

COMMUNIQUE

April/May 2022



Happy Spring!

I hope this article finds you all enjoying a little spring weather here and there. I love this season... birds are singing every morning, baby squirrels are running and playing, and I can leave some windows open for my cats to enjoy during the day.

Things are finally starting to calm down in healthcare. COVID has slowed down and it seems that the mood of the patients has improved. I am seeing staff start to take deep breaths and smile a little more. Maybe even relax a little.

This is the perfect time for our MO MGMA Annual Conference. We are all ready to get together, see each other's faces, get some great education, and have a little fun. There is some amazing talent this year and I sure hope to see you in Branson May 4th through the 6th.

I know with all of the chaos in the world right now I am counting my blessings while saying prayers for those who are being displaced and fighting for their very freedom. Please take some time to count your blessings as well.

Daun Hills
President, MO MGMA
Daun.Hills@coxhealth.com

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MO MGMA²²

May 4-6, 2022

Branson
Convention Center
Branson, Missouri



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SPRING CONFERENCE SPEAKER SPOTLIGHT ON

LAURIE GUEST, CSP



Laurie has over 24 years of healthcare experience serving both a privately owned medical facility and a community hospital system. During her administrative career, she helped a multi-million dollar medical center become a regional leader of ophthalmic surgery. Because of her experience with direct patient, she understands the challenges of working in a stressful, fast-paced environment. Her passion for patients and practical approach to connecting with others is what makes Laurie a favorite speaker among healthcare audiences. Laurie was re-

cently inducted into the Speakers Hall of Fame®, an award held by less than 1% of speakers worldwide.

Laurie is just one of our keynote speakers presenting at our spring conference and will be presenting on “[The 10 Cent Decision: How Small Change Pays off Big.](#)” With decades of firsthand experience to draw from, Laurie shares her insights into making smart, effective choices to improve guest encounters and your business as a whole.

Attendees will discover:

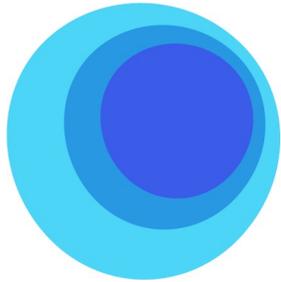
- How to turn things around “on a dime”
- Ways to self-assess customer service levels
- High-impact opportunities to shine that the competition is most likely missin
- Ideas for improving the service level of every team member

Plus: Every attendee walks away with Laure’s “Simple Six Pack,” a suite of exclusive resources designed to improve business interactions overnight.

Click [here](#) to access our full agenda and speaker information. [Register](#) today and be sure to join us in Branson!

Travis Messer, MHA
Conference Chair & President-Elect, MO MGMA
tmesser@lakeregional.com

Missouri MGMA gratefully acknowledges
the following companies for their sponsorship of our
Annual Conference



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ACMPE Corner

ACMPE BOARD CERTIFIED AND FELLOW CE/VOLUNTEER CYCLE INFORMATION:

Current cycle: 1/1/2022-12/31/2024

Those who are Certified and Fellows who did not complete their hours for the cycle 1/1/2019-12/31/2021 were given an extension until **3/31/2022** to log their hours due to the difficulties many have faced with the pandemic. Once completed, their cycle will begin 4/1/2022 after the extension.

Per ACMPE policy, apart from the March extension, ACMPE Board certified and Fellows may request a one-time one-year extension. With the extension, members will be able to log their hours from **1/1/2019-12/31/2022**. The extension must be accepted by 4/15/2022 by filling out the form on the MGMA website titled ACMPE Extension Request.

CERTIFICATE PROGRAMS

As a reminder, MGMA offers ACMPE Certificate opportunities.

We currently offer, Human Resources, Financial Management, and our newest is the Operations Management.

More information on our certificate programs can be found by visiting our [Certificate Program page](#).



*Stacey Reitzel, FACMPE
ACMPE Forum Rep
sreitzel@pchmo.org*

To highlight our newest offering, Operations Management (OMC):

Aligned with the MGMA-ACMPE Operations Management Body of Knowledge, the Operations Management Certificate Program is an in-depth online learning experience that provides healthcare leaders with a mastery of operations management concepts including General Practice Operations; Project Management and Strategic Planning; Healthcare Data Analytics; Supply Asset and Facility Management; Chain; and Communications, Marketing and Community Relations.

Upon completion of the full 14-hour online program, participants will receive the Operations Management Certificate and be issued an OMC credential**.

**Special Congratulations to Sheri Allgeier
from St. Louis! Sheri recently became
CPME certified!**

In the past several months we've had many new applicants in Missouri for board certification, some that I've known for years that are finally going for it and others that I look forward to speaking with soon for the first time. These applicants have taken the steps towards Board Certification in practice management....steps towards improving and growing their knowledge, value and networks. If you are on the fence or looking for an opportunity to set yourself apart from your peers, I hope you will consider this distinction as well. Reach out to me if I can help you on your journey.

Stacey Reitzel, FACMPE
ACMPE Forum Representative, Missouri MGMA
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2022-2023 BOARD OF DIRECTORS NOMINATIONS

The Nominating Committee met on April 8th to review the nominees and finalize the slate of officers for the 2022-2023 MO MGMA Board of Directors. On behalf of this year's committee, I am happy to announce the following nominations:

President: Travis Messer, MHA **President Elect:** Gregory Thompson, MBA
Treasurer: Laurie Atwood **Secretary:** Stefanie Hohensee, MHA, CMPE
Immediate Past President: Daun Hills



The Past President is automatically on the Board by the nature of the role and the Nominating Committee does not confer on this position. The committee is pleased to introduce the newest nominee, Stefanie Hohensee, MHA, CMPE.

Stefanie is currently serving on the MO MGMA Conference Planning Committee and is the Chair of our Membership Committee. She is a Practice Manager IV with Mercy Hospital and serves as the administrator of their Cardiothoracic & Vascular Surgery group in Springfield. Stefanie is excited to help grow the MO MGMA member community through networking with our membership and focusing on our goal of educational excellence. Her goal is to see our membership excel within their profession. She is looking forward to building on the successes of MO MGMA.

I would like to thank the following people who served on this year's committee: Rhonda Gray, MHA, Ashley Petty, Sharon Sagarra, MBA, FACMPE, and Matt Griswold.

Kyle Adkins, CMPE
MO MGMA Immediate Past President
kadkins@gvmh.org

LEGISLATIVE NEWS

Spring hopes eternal...and this spring I sure hope to find hope in the longer and warmer days. Missouri has been busy since the session opened January 5th. Below is a list of legislative updates that I pulled from the Missouri Foundation for Health. <https://mffh.org/> email that you can sign up for here [HERE](#).

Governor Parsons announced that as of April 1st, Missouri will be moving to the endemic phase in response to Covid 19, you can read a summary of the transition [here](#).

[SB 1179](#) sponsored by Senator Lincoln Hough (R), passed by the Senate Governmental and this bill would extend the sunset date of the MO Rx Program to August 28, 2029.

[SB 690](#) this bill sponsored by Sen. Holly Thompson Rehder was perfected and it would decriminalize needle exchange programs aimed at preventing communicable diseases by reducing the use of dirty needles. The bill needs one more vote in the Senate to go to the house.

[HB 2162](#) grants access to some state departments to the Opioid Addiction Treatment and Recovery fund to pay for opioid addiction treatment and preventative services. This is the second bill to head to the governors desk.



The Missouri House [perfected](#) the budget bills, which total \$46.2 billion and include funding for Medicaid expansion. Later this week, the budget will be third read and requires one final vote in the House before it is sent along to the Senate for consideration.

A full list of all health-related bills tracked by MFH is available [here](#). Missouri Foundation for Health has also updated their Legislative Updates webpage to include links to our separate bill lists. You can subscribe directly to these individual lists. Each bill is categorized by its last action.

Michael Pence
MO MGMA Legislative Liaison
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COULD “ADAPTABILITY” FIX THE EMPLOYEE RETENTION PROBLEM?

By Courtney Clark

There’s no quick fix for current hiring problems, but more flexible, adaptable employees and teams could play a role.

As we settle firmly into 2022, one thing is clear: the COVID-19 pandemic has altered the workforce, possibly forever. Employees resigned in droves early in the pandemic – dubbed the Great Resignation - and filling vacancies has been tricky ever since. Employee retention numbers still look bleak, and leaders are left wondering how to hire and maintain enough talent to complete the work that needs to get done.

One answer might lie in the concept of “adaptability.” Adaptability refers to a person’s willingness to change and adjust to the situation at hand. And many of us struggle with it. In a 2021 study I conducted of employees, 74% of respondents said they don’t feel able to “learn as they go” when presented with a challenge. That kind of cognitive inflexibility can easily make people feel more frustrated and less resilient.

When the word “flexibility” is mentioned in conversations about employee retention, it’s usually used to describe a workplace culture that accepts work-life balance. Employees can be flexible about when they arrive at work or leave, as long as they get their work done. Employee leave time could be less stringent, or work from home policies could be generous. Flexible policies are among the key perks leaders are told to use to attract and maintain team members.

But to really address the systemic employee retention issues, maybe the concept of flexibility needs to take on a broader meaning. Maybe the *humans* involved in the system need to be more flexible, not just the system.

By increasing individual adaptability in both team members and leadership, organizations may find their employees are better able to handle change, stress, and uncertainty without needing to quit. With increased flexibility and adaptability (what I call ReVisionary Thinking™), what previously seemed like brick walls for an organization can turn into navigable staircases.

Adaptability Counteracts Burnout

Burnout is a legitimate reason for employee turnover. Burned-out employees are often unable to complete tasks or solve problems as well as non-burnt-out employees. But to adequately address burnout, we should first address a fundamental misunderstanding about what burnout **isn’t**.

Continued

We tend to use “busy” and “burnt out” interchangeably to talk about stress. But burnout specifically refers to a feeling of disengagement with the situation. It’s a shutting down that happens when your brain gets too overloaded. Burnout can certainly COME from being busy, but you can be busy without being burned out. The difference lies in motivation.



When employees feel motivated, they have a sense of purpose in their work. They understand how their tasks fit into the bigger picture of the problem their organization solves. These motivated employees don’t need to cling to “the way we’ve always done things,” because they understand that sometimes change, while uncomfortable, is necessary to move the entire organization forward.

On the other hand, employees who are stuck in their ways are more likely to experience burnout. The changes of the past 2 years feel overwhelming and unsurmountable. In my 2021 study, we found 1 in 3 employees struggle to stay motivated when facing a challenging new problem. Those are the employees most at risk of burning out, because they don’t have the mental reserves to adapt and get on board with the “new normal.”

Adaptable Teams Have Adaptable Leaders

The onus for being flexible isn’t all on the individual contributors, though. Leadership plays an important role in building adaptability into the fabric of a team’s culture. A team can’t adapt unless they have an adaptable leader.

At some organizations, employees say they **would** have been comfortable with change - even excited about it - but the change was handled in a way that the team wasn’t set up to succeed. Often, employees are being asked to change without being given the tools TO change. That may mean information, time, technology, or other resources were lacking, making the desired change nearly impossible. And in many cases, the transformation’s eventual failure is blamed on the employees’ inability to adopt the change, when in fact the change was doomed from the start.

Leaders who successfully lead through change make sure their employees have all the resources they need. How do they do that? They ask. They interview team members

Continued

and other stakeholders to make sure the systems are in place to support the change as best as possible. The other secret bonus of asking? It's only human nature to support what you help build. When leaders ask for input on the front end of the change, it's more likely that those lower on the org chart will feel a sense of buy-in.

The Adaptable Employee

Higher pay and flexible hours will contribute a lot to workforce retention. Employees will naturally go where they are appreciated and rewarded.

But as we work to fill the workforce gaps, we should take a strong look at adaptability as a factor. Adaptable employees will be able to weather the uncertainty of our current situation. They will find purpose in their work, no matter their place in the company hierarchy. They'll roll with the punches of 2022 and beyond.



About the author. Courtney Clark works with people to build resilience and ReVisionary Thinking™, so they can adapt faster and achieve more. She is a four-time cancer survivor, a brain aneurysm survivor, keynote speaker, and founder of a nonprofit. For more information on the 2021 study and to learn more about building adaptability in your team, visit CourtneyClark.com

MO MGMA TREASURER'S REPORT

Bank Balances ending 03/31/2022

Checking	\$ 84,524.05
Scholarship	\$ 3,323.04
Money Market	\$ 33,131.77
CDs	<u>\$ 70,000.00</u>
TOTAL	\$190,978.86

CENTRAL MO MGMA Chapter Meeting

Join us Friday, 4/22 at 12pm for lunch and a presentation on the No Surprises Act 2022. Our special guest is Judy Hood, Director of Compliance for Northwest Health Services. All are welcome and there is no fee to attend! Can't join us in person? We have a virtual option. [Register today!](#)



Webinar for members

Webinars are a member benefit. To register, login and proceed to [Webinar Registration](#) under the Members tab.

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WEBINAR

THE PERFECT 10 MUST-ASK INTERVIEW QUESTIONS

TUESDAY, MAY 10, 2022
1:00 PM ET / 12:00 PM CT /
11:00 AM MT / 10:00 AM PT



Mary Beth Meadows
PR Employer



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Thank You!



NEW MEMBER WELCOME

Active Members

Becca Bell
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Troy Hale
Murphy Watson Burr Eye Center
Saint Joseph

Maria Bernal
Encompass Medical Group
Lenexa

Rachel Poe
Pathology Services of
Springfield

Angelia Diven
New Liberty Hospital Corp
Excelsior Springs

Kimberly Taylor-Trueblood
Murphy Watson Burr Eye Center
Saint Joseph

Leah Freeze
Boone Health
Columbia

Melissa Van Dyne
Missouri Rural Health Association
Jefferson City

Organizational Members

CoxHealth

Natalie Bader Marshall
Laken Finch
Autumn Freiburger
Meagan Manning
Brooke McElvaney
Amy Medley
Kathy Strong
Angie Bratz
Christina Maggard

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May 4-6, 2022

Branson Convention Center
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MISSOURI MGMA SPRING CONFERENCE

May 4 - 6, 2022 • Branson Convention Center, Branson, MO

Conference Agenda

Wednesday, May 4th

- 11:00-5:00pm **Registration Open for Attendees and Vendors**
- 12:00-3:00pm **Workshops (Pre-registration Required)**
- **Building a High-Performance Culture** – Matt Griswold & Don Harkey
 - **Enhancing Revenue Cycle Management by Leveraging Technology and Internal Assessments** – Taya Moheiser & Kem Tolliver
- 3:00-4:15pm **Opening General Session: Winning Leadership** – Rennie Curran
- 4:30-5:30pm **General Session: Leadership is a Choice – Have You Made Yours?** – Stephen A. Dickens
- 5:30-6:30pm **Networking Reception**

Thursday, May 5th

- 7:30-8:30am **Breakfast with Exhibitors**
- 7:30-8:30am **First Time Attendee Breakfast**
- 8:30-9:30am **General Session: The Compassion Effect: How Struggling with Others Changes Everything**
Nate Regier
- 9:45-10:45am **Breakout Sessions**
- **Compassionate Accountability** – Nate Regier
 - **Time of Service Collections Strategies in the Primary Care Setting** – Bryan Wood
 - **An Inside Overview of Key Regulations that Keep Healthcare Leaders Up at Night**
Taya Moheiser
- 10:45-11:30am **Networking Break with Exhibitors**
- 11:30-12:30pm **Breakout Sessions**
- **Six Sigma-LEAN/Change Acceleration** – Stefanie Hohensee
 - **The New Era of Cyber Safety: What You Need to Know, and Do, Now** – Thomas Douglas
 - **Sustaining a Hybrid Telehealth Model Long-Term** - Kem Tolliver
- 12:30-1:30pm **Lunch with Exhibitors**
- 1:45-2:45pm **Breakout Sessions**
- **Business Intelligence Tools & Concepts for Practice Managers** – Bryan Wood
 - **Breaking Down the Silos** – Matt Griswold
 - **Fee Schedule Oversight and Evaluation Tactics with Your Bottom Line in Mind**
Taya Moheiser & Kem Tolliver
- 2:45-3:30pm **Dessert Break with Exhibitors**
- 3:30-4:30pm **General Session: The 10 Cent Decision: How Small Change Pays Off Big** – Laurie Guest
- 5:30-9:00pm **Reception, Dinner and Disco Party**

Friday, May 6th

- 7:30-8:15am **Breakfast with Exhibitors**
- 8:30-9:30am **General Session: Breaking the Mold: Time for an Extreme Makeover for Healthcare Technology and Operations** – Marion Jenkins
- 9:30-10:00am **Networking Break with Exhibitors**
- 10:00-11:30am **Closing General Session: Only in Healthcare** – Cameron Cox

WORKSHOPS



Building a High-Performance Culture **Matt Griswold & Don Harkey**

Why is culture so important and how does it im-

act an organization's performance? This workshop will discuss the positive impact of a high-performance culture and introduce ways that leaders can drive this culture throughout the organization. Learn how a high-performance culture influences employee engagement, motivation, and morale. Identify strategies to influence culture not by focusing on culture, but by focusing on systems that influence culture.



Enhancing Revenue Cycle Management by Leveraging Technology and Internal Assessments **Taya Moheiser, EMBA, CMPE, CMOM & Kem Tolliver, CMPE, CPC, CMOM**

Burnout is at an all-time high so it's more important than ever to implement strategies which improve operational performance while increasing revenue capture. In this session, attendees will identify ways to assess their current revenue cycle challenges and obtain solutions which don't contribute to burnout by maximizing their use of existing or new technologies. Attendees will leave with immediately actionable steps to improve their Revenue Cycle.

GENERAL SESSIONS



Winning Leadership – Rennie Curran

Learning how to effectively overcome adversity is one of the most important life skills for leaders. Being equipped with the tools and tactics to handle the challenges that come your way not only

prepare you to lead others, but ultimately sets you up to win in the game of sports, business, and life! Rennie will energize you and help you develop the right perspective and understand that success is waiting on the other side of obstacles.



Leadership is a Choice – Have You Made Yours? – Stephen A. Dickens, JD, FACMPE

Healthcare continues to face new and unparalleled challenges. Whether it is burgeoning regulations, evolving payment models, physician and staff recruitment or even a pandemic, our medical practices – patients, staff and physicians alike – need leaders who can confront the obstacles while seizing the opportunities. Challenging times call for solid management and great leadership. Management is the easy part. Good organizational skills will carry you much of the way, but what about leadership? What sets a leader apart from a manager? What makes a great leader? Are they born or do they develop over time? If the obstacles of 2020 and 2021 made you question your skills, this is the session to help you hone them. During this presentation the speaker will differentiate the choices that transform one from a manager to a leader while outlining the

essential elements to successfully demonstrate those choices. Both those seeking to expand or enhance their leadership skills will gain insight into the techniques and communication skills necessary to succeed. At the conclusion of the session, attendees will comprehend the personal choices leaders must make as well as have the knowledge to apply practical skills and techniques to transform their organizations and themselves, both professionally and personally. Takeaways include an organizational survey to facilitate discussion during the strategic planning process and leadership checklist to keep you on track.



The Compassion Effect: How Struggling with Others Changes Everything **Nate Regier, Ph.D.**

The medical community has done more and been taxed more during the pandemic than any other sector. Stress, burnout, empathy, fatigue, division and drama have been the norm. We are craving authentic connection and purpose more than ever. Compassion is the answer, but not the kind of compassion we are currently practicing. Join Nate Regier, international keynote speaker and author of two books about compassion at work, for an uplifting presentation that will revive your passion for caring. Uncover the five misconceptions about compassion that might be holding you back and discover a re-imagined framework for compassion that will help you engage with more authenticity, energy, and effectiveness in every interaction.



**The 10 Cent Decision:
How Small Change Pays Off Big**
Laurie Guest, CSP

A keynote presentation relevant to every member of the team, from the C-Suite to the front-line staff. Real-world (and customizable!) examples, actionable strategies and Laurie's signature engaging delivery create a memorable, impactful program every time. Whatever business you're in, service is at the center of it. From company culture to guest interactions, the choices we make day in and day out add up to create exceptional experiences for everyone involved. Sure, some decisions are big ones. But more often, it's the "10¢ decisions"—the ones that don't cost much (literally or figuratively) but have a massive impact—that set the stage for remarkable customer service. **Plus:** Every attendee walks away with Laurie's "Simple Six Pack," a suite of exclusive resources designed to improve business interactions overnight.



**Breaking the Mold: Time for
an Extreme Makeover for Healthcare**
Marion Jenkins, Ph.D.

Healthcare has always lagged behind other industries in terms of technology and automation. In spite of billions of dollars spent on technology, patients still sit in ever-more-plush waiting rooms and fill out seemingly endless forms requiring duplicative information, much of which has little to do with quality patient care. Faxing and scanning, which have all but disappeared in most industry sectors, are still key in healthcare. Staff and providers

have to contend with cumbersome, archaic systems that are anything but user-friendly, deployed in isolated and largely slapped-on silos that don't "talk to" each other. This leads to time consuming and mind-numbing extra steps by the staff, not to mention errors that can seriously impact patient care. Far from being "paperless," today's practices are frequently "paper-more." It's no wonder that technology is one of the leading stated causes of provider and staff burnout. We will examine the underlying cause of the current state, its impact on the primary players involved - patients, providers and staff - and discover together a rational way out of this mess, with thoughtful approaches that practice leadership can take now to address these issues.



Only in Healthcare
Cameron Cox, FACMPE

This presentation encourages us to take a moment and giggle at ourselves and our crazy industry. One of the funniest events in the life of a healthcare administrator is attempting to explain how our world works...such as explaining that our charges aren't really charges, but our allowables are the allowables. And they don't always get allowed because they may not have been authorized unless we remembered to add a modifier. This presentation is a way for us to breathe...to take in the craziness of what we do and how we do it. It is one hour of smiles and laughs with fellow administrators and managers about a topic that truthfully only we understand.

BREAKOUT SESSIONS

Compassionate Accountability
Nate Regier, Ph.D.

Following up on Nate's keynote, participants will take a deep dive into the daily practice of Compassionate Accountability®. Learn the Three Switches of a Compassion Mindset and explore how to apply The Compassion Cycle in a variety of relevant challenges such as crisis communication, culture, performance management, engagement, and patient satisfaction. This highly interactive session will help you find solutions for your most pressing challenges.

the high volume of patients and the inability to accurately predict which services will be rendered during a visit. We will focus on the collections of outstanding balances and patient deductibles, while providing the audience with some ideas on how to train and incentivize front-desk staff to perform in this area. This presentation will also touch on the reporting and analytics that are necessary to effectively monitor the situation.



**Time of Service Collections
Strategies in the Primary Care Setting**
Bryan Wood, MBA

During this presentation, Bryan will go over a proven method of improving time of service payments in a primary care setting. Collecting time-of-service payments is especially challenging in the primary care setting, given

**An Inside Overview of Key
Regulations that Keep Healthcare Leaders Up at
Night – Taya Moheiser, EMBA, CMPE, CMOM**

In 2020 and 2021, HHS and CMS issued a flurry of rules that impact healthcare providers. Attendees of this session will identify critical new rules and understand how these rules impact their organization. In this session we will deep dive into requirements, exceptions, and how to prepare for compliant success with the 2022 CMS PFS Final Rule, the Price Transparency Law, and the No Surprises Act.



Six Sigma-LEAN/Change Acceleration Stefanie Hohensee, MHA, CMPE

How do you create efficiency in your practice? How do you properly run a meeting with getting a voice from every person present? Learn innovating ways to increase the efficiency while creating collaboration and shared need in your practice. In fact, what you will learn in this workshop, knows no boundary and you will be energized to use it in many areas of your life.



The New Era of Cyber Safety: What You Need to Know, and Do, Now Thomas Douglas

The landscape of cybersecurity changed forever last year. By November 2020, the number of cyberattacks had doubled from where they were at the start of the year, and 27% of those attacks target banks. As of today, over 300,000 new pieces of malware are released every day. The statistics can be terrifying, but the fact is, this is a problem that can be overcome. Thomas H. Douglas is here to show you how. This keynote will break down the high-priority, first-things-first steps you can take right now to protect your bank. Tom will show why IT security decisions need to be made in the C-suite and reveal the key things every executive should know to make informed, proactive decisions about cyber safety. Join this ultra-timely presentation and be ready to walk away empowered to keep your most valuable business assets out of the hands of the bad guys!

Sustaining a Hybrid Telehealth Model Long-Term Kem Tolliver, CMPE, CPC, CMOM

As telehealth becomes more standard as a care delivery method, it's time to focus on applying strategic planning to ensure long-term viability. In this session attendees will identify key components of a sustainable telehealth model along with the implementation strategies required to achieve success.

Business Intelligence Tools & Concepts for Practice Managers

Bryan Wood, MBA

This session will focus on how common business intelligence (BI) tools, such as Microsoft Excel and Microsoft Power BI, can be used to create robust, multi-dimensional reports. By creating queries using Structured Query Language (SQL), data visuals and pivot tables can be created that allow managers to easily slice through the data and view it from any perspective. Key performance indicators can be built into the visuals, eliminating the need for manually inputting data into formula-filled spreadsheets each month. Simply refresh the data to have the most up-to-date information available anytime. While this presentation is not designed to be technical in nature, the audience will be introduced to some common BI concepts and see some examples of how the tools can be useful in managing the practice and solving problems.

Breaking Down the Silos - Matt Griswold

How many silos exist within our organization? How often do we deal with miscommunication between departments? Successful organizations know that these departments and teams must become cross-functional and work together to improve business. Our learning objectives include: Learn about the concept of organizational design and how an organization is designed to work; Determine where and how organizational silos exist; Examine the impact of silos on an organization; Review best practices to eliminate silos.

Fee Schedule Oversight and Evaluation Tactics with Your Bottom Line in Mind - Taya Moheiser, EMBA, CMPE, CMOM & Kem Tolliver, CMPE, CPC, CMOM

Measuring and evaluating the revenue cycle indicates areas of opportunity throughout the organization but how to approach evaluation and measurement can be a challenge. In this session attendees will master strategies to evaluate their fee schedules and create ongoing oversight methods which can stabilize and optimize net practice profits.

MEET OUR SPEAKERS

Cameron Cox, III, MHA, FACMPE is the MacGyver of healthcare business management, and he's a man with a mission: to help medical practices thrive. Once a practice administrator himself, Cam is now the founder and CEO of e3c3 Consulting. Cam is a Fellow of the American College of Medical Practice Executives and holds undergraduate and graduate degrees in Healthcare Administration from the University of North Carolina at Chapel Hill. Never settling for the status quo, he is passionately engaged as an active leader helping physicians with leadership, strategic planning, effective practice management, and

a wealth of other subjects that address challenges and present opportunities for today's medical practitioners.

Rennie Curran is a former professional athlete who currently serves as an active Keynote Speaker, Author, and the CEO of Game Changer Coaching. Recently Inducted into the Gwinnett County Sports Hall of Fame and the Georgia Hall of Fame, he uses his platform to inspire business professionals to reach their full potential. His experiences of overcoming many circumstances to reach his childhood dream of becoming a 3-time

All American, Butkus Award Finalist, permanent team Captain, a 3rd round draft pick in the 2010 NFL Draft (Tennessee Titans) and transitioning into becoming a successful entrepreneur has given him a unique perspective on what it takes to handle adversity and maximize opportunities while having a positive impact on others. Rennie obtained a Bachelor of Business Administration from University of Georgia's Terry College of Business and a certification in personal development coaching from the Life Purpose Institute. He has been featured in The New York Times, USA Today, Fox Sports, ESPN College GameDay, The Huffington Post, and much more.

Stephen A. Dickens, JD, FACMPE is an attorney and Vice President of Medical Practice Services at SVMIC. In this role, he advises physicians and their staff on organizational issues including governance, operations, strategic planning, leadership, patient experience and human resources. He is a published author and frequent speaker at state and national conferences on these topics. Mr. Dickens has spent over 25 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 the Medical Group Management Association having served as the first solo chair of MGMA-ACMPE.

Thomas Douglas is president and CEO of JMARK. Tom is a trusted technology adviser to a global list of clients. He is recognized as a leader in the managed services industry, being named to the annual *MSPmentor* 250 list multiple times. Additionally, the Missouri Branch of the U.S. Small Business Administration chose him as the 2013 Missouri Small Businessperson of the Year. Nationally, he is also well-known as an engaging speaker on topics such as executive strategies, entrepreneur tactics, technology trends, I.T. maturity methodologies, cybersecurity, and other leadership and technology subjects.

Matt Griswold is an Engagement Specialist at People Centric Consulting Group where he has spent the last five years helping organizations and leaders reach the goals they have set for themselves. Prior to People Centric, Matt spent 15 years as a facilitator at JP Morgan Chase. Matt's goal is to help you achieve greatness at a higher level. His best advice is this, "Everyone is a leader, lead them well."

Laurie Guest, CSP has over 24 years of healthcare experience serving both a privately owned medical facility and a community hospital system. During her administrative career she helped a multi-million-dollar medical center become a regional leader of ophthalmic surgery. Because of her experience with direct patient, she understands the challenges of working in a stressful,

fast-paced environment. Her passion for patients and practical approach to connecting with others is what makes Laurie a favorite speaker among healthcare audiences. Laurie was recently inducted into the Speakers Hall of Fame®, an award held by less than 1% of speakers worldwide. She is also the author of two books, her latest is a unique book on customer service entitled *The 10¢ Decision: How small change pays off big*.

Don Harkey holds a B.S. in Chemical Engineering from the University of Nebraska-Lincoln and spent 10 years working for Fortune 500 companies where he developed his skills helping people to improve processes. Looking to leave life inside a large corporation, he jumped into the world of business consulting in 2005. People Centric partners with organizations to implement strategic and tactical processes that create high performance cultures. Harkey has worked with a variety of organizations successfully implementing systems that improve employee engagement and profitability. Don is also a Certified Coach for The Great Game of Business™. He is a much sought-after professional speaker based on his practical advice delivered with high energy and humor.

Stefanie Hohensee, MHA, CMPE is part of the leadership team at Mercy. In her role, she oversees the Cardiothoracic Surgery Clinic at Mercy Heart Hospital as well as the Vascular Surgery Clinic at Mercy-Whiteside. Hohensee graduated from Evangel University with a Bachelor's in Business Administration and holds a Master's in Healthcare Administration from Webster University. Hohensee is a certified medical practice executive (CMPE) a designation of the American College of Medical Practice Executives (MGMA). Hohensee is very active in her community and also serves as the Chair of the Missouri MGMA Membership Committee. When she is not working, she can be found camping and riding side by sides, hunting or fishing with her husband Josh and son Luke (14).

Marion Jenkins, Ph.D., FHIMSS is a partner and co-founder of HealthSpaces, whose mission is improving patient and provider experiences while reducing healthcare costs. He is a nationally recognized author and speaker on healthcare technology. Over the last 20+ years he has helped many healthcare organizations develop and execute technology strategies, with well over 200 healthcare technology engagements in 40 states. Marion holds a PhD in Engineering from Stanford, is a Fellow in Health Information Management Systems Society and an Air Force Veteran.

Shawntea (Taya) Moheiser, EMBA, CMPE, CMOM received her executive MBA in Healthcare Management at Creighton University where she graduated Summa Cum Laude. She is a subject matter expert in healthcare

compliance, organizational governance, process optimization, and revenue cycle management. Having held senior level executive management positions in private practices, collaborative institutes, and national care coordination organizations, Taya now educates and consults on all areas of healthcare operations. Taya also functions as Business Analyst and Rev Cycle SME for H4 Technology, LLC, a Data Management Software as a Service organization providing services to hundreds of providers across the nation. A proud member of the Medical Group Management Association's Government Affairs Council and MGMA's E/M Workgroup, Taya recently co-authored the new publication *Revenue Cycle Management: Don't Get Lost in the Financial Maze*. Her thoughts on the innovative use of people and IT was included in the HIMSS Voices of Innovation Publication in 2019 coordinated by the Cleveland Clinic and she is a noted speaker and/or author for organizations such as HealthLeaders Media, the Practice Management Institute (PMI) MGMA, and Medical Economics.

Nate Regier, Ph.D. is the CEO and founding owner of Next Element Consulting, a global leadership firm dedicated to bringing compassion into the workplace. Dr. Regier is a former practicing psychologist and expert in social-emotional intelligence, interpersonal communication and leadership. Recognized as a Top 100 keynote speaker,* he is a Process Communication Model® certifying master trainer. Nate is the author of three books—Beyond Drama: Transcending Energy Vampires, Conflict Without Casualties: A Field Guide for Leading with Compassionate Accountability, and his newest book, Seeing People Through: Unleash Your Leadership Potential with The Process Communication Model. He hosts a podcast called OnCompassion with Dr. Nate, writes a weekly blog, contributes to multiple industry publications and blogs, and is a regular guest on podcasts.

Kem Tolliver, CMPE, CPC, CMOM is the co-author of, "Revenue Cycle Management: Don't Get Lost in the

Financial Maze" published by MGMA®. She also created and delivered the first ever Revenue Cycle Management Certificate program on behalf of MGMA. Medical practices managed by Kem have received MGMA® "Better Performing Practice" distinctions in the areas of Accounts Receivable and Collections. As a national and regional SME Kem develops and delivers educational content to industry leadership. Mrs. Tolliver holds dual Bachelor of Science degrees in Healthcare Administration and Organizational Management, Summa Cum Laude and Magna Cum Laude respectively. Her certifications include: Certified Medical Practice Executive (CMPE), Certified Professional Coder (CPC) and Certified Medical Office Manager (CMOM). For over 20 years she has provided strategic and operational leadership to medical practices and hospitals. As the President of Medical Revenue Cycle Specialists, LLC (MRCS) her team leads Health Care Organizations in: Practice Start Up and Transformation, Revenue Cycle Improvements, Clinical Documentation Improvement, Educational Programing, Payer Contracting, HIT Software Development, EMR/PM software customization and Telehealth integration.

Bryan Wood, MBA is an experienced healthcare professional with a strong background in healthcare practice management and information systems. For the over 10 years, Bryan has worked as a practice administrator for a pediatric practice in the Kansas City area. Apart from the responsibilities of managing a practice, he has worked extensively in the implementation and development of the practice's EHR/EPM system. Bryan has been especially focused on using a variety of Business Intelligence tools to help manage the practice' revenue cycle. As a practice manager, Bryan has a deep understanding of the key financial and operational challenges associated with running a medical practice. Combined with his background in information systems, he has been successful at designing effective solutions to meet these challenges. Bryan holds a Bachelor's degree in management of information systems and a Master's degree in business administration.

COVID-19 RESPONSE

The health and safety of our attendees, exhibitors, members, and industry colleagues are of the utmost importance to us. Now, more than ever, we must organize, connect, and collaborate to combat this public health threat. MO MGMA will deliver educational and networking experience for all attendees. Everyone is encouraged to follow the most conservative guidelines available from leading global and local health authorities (such as the CDC and WHO), which include social distancing, frequent hand washing, covering coughs and sneezes, and staying home when appropriate or when sick.

For additional information and to register, please visit our website at mgma-mo.org or contact Rebekah Francis at rebekahfrancis@att.net