



# COMMUNIQUE

December 2022/January 2023



Hello everyone! The holiday season is upon us and if you are anything like me you still have some shopping to do for friends and loved ones. I especially enjoy this time of year as I get to spend some much needed time with the individuals that are closest to me. It really allows me to recharge and come back to work fresh and ready to take on the next calendar year.

I am so thankful for the entire Missouri MGMA Family, the board of directors I am blessed to work with and each and every one of you. Without this group I would not be where I am today in my professional life.

Missouri MGMA offers a lot to our membership in addition to the excellent annual conference every year. I encourage all of you to participate and take advantage of our Quarterly Connections that take place over the course of the year. These educational and interactive sessions have experts discuss timely topics to our field and help us further our knowledge. If you have any topics you would like more information on please reach out to me and we can work to get them on a future Quarterly Connection.

In closing I wish all of you a fantastic holiday season and all the best for you, your family and your organization. Have a great day and please reach out to myself or any board member with any questions or suggestions you may have.

Travis Messer, MHA  
President, Missouri MGMA, [tmesser@lakeregional.com](mailto:tmesser@lakeregional.com)



Gregory Thompson, MBA  
President-Elect



Laurie Atwood  
Treasurer



Stefanie Hohensee, MHA,  
FACMPE, Secretary



Daun Hills  
Immediate Past President



It amazes me how fast time seems to fly these days. Didn't we just finish handing out candy to the little ghosts and goblins like last week? I can't believe Hanukkah and Christmas are only days away. Luckily, I am pretty much prepared for the holidays and thankfully I'm not hosting any this year.

What I am abundantly excited to host is the MO MGMA annual conference in Saint Louis in May of 2023. We have been very hard at work making sure we bring you a great balance of education, fun, and professional networking. Here are some of the topics we want to cover this year:

**Workshops:** Three workshops will be offered on Wednesday May 10<sup>th</sup>. These workshops will cover the topics of Sig Sigma and being LEAN in healthcare. The second workshop will focus on the burning questions in Human Resources. The third workshop will be an all-encompassing overview of the ACMPE certification process.

**General Sessions:** Our opening session Wednesday night will be with Brian Parsley as he discusses how we can master authentic communication. Thursday morning, we will hear Damon West tell us his story and how one simple lesson can create positive change. Thursday afternoon we will have Susan Childs tell us about the delivery of healthcare from the patient's perspective. Friday we will have two general sessions. Steve Cruze will elaborate on how we can be the backbone of leadership in our practices and organizations, and we will have Joe Qitoni close the conference with ideas on how to create a winning culture. All these speakers are knowledgeable and highly regarded so we hope that you gain something from their pearls of wisdom.

**Breakout Sessions:** We will have sessions on credentialing, government updates, staff empowerment, strategic planning, Value Based Principles, Revenue Cycle Management, Contracting, Diversity and Inclusion, and Leadership. We figured a well-rounded conference agenda would make it worthwhile for everyone to attend.

I sincerely hope that each of you can join us at the conference in May. Be sure to wear your favorite baseball team's gear. We want to make this one of the best professional development opportunities available to you. As always, feel free to reach out to me or Rebekah if you want or need more information. I am here to make this the best conference yet!

I WISH YOU ALL A WONDERFUL HOLIDAY SEASON!

Greg Thompson, MBA  
President-Elect  
[greg@stlrheum.com](mailto:greg@stlrheum.com)

# MISSOURI MGMA ANNUAL CONFERENCE

May 10 - 12, 2023 • Doubletree Hilton Hotel St. Louis-Chesterfield, MO

## Conference Agenda

### Wednesday, May 10<sup>th</sup>

- 11:00-5:00pm Registration Open for Attendees and Vendors  
1:00-4:00pm Workshops  
    **People Centric Leadership** – Matt Griswold & Don Harkey  
    **Six Sigma** – Stefanie Hohensee  
    **ACMPE Prep Course and Mock Exam** – Kathie Huttegger & Cristian Lieneck  
4:15-5:30pm **Opening General Session: Mastering Authentic Communication** – Brian Parsley  
5:30-6:30pm **Networking Reception**

### Thursday, May 11<sup>th</sup>

- 7:30-8:30am **Breakfast with Exhibitors**  
7:30-8:30am **First Time Attendee Breakfast**  
8:30-9:30am **General Session: The Coffee Bean: A Simple Lesson to Create Positive Change**  
Damon West  
9:45-10:45am **Breakout Sessions**  
    **Empowerment of Staff and Becoming the Employer of Choice** – Scott Miles  
    **MGMA Washington Update** – MGMA Government Affairs  
    **Credentialing** – Cindy Burcham  
10:45-11:30am **Networking Break with Exhibitors**  
11:30-12:30pm **Breakout Sessions**  
    **Strategic Planning** – Matt Griswold  
    **Making Value-based Principles Work for You and Your Practice** – Gary Hyman  
    **Managing Revenue Cycle Resources for Optimal Results** – Paola Turchi  
12:30-1:30pm **Lunch with Exhibitors**  
1:45-2:45pm **Breakout Sessions**  
    **Humble Leadership** – Matt Griswold  
    **Diversity & Inclusion in the Workplace** – Barbara Faupel  
    **Contracting** – Cindy Burcham  
2:45-3:30pm **Dessert Break with Exhibitors**  
3:30-4:30pm **General Session: Your Patient Has Something to Say! E.I. and the Delivery of Care**  
Susan Childs  
5:00-6:30pm **Reception and Trivia Night**

### Friday, May 12<sup>th</sup>

- 7:30-8:15am **Breakfast with Exhibitors**  
8:30-9:30am **General Session: Being the Backbone of Leadership** – Steve Cruze  
9:30-10:00am **Networking Break with Exhibitors**  
10:00-11:30am **Closing General Session: Foundation of a Winning Culture** – Joe Quitoni

Doubletree Hilton Hotel  
St. Louis - Chesterfield

MISSOURI  
MGMA

# ACMPE Corner

## GIVE YOUR CAREER A GIFT IN 2023

It's a busy season, but take the time to think about advancing with ACMPE in 2023. There are group and individual sessions available to help you.

***YOU ARE NOT A GERBIL ....  
AND LIFE IS NOT A WHEEL***

*We do not learn the same  
We do not have the same schedule  
We do not have the same goals or needs  
We are not in the same spot in our advancement*



Let me help you! We can schedule one or multiple Zoom calls (or phone calls) or exchange emails to get you unstuck. We can set up group training or one-on-one sessions to help you get from where you are to where you want to be.

There are sessions designed to cover the various domains such as:

- Essentials of Financial Management
- Essentials of Organizational Governance
- Essentials of Risk and Compliance Management
- Essentials of Human Resource Management
- Essentials of Operations Management

As well as sessions answering general questions about the process and the quizzes, etc.

Please let me know how I can help you achieve your advancement goals in 2023.

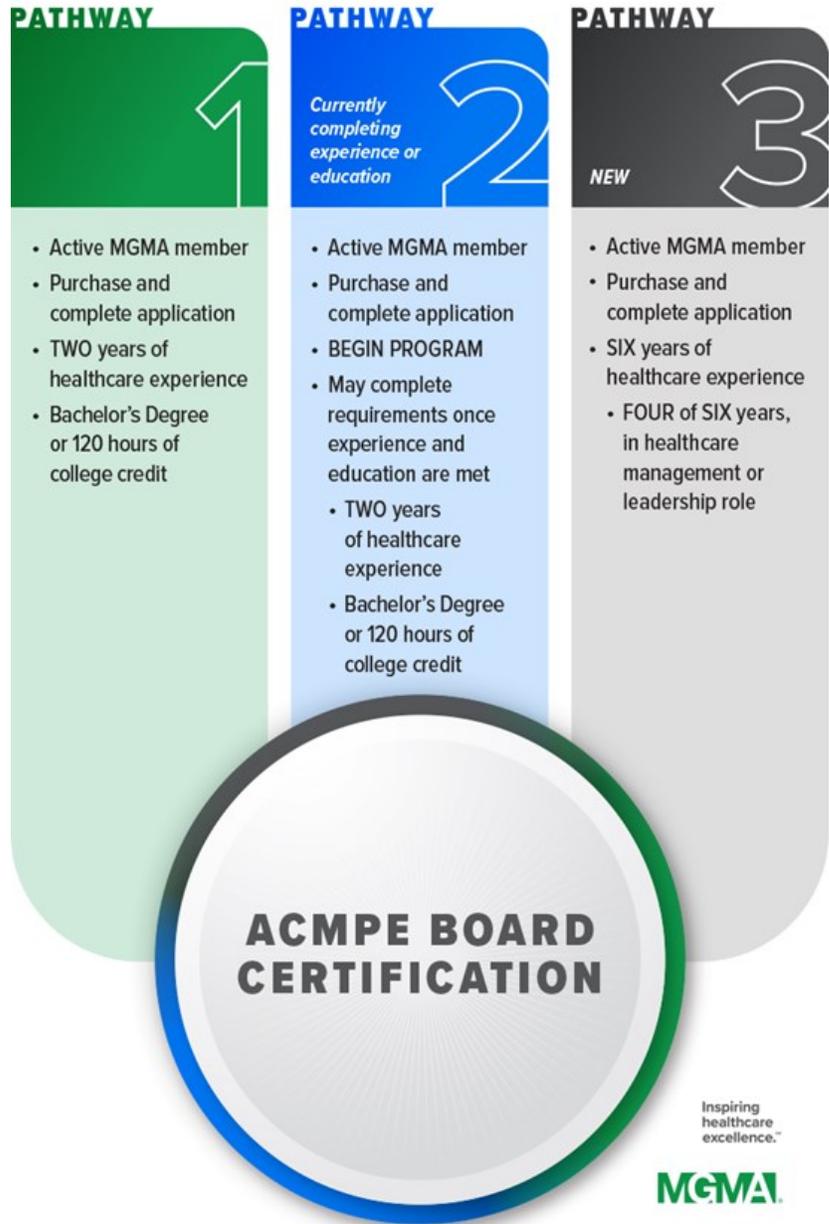


Kathie Huttegger, FACMPE  
ACMPE Forum Rep  
kthutts@frontier.com  
636-399-5556



# ACMPE Corner

Plan to attend the ACMPE Workshop at our [2023 Annual Conference](#), Wednesday, May 10th from 1-4pm. Cristian Lieneck, PD, FACMPE, FACHE will join Kathie to present how you can succeed in your ACMPE pathway goals. The workshop will review CMPE/FACMPE eligibility criteria, timelines, fees, and preparation/best practice study tips for the CMPE exam. Participants will take a full multiple-choice and scenario-based mock exam to serve as an initial benchmark for an individual, self-scored, knowledge-level assessment.



## MO MGMA Membership Renewals

**REMINDER**

We know your membership is an investment and we hope you will renew your membership and continue to receive the many benefits MO MGMA's membership provides. Membership renewals are due January 1st. If you have any questions or have not received your renewal email and dues invoice, please contact [Rebekah Francis](#).



**Getting Ready for 2023:  
Reimbursement & Coding Changes  
Thursday, December 15 @ 12PM CDT**

[Register Now](#)

⇒Review of ICD-10-CM coding changes are hints of the future—ICD11?

⇒Review of CPT coding changes for 2023—and a preview of changes coming in 2023

⇒Review of Medicare changes for 2023

Learning Objectives:

- Describe the most impactful diagnosis coding changes for 2023
- Identify new CPT codes for 2023
- Determine documentation changes that may be necessary with new codes
- Recognize changes in Medicare payment policy for 2023

Speaker Kim Huey, MJ, CHC, CPC, CCS-P, PCS, CPCO, COC has worked with providers in virtually all specialties, from General Surgery to Obstetrics/Gynecology to Oncology to Internal Medicine and beyond. She has spoken at the national conference of the American Academy of Professional Coders, the American Health Information Management Association, the Health Care Compliance Association, and has presented audio-conferences for AHIMA, DecisionHealth, The Coding Institute, Coding Leader, Intelicode, and Progressive Healthcare.



**MGMA STATE  
AFFILIATE  
MEMBER  
WEBINAR**

# FINDING AND KEEPING DEVOTED EMPLOYEES IN THE NEW AGE OF WORK WITH SPEAKER JOE MULL



**TUESDAY, JAN 10TH  
1PM ET / 12PM CT / 11 AM MT / 10 AM PT  
OR  
THURSDAY, JAN 19TH  
3PM ET/2PM CT/1PM MT/12PM PT**

The employee revolution is here. As workers everywhere quit, retire, or change jobs, do you really understand what leads ordinary people to become dedicated employees? In this captivating program, leadership and retention expert Joe Mull dispels the pervasive myths that are hindering hiring (Hint: it's not all about money and it's absolutely false that 'no one wants to work.')

and shares the 3 factors that determine whether someone will join your organization, stay long term, and commit to doing great work. Participants will leave with a simple yet powerful framework for turning organizations into destination workplaces that meet the needs and values of a changed workforce.

**Register**

#### **ABOUT THE PRESENTER:**

Known as a dynamic, engaging speaker, Joe Mull is a respected authority on cultivating commitment in the workplace. He is the author of 3 books, including *No More Team Drama* and the forthcoming *Employalty: How to Ignite Commitment and Keep Top Talent in the New Age of Work*. He also hosts the popular *Boss Better Now* podcast and is founder of the *BossBetter Leadership Academy*. Joe previously managed training at one of the largest healthcare systems in the U.S., and has appeared as an expert in multiple media outlets including *Forbes*, *Newsweek*, and the *International Business Times*. For more info about Joe, visit [joemull.com](http://joemull.com).

# LEGISLATIVE NEWS

I hope you enjoyed time with family and friends over Thanksgiving and had an opportunity to express gratitude for your many blessings. Now on to the hustle and bustle of the holiday season! I always find myself stressing a little bit more this time of the year, between work and home, so I encourage you to take a minute now and again to pause. May you find time to reflect on your joys and sorrows, on all that you have accomplished in 2022, and to think about what you want to change in 2023. Below are a few highlights and as always, a big thanks to MGMA Government Affairs for sharing great content.

## National Policy Updates

MGMA's Final 2023 Physician Fee Schedule Analysis via Washington Connection:

**Physician Fee Schedule** – final rule set at \$33.0607 (- 4.47%) with an average anesthesia factor of \$20.6097

**Split E/M Billing** (allows provider to bill based on exam or time) – delayed until CY 2024

**Telehealth Services** – payments will be awarded for 151 days after the Covid-19 PHE expires (see *Consolidated Appropriations Act*), covering services through June 23, 2023, based on the current expiration date of January 11, 2023, and confirmed telehealth visits will be paid the same as face-to-face through 2023

**Behavioral Health Services** – auxiliary personnel may supply services, incident to, under general supervision instead of direct supervision

**Quality Programs** – finalizing 5 new MVPs (MIPS Value Pathways), for a total of 12, now available for voluntary reporting in CY 2023

On November 22<sup>nd</sup>, H.R. 9352 was introduced to the House. This bill, for the 117<sup>th</sup> Congress, was filed by Congresswoman Ann Wagner (R-MO) aims to improve services and support for victims of trafficking. On December 1<sup>st</sup>, the *Pregnant Women in Custody Act* (first introduced in 2018) was passed, establishing standards of care for incarcerated women. Of course, with the November election, there are federal legislative leadership changes coming. Bills for the 118<sup>th</sup> Congress (2023-2024) will start filing in January.



## State Policy Updates

Just a reminder that Missouri does not have any Covid related licensure exceptions, nor are there any licensing or statutory exceptions for telemedicine visits, so it's advisable to ensure providers have a Missouri license to conduct clinic-based telemedicine services.

We do have some legislative leader changes at the state level as well. I am so thankful for the Missouri Foundation for Health's [legislative update](#). I would also like to welcome Jennifer Carter Dochler to her new role with the organization as Director, Government Affairs.

Missourians elected 24 Republicans and 10 Democrats to the Senate. The state hit a new record as we now have 12 female senators surpassing our prior record of 11. Sen. Cindy McLaughlin (R-Shelbina) will serve as the Senate Majority Floor Leader, our first woman to hold the leadership position in the state's history. Sen. Caleb Rowden (R-Columbia) will serve as Senate President Pro Term. The Missouri House will be comprised of

# LEGISLATIVE NEWS

111 Republicans and 52 Democrats with Rep. Dean Plocher (R-St. Louis) serving as Speaker of the House. Scott Fitzpatrick (R), former treasurer, moves to auditor. Andrew Bailey (R) has been appointed attorney general. Gov. Parsons has not yet appointed a new treasurer. Current Attorney General Eric Schmitt (R) will become Missouri's U.S. senator as Sen. Roy Blunt is retiring. Sen. Eric Burlison (R) is replacing Congressman Billy Long for the 7<sup>th</sup> Congressional district and Mark Alford (R) will replace Congresswoman Vicky Hartzler for the 4<sup>th</sup> Congressional district.

The 102<sup>nd</sup> Missouri General Assembly convenes on January 4<sup>th</sup> and the new leaders will be sworn in. Pre-filing for the 2023 session began on December 1<sup>st</sup>. Jennifer shared that over 300 bills were pre-filed. Here's her synopsis of key bills affecting medical practices:

House Bill 69 – modifies collaborative practice agreement geographic proximity requirements

House Bills 91, 254, and 286 – modifies services for pregnant and postpartum women

House Bill 328 – extends coverage for mothers postpartum, up to one year

House Bills 271 and 330 – modifies provisions for advanced practice nurses

If you have any questions or thoughts on future topics, please don't hesitate to reach out.

Merry Christmas/Happy Holidays to all and a Happy New Year!

Ashley Sipes

MO MGMA Legislative Liaison

[Ashley.Sipes@mercy.net](mailto:Ashley.Sipes@mercy.net)

*MO MGMA works closely with both MGMA and MSMA Government Affairs staff to provide our members with the latest legislative & regulatory information. For more information on how you can get involved or questions on any legislative issue, contact your MO MGMA Legislative Liaison [Ashley Sipes](#).*

## CAREER CENTER

We are excited to announce that beginning January 1st the MO MGMA Career Center will be open for free job postings for all members.

To post a position, visit our website or send your job details to [Rebekah Francis](#).

**MGMA**<sup>®</sup>  
MISSOURI

# Enhancing practice operations through process standardization

By Otis Lewis, MHA, CMPE, CHFP

October 2022 MGMA Connection magazine. Reprinted with permission.

Life can be viewed as one long process, our daily actions and encounters as steps toward or components of a larger process, with each step taking us closer to an overall goal. To reach the desired goal, insight into the actions taken within a process is necessary, as the output is a key driver of the input.

Process standardization consists of the improvement of operational performance, quality and cost reduction. These facets are attainable through error reduction, effective communication, routine training, and educational opportunities, along with being flexible, adaptive, and dynamic. Establishing processes requires adoption of a clearly defined set of rules that set expectations for work performance.

In healthcare, many job functions consist of core duties based on the employee's title; for example, a registrar is expected to register patients. As a result, a standard process, workflow, or process map must be implemented and used as the foundation for training, evaluation, and accountability. This is a mission-critical function for the registrar — all mission-critical functions must be standardized.

Standardization allows for a "plug-and-play" model of operations. The outcomes or expectations of a task should not be subject to the person who is completing it. Unintended outcomes are three times more likely when standardized processes are not followed.<sup>1</sup> Uniformity yields specific results; when executed properly, this will not vary from person to person.

## Environmental factors

Elements outside the span of our control should be anticipated. Within the ambulatory setting, medical practices encounter late patients, inclement weather, employee sick calls and other external factors that impact the daily routine. Despite the influence these factors may contribute to performance and results, standard processes account for these adverse circumstances to drive the preferred goal. Void of a process, results will be predicated on environmental factors.

Inclement weather often adversely impacts the show rate at a medical practice. Establishing a process to conduct personal reminder calls 24 hours prior to a scheduled appointment has resulted in improved no-show rates. Studies of healthcare organizations such as the Robert Wood Johnson University Medical Group, the VA Medical Center and others, have shown up to a 50% decrease in no-show rates because of reminder calls.<sup>2</sup> Based on these studies, a practice identifying a process to reduce the no-show rate due to weather will positively impact access, revenue, and the patient experience.

## Controlling the process

Simply establishing and fulfilling a standard process does not provide consistent assurance of the desired outcome. However, when standardization is operationally absent, results will always vary, from person to person.

*continued*

Standardized processes must be clearly expressed in the form of process mapping, policy/procedures, training manuals, tip sheets and various forms of training media. These are “living, breathing” documents, sharing a common life cycle. Through identification of an existing process that requires improvements or a new strategic goal prompting creation of a process — from inception and training to implementation — these processes must be continuously reviewed. Once a process is defined, it can be measured; once measured, it can be improved. A cyclical procedure requires routine review, revisions and phases of application.

Development of work standards facilitates training new staff and continued training of existing staff to maintain results. Each process must be expressly drafted, clearly outlining all required steps, person(s) responsible for completing each step and a champion who will take ownership of workflow implementation. A climate of autonomy and accountability will be fostered, eventually resulting in reduction of direct oversight, alleviating undue stress and burdens on management staff. Work stress affects more than 50% of all working people, resulting in negative health outcomes.<sup>3</sup> There is a direct correlation between standard processes and the impact on stress levels for employees.

Process standardization, or decreasing process variation, is an essential component of Lean methodology.<sup>4</sup> The ability to reduce alternative methods to complete a process results in improved quality and cost efficiency. Today, U.S. healthcare expenditures exceed \$3 trillion, with an estimated \$1.2 trillion attributed to medical waste and rework. With the Affordable Care Act (ACA) requiring a \$196-billion annual reduction in federal healthcare spending,<sup>5</sup> organizations have adopted Lean operation principles. Pioneered by Taiicho Ohno, an industrial engineer for automobile manufacturer Toyota, Lean manufacturing focused on continuous learning with the intention of reducing operational inefficiencies and the elimination of waste. A fundamental tenet of Ohno’s Toyota Production System infers improvement is not possible unless a standard is enforced. Healthcare organizations have adopted this methodology to improve the delivery of care with maximum efficiency and cost effectiveness.

Waste is eliminated when an organization develops a culture dedicated to continuous process improvement. Employees adhere to established steps, with a foundation in evidence-based practices established through implementation of PDSAs (plan-do-study-act) to identify elements that augment processes.

## **The physician stake**

Founded in 1989, the Agency for Healthcare Research and Quality’s mission is to conduct research and produce evidence to improve the efficiency and quality of healthcare delivery. In the development of clinical guidelines, the goal is to define the appropriate level of care to be provided to patients diagnosed with comparable conditions and levels of disease, with similar demographics.<sup>6</sup> A “best practice” was developed to treat a certain condition, as it is the most efficient and effective. There should be little to no deviation from this standard approach to medical treatments as the probability of achieving the anticipated and desired outcome is significant. Studies have proven patients benefit from more favorable health outcomes when best practices of care are applied consistently. This has been demonstrated to improve, but not be limited to mortality and morbidity rates, infections, readmissions and adverse drug events.<sup>7</sup>

*continued*

Physicians and administrative support staff spend at least 23 hours annually, per physician, completing credentialing forms. Developing a standardized national credentialing system, spanning public and private sectors, can potentially result in \$1 billion in cost savings for healthcare expenditures.<sup>8</sup> These types of radical reforms equate to time saved by the physician, which should translate to increased clinical time with patients, a sentiment shared by many physicians as a direct contribution to professional satisfaction and retention.

Studies have shown 54% of physicians reported at least one symptom of burnout, twice the rate of non-physician employees in the nation. This burnout correlates to negative clinical outcomes for the patients they serve and the inability to meet targeted productivity outcomes, costing the healthcare system \$4.6 billion annually or approximately \$7,600 per employed physician.<sup>9</sup>

Physicians are a primary stakeholder in the implementation and maintenance of standardized processes. Belief in and practice of these processes result in an optimal patient and physician experience, while financially benefiting the healthcare system.

## Case study

Montefiore Medical Group (MMG), the primary care network for Montefiore Medical Center, is an ambulatory group of 20 practices providing adult, pediatric and specialty care to patients throughout the Bronx and Westchester County in New York.

The COVID-19 pandemic's impact devastated the nation, but for a period in 2020, NYC became the epicenter of the pandemic, with the Bronx holding the highest positivity rate among the boroughs.<sup>10</sup> The shift in delivery of education, social interactions and extensive durations of isolation significantly impacted adolescents, resulting in heightened senses of loneliness, distress and anger — causing an increase in negative psychological outcomes.<sup>11</sup> MMG holds a title of distinction as recognized by the National Committee for Quality Assurance for its Behavioral Health Integration Program (BHIP). This program provides behavioral health services to adult and pediatric patients provided by licensed social workers, psychologists and psychiatrists.

The MMG Pediatric Psychology Department provides needed therapeutic care to the patients within the community. To ensure timely access to care following a referral from the patient's primary care physician (PCP), a standardized workflow was adopted. Working closely during the development phase with primary stakeholders, including operational and medical leadership, in addition to consulting with the clerical associates responsible for scheduling the referral, six of the 20 MMG practices participated in a pilot to ensure patients received an appointment prior to exiting the practice following the PCP visit or within 48 hours of the referral creation date.

This is accomplished by providing clear instructions for the provider to add the referral to the patient record and document the reason for follow up within the EHR. The patient is directed to the front desk to complete the checkout process; at this time the patient is scheduled for an intake with the pediatric psychologist. In the event the checkout process is not completed, an assigned associate manages the referral work queue.

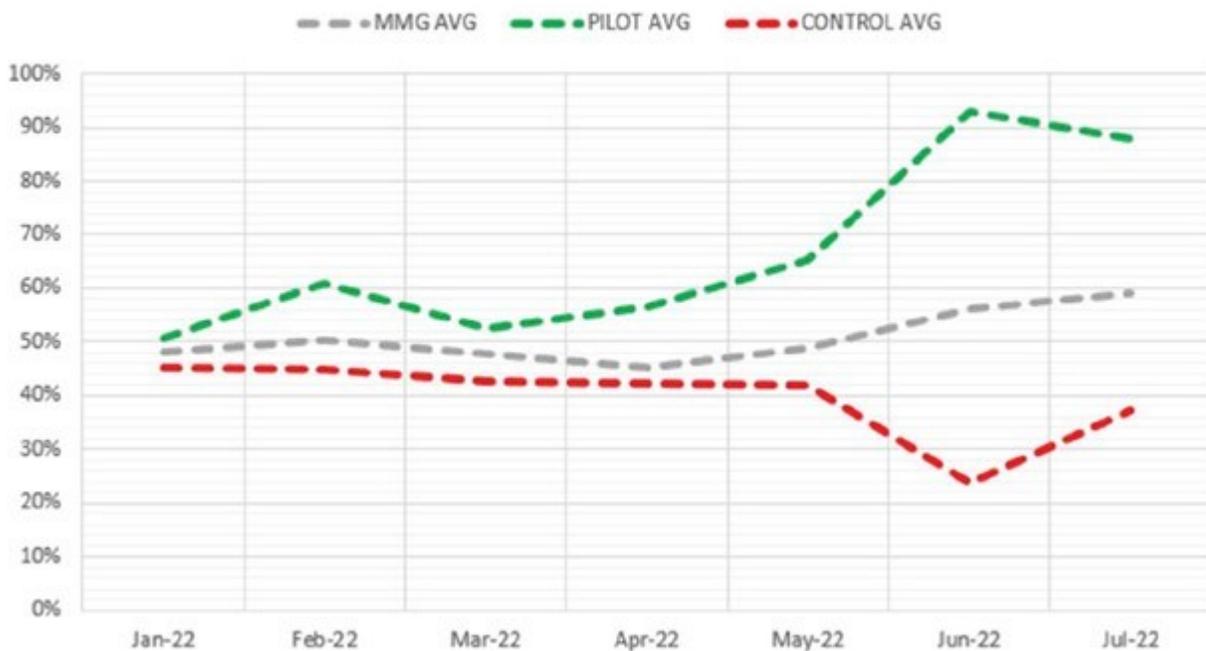
*continued*

The assigned associate reviews the work queue daily, focused on identifying outstanding referrals to pediatric psychology. Patients referred to this service are contacted within 48 hours of the referral date and promptly scheduled for an intake appointment.

Within two months of go-live, the pilot practices encountered a significant increase in referral follow-ups, defined as:

1. A completed visit with a behavioral health provider; or
2. Documentation of outreach to a referred patient to schedule an appointment.

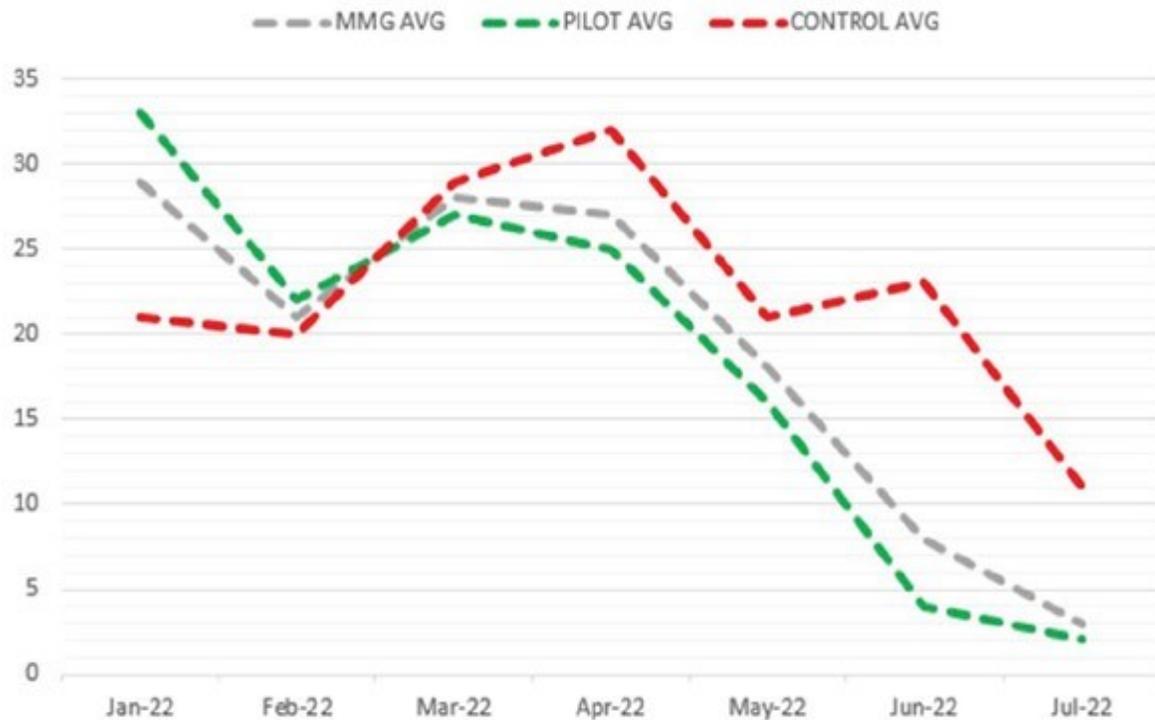
**Figure 1. Referral follow-up in pediatric psychology**



Follow-up on referrals to pediatric psychology increased by 30% from the January-May period to June and July. Implementation of this process afforded additional capacity for resources to support the control practices, resulting in positive (although unintended) results. The overall average for all practices (pilot and control) increased in June and July (see Figure 1). Lead time from referral creation date to appointment made date (see Figure 2) decreased from 25 days to three days, an 88% improvement.

*continued*

**Figure 2.** Lead time from referral creation date to appointment made date



This pilot, within early stages, quickly demonstrated a proof of concept. Establishing a standard process through the involvement of primary stakeholders, clear communication and explanation of the benefits results in a positive patient experience with the goal to improve physical and mental health outcomes.

## Conclusion

Whether your role is a registrar conducting confirmation calls or patient check-in, a manager overseeing operations of an inpatient or ambulatory facility, a nurse or physician directly responsible for the outcomes of the patients you serve, or if you are a patient seeking routine care or having an acute occurrence, standardized processes will enhance your experience. Through direct training, accountability, resource availability and performance improvement, standardization positively impacts the operations and outcomes of healthcare in the United States and beyond. Manage the process, manage the results.

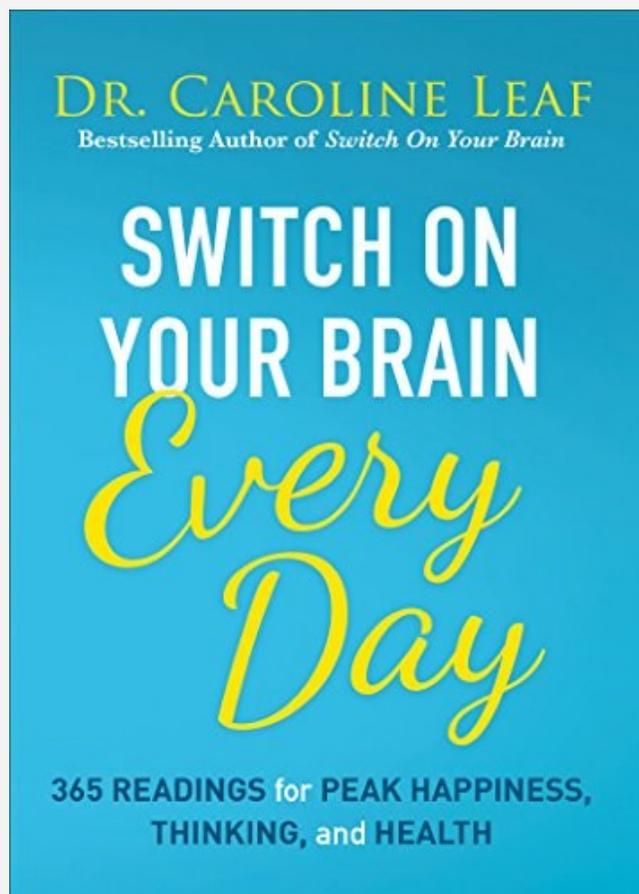
1. Karr T. "Determining What Healthcare Should Be." *Industrial Engineer*, Sept. 2011.
2. Woods R. "The Effectiveness of Reminder Phone Calls on Reducing No-Show Rates in Ambulatory Care." *Nursing Economics*, Sept.-Oct. 2011.
3. Zhou H, Jin M, Ma Q. "Remedy for Work Stress: The Impact and Mechanism of Ethical Leadership." *Central European Journal of Public Health*, 2015.
4. Upshaw-Owens M. "Standardization: A Concept Analysis." *Med Surg Nursing*, March-April 2019.
5. Langell J. "Evidence-based medicine: A data-driven approach to lean healthcare operations." *International Journal of Healthcare Management*, 2021.
6. Lefton R. "Reducing Variation in Healthcare Delivery." *Healthcare Financial Management*, July 2008.
7. Ibid.
8. Cutler D, Wikler E, Basch P. "Reducing Administrative Costs and Improving the Health Care System." *The New England Journal of Medicine*, Nov. 2012.
9. Han S, Shanafelt T, Sinsky C, Awad K, Dyrbye L, Fiscus L, Trockel M, Goh J. "Estimating the Attributable Cost of Physician Burnout in the United States." *American College of Physicians*, 2019.
10. Office of the New York State Comptroller. "Recent Trends and Impact of COVID-19 in the Bronx." June 2021. Available from: [bit.ly/3P6FrOT](https://bit.ly/3P6FrOT).
11. Elharake A, Akbar F, Malika A, Gilliam W, Omer S. "Mental Health Impact of COVID-19 among Children and College Students: A Systematic Review." *Child Psychiatry & Human Development*, Jan. 2022.

## Switch On Your Brain

by Dr. Caroline Leaf

The field of neuroplasticity (the brain's ability to adapt to change) has been intriguing to me for the past few years. As healthcare leaders, our brains are called in to work overtime at balancing a myriad of needs, tasks, personalities, and interruptions.

Healthcare organizations are working diligently at improving the care of healthcare providers and healthcare leaders so that they can provide better care for our patients. Dr. Caroline Leaf is a communication pathologist and cognitive neuroscientist. Since the early 1980s she has researched the mind-brain connection, the nature of mental health, and the formation of memory. She was one of the first in her field to study how the brain can change (neuroplasticity) with directed mind input.



She has many books, articles, and YouTube videos available, but I have enjoyed the daily readings in “Switch On Your Brain Every Day.” A lot of her “brainy tips” are things we already know but the readings provide that reminder we need to stay focused amidst the chaos.

During one of the busiest times of the year as we prepare for our own personal winter celebrations and accommodate the downtime associated with the holidays, give your brain a treat by a quick daily read that can help you reshape your brain and stay mentally well.

Have you read a book that you would like to recommend to our members? If so, email [Kathie Huttegger](mailto:kathie@hutterger.com).

# Welcome

## New Members

### Active Members

#### **Amy Carr**

Jordan Valley Community Health Ctr  
Springfield

#### **Becky Fritz**

SSM Surgical Arts  
Bridgeton

#### **Ingrid McGlone**

Nephrology Associates  
Olathe

#### **Mindy Powell, CPC**

MDGM  
Pacific

#### **Jenna Schnauber**

Next Step Foot & Ankle Centers  
St. Louis

### Business Partner Member

#### **Greg Diederich IV**

Medical Liability Experts, LLC  
[greg@med-liability.com](mailto:greg@med-liability.com)



*and  
Happy New Year!*