulting in lower cost and better quality.
- Leverage healthcare expertise and technology to develop a support team that promotes transformation around data management, revenue, and patient care.
- Demonstrate positive outcomes for patients' visits resulting in bigger rewards.
- Analyze your claims data to help you understand the market better.

To register, login and go to [Webinar Registration](#) under the Members tab.

MO MGMA webinars are approved for 1.0 CE credit hour of LIVE learning from MGMA state for those attending the live session. **Webinars are approved for 1.0 CE credit hour from MGMA state** for on-demand listening. **Approved for 1.0 AAPC credit.**

NEW MEMBER WELCOME

Active Members

Tamara Blanchard
Excel Orthopedics
Chesterfield

Sara Forchee
Onyx Spine Institute
St. Louis

Business Partner Member

Alex Hrinya
Allscripts
alex.hrinya@allscripts.com



MO MGMA's past president David Taylor, FACMPE, FACHE is featured in MGMA's September Volunteer Spotlight. David has served in many roles at the state and national level and is currently volunteering his time on the ACMPE Certificate Commission. [Click here](#) to read the full article and see what David he has to say about volunteering and how it has impacted him, his family and his career.