



# COMMUNIQUE

December 2023/January 2024

## It's The Most Wonderful Time of the Year!



Wait, it's December already? Where does the time go? This is one of my most favorite times of the year because I get to spend time with my extended family during the holidays. I grew up in a big Italian Catholic family and yes, the stereotypes are mostly true for us. We laugh with each other; we cry as we remember those gone before us too soon; my cousins and I argue like siblings especially since we lived together for a few years, and they still won't let go of the fact that I bought the wrong type of salsiccia for Easter in 2021. We might argue with each other in Ital-gish (Italian mixed with English) but we would do anything in the world for each other to make sure we are all happy and healthy and that our kids are happy and healthy too. This is one reason why I love the holiday season.

As I mentioned, I am also a devout Catholic, so this is also the season of Advent which is a time of deeper reflection on our lives as we prepare for the birth of Jesus on Christmas. Priests and Deacons wear purple vestments as a sign of penance and preparation. I will take this time to reflect on how blessed I am to be one of the leaders of this organization as well as how blessed I am in life. This is the other reason why I love the holiday season.

I know not everyone celebrates Christmas, so I also want to wish everyone a wonderful, safe, and enjoyable Holiday Season however you celebrate it. Happy Hannukah, Merry Christmas, Happy Kwanzaa, no matter what holiday(s) you celebrate with your friends and family, please know that I wish all the best and brightest for you and your families. Take some time away from the craziness of your practice and enjoy the season of food and family. You will be glad you took the time to make memories with your kids, grandkids, etc.

Gregory Thompson, MBA  
President, Missouri MGMA  
[greg@stlrheum.com](mailto:greg@stlrheum.com)



## SAVE THE DATE

### MISSOURI MGMA 2024 Conference

May 1-3, 2024

Sheraton Overland Park Hotel



I cannot believe it is December already and that we are only days away till Christmas! Where does time go? I have already started my shopping for 8 grandkids. WOW! but still have a lot more shopping to go.

I am so excited for this upcoming 2024 conference "Igniting Healthcare with Enthusiasm". This year will be our first time having it at the beautiful Sheraton Overland Park Hotel. This conference will provide a platform for healthcare professionals and industry experts to come together and explore the future of healthcare. This conference will focus on valuable insights and strategies to drive success in your role and your organization.

**Wednesday Workshops: (Choice of 1)** Three workshops will be offered on Wednesday May 1<sup>st</sup>. We will have one of our board members Stefanie Hohensee give a well proven workshop on LEAN Concepts and "How They Affect Staffing". We will also have another workshop with Tracy Bird and Beth Castens on ACMPE where you will be prepped for the ACMPE Exam. This workshop is back by popular demand. Then our third-choice workshop is on Enneagrams with Cameron Cox. Do you know what Enneagram is? Well, I will tell you. Enneagram is a model of the human psych which is principally understood and taught as a typology of nine interconnected personality types. All three look so exciting it is hard to pick just one!

**General Sessions:** We have a broad selection of HR Management, Financial, Risk Management, Operation Management, and of course Leadership. This year is packed with high quality speakers that will whet your appetite wanting to learn more. Some examples: Are you a LEADER or are you IN CHARGE? What's Your Culture Club? Patient Experience Journey Mapping, Transition Tips for New Managers, Finding and Keeping Great Talent, and then we have a special treat for you this year that will bring six of our TOP healthcare CEO's, Presidents, & COO Leaders all together in one room! You must come to find out!

**Reception and Dance Party:** Get your cowboy and cowgirl clothes out of the closet with your hats and boots on for a fun night of line dancing to a great DJ! This will be a fun night of food, dancing, and a great opportunity to mingle, getting to know your peers and our business partners on a more personal level.

I sincerely hope you put this on your calendar and come join us in May. Be sure to wear your favorite western wear. We want to make this one of the best opportunities for you to get away and relax and learn some amazing new techniques that you can apply at your workplace.

I HOPE YOU HAVE A BLESSED HOLIDAY SEASON AND A GREAT NEW YEAR!

Laurie Atwood, President-Elect & Conference Chair

[latwood@signaturehealth.net](mailto:latwood@signaturehealth.net)

# MISSOURI MGMA ANNUAL CONFERENCE

May 1 - 3, 2024 • Sheraton Overland Park

## Wednesday, May 1<sup>st</sup>

- 11:00-5:00pm **Registration Open for Attendees and Business Partners**
- 1:00-4:00pm **Workshops**  
**LEAN Concepts: How They Affect Staffing** – Stefanie Hohensee, MHA, FACMPE  
**Am I an 8? Using Enneagrams to Improve Communications** – Cameron Cox, III, MHA, FACMPE  
**ACMPE Prep Course and Mock Exam** – Tracy Bird, FACMPE, CPC & Beth Castens, MHA, FACMPE
- 4:15-5:30pm **Opening General Session: Finding the Masterpiece in the Mess** – Sam Glenn
- 5:30-6:30pm **Networking Reception**

## Thursday, May 2<sup>nd</sup>

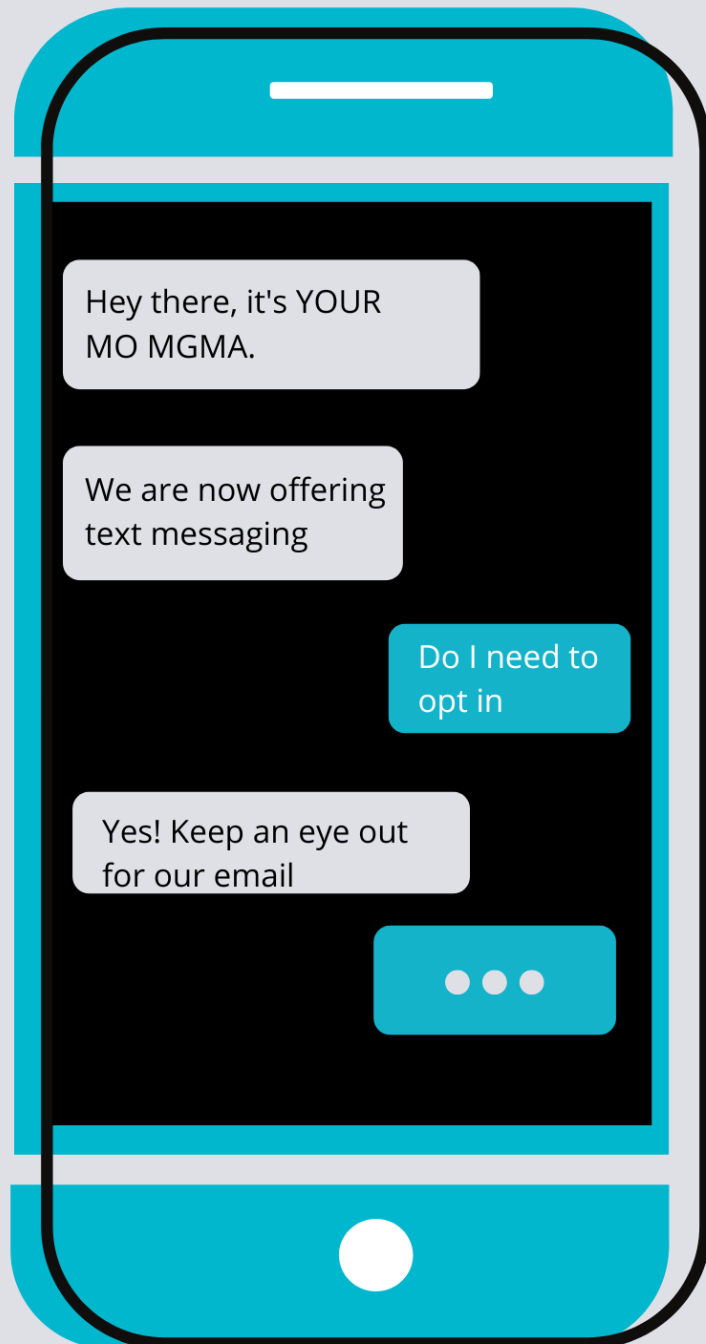
- 7:30-8:30am **Breakfast with Business Partners**
- 8:30-9:30am **General Session: What's Your Culture Club** - Cameron Cox, III, MHA, FACMPE
- 9:45-10:45am **Breakout Sessions**  
**Are you a LEADER or are you IN CHARGE** – Cameron Cox, III, MHA, FACMPE  
**What's My Job, Really? Setting Clear Expectations for Your Docs** – Stu Schaff  
**Firing Up Healthcare Excellence: Unleashing the Power of Benchmarking**  
Tracy Bird, FACMPE, CPC, CPMA, CEMC, CPC-I
- 10:45-11:30am **Networking Break with Business Partners**
- 11:30-12:30pm **Breakout Sessions**  
**Mobile Integrated Health** – Doris Boeckman  
**Patient Experience Journey Mapping** – Lisa Doran  
**Shark Negotiating for the Conflict Averse** – Jason Levinson
- 12:30-1:30pm **Lunch with Business Partners**
- 1:45-2:45pm **Breakout Sessions**  
**Healthcare in the Age of AI**—Thomas Douglas  
**Physician/APP Collaboration and Supervision** – Debra Funk  
**Finding and Keeping Great Talent** – Elizabeth Perlak, JD
- 2:45-3:30pm **Dessert Break with Business Partners**
- 3:30-4:30pm **General Session: The Healthcare Outlook**  
Panel Discussion: David Argueta, Mercy; Max Buetow, CoxHealth; Brett Kolman, HCA Centerpoint; Jani Johnson, St. Luke's Hospital of Kansas City; Charlie Shields, University Health; Moderator: Kyle Adkins, Golden Valley Memorial Healthcare
- 5:00-8:00pm **BBQ Throwdown & Line Dancing**

## Friday, May 3<sup>rd</sup>

- 7:45-8:30am **Breakfast with Business Partners**
- 8:30-9:30am **General Session: Your Secret Power – The Bean** – Lisa Duran
- 9:45-10:15am **Networking Break with Business Partners**
- 10:15-11:30am **Closing General Session: Stay Alive All Your Life – Success Principles for Extraordinary Leadership & Living** – Michael Ivanov

**MO MGMA is launching a text messaging service. You can now be notified of events, legislative news, and member benefits via text.**

**You will receive an email with full details and opt in options.**



# ACMPE Corner

## New Year, New Goals!

Can you believe a new year is right around the corner? Now is the perfect time to set new goals of obtaining a certificate or becoming Certified or a Fellow in 2024.

The American College of Medical Practice Executives (ACMPE) is the certifying body of MGMA and can assist on your journey of professional development. Not sure where to start? We have resources for you to see what path works best for you.

[ACMPE Certificates](#)

[ACMPE Board Certification](#)

[ACMPE Fellowship](#)

MGMA Missouri offers Professional Enrichment Awards for those pursuing Certification or Fellowship through the ACMPE. This Award is available quarterly and deadlines for applications are December 31<sup>st</sup>, March 31<sup>st</sup>, June 30<sup>th</sup>, and September 30<sup>th</sup>. Click the link below and submit your application today!

[MGMA MO Professional Enrichment Awards](#)

## ACMPE Flashcards

To help you prepare, we have new and improved digital ACMPE Flashcards. These are printable flashcards to help review areas of the Body of Knowledge for Medical Practice Executives as used on the ACMPE Board Certification exams.

Use the link below for the ACMPE Flashcards

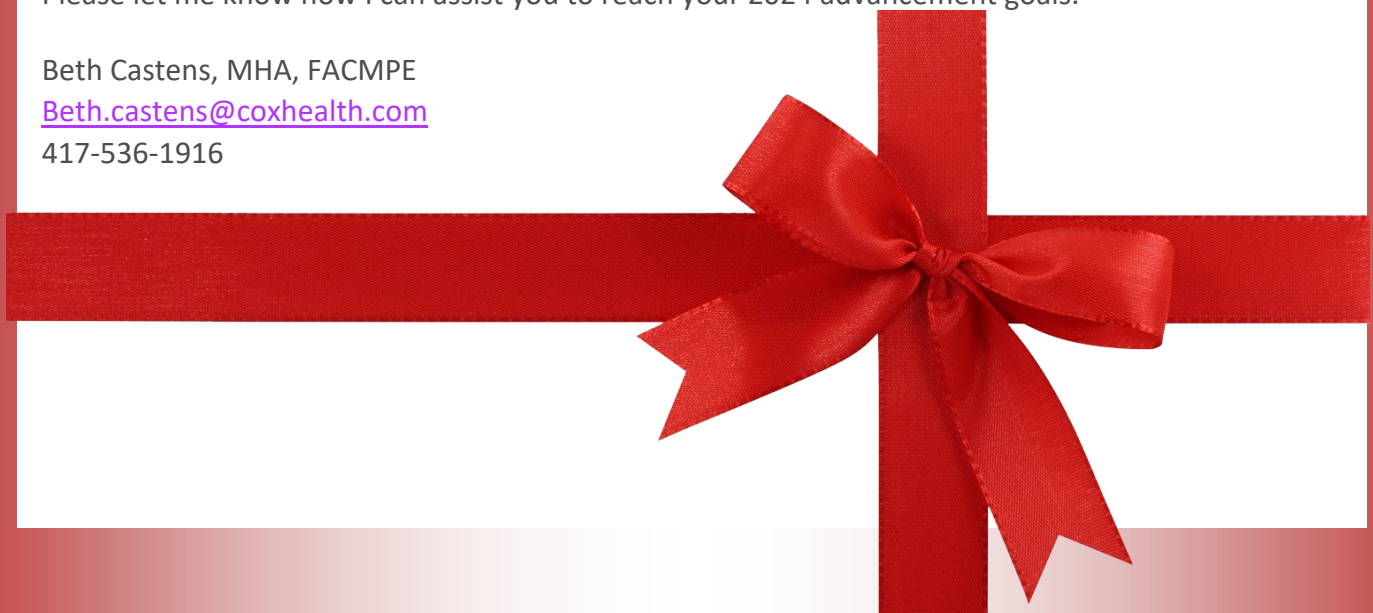
[ACMPE Study Resources page](#)

Please let me know how I can assist you to reach your 2024 advancement goals.

Beth Castens, MHA, FACMPE

[Beth.castens@coxhealth.com](mailto:Beth.castens@coxhealth.com)

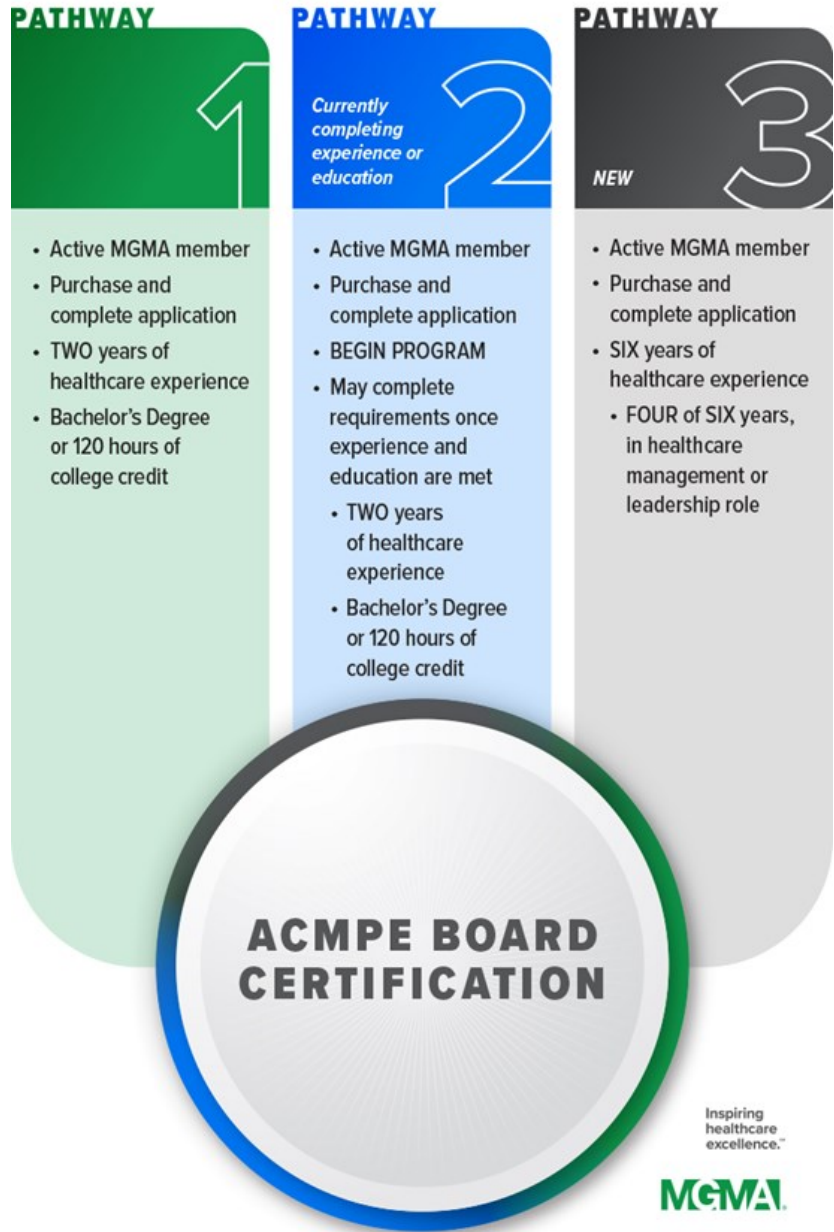
417-536-1916





# ACMPE Corner

Plan to attend the ACMPE Workshop at our [2024 Annual Conference](#), Wednesday, May 1st from 1-4pm. Tracy Bird, FACMPE will join Beth 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.



## 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 2024:  
Reimbursement & Coding Changes  
Thursday, December 14 @ 12PM CDT**

[✓ Register Now](#)

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

⇒Review of CPT coding changes for 2024—and a preview of changes coming in 2024

⇒Review of Medicare changes for 2024

**Learning Objectives:**

- Describe the most impactful diagnosis coding changes for 2024
- Identify new CPT codes for 2024
- Determine documentation changes that may be necessary with new codes
- Recognize changes in Medicare payment policy for 2024

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, Intelicore, and Progressive Healthcare.



I hope you all had a wonderful Thanksgiving and took a moment to count your many blessings. Despite our trials and tribulations, there is always something to be grateful for. Now on to the most magical time of year! May you experience joy and peace this holiday season, however you celebrate. And, as the year ends, start thinking about those goals for 2024!

## LEGISLATIVE UPDATES



### National Policy Updates

As usual, let us review MGMA's most recent [advocacy](#) efforts:

[Budget neutrality reform](#) impacting physician payments, citing a need to improve due diligence in estimating impacts of budget changes

[Laboratory Developed Testing Procedures \(LDTs\)](#) oversight through CLIA reform, as opposed to going through FDA regulations (LDTs are NOT commercially manufactured)

[Better Mental Health Care, Lower-Cost Drugs, and Extenders Act](#) – avert 3.4% Medicare cut, incorporate an inflation-based payment tied to MEI, budget neutrality reform, and offer 5% APM incentive payment, as previously awarded, to encourage value-based care agreements

Strong support for the HHS Office for Civil Rights (OCR), [Section 504 of the Rehabilitation Act](#), rulemaking proposals regarding disability discrimination improvements

Appreciation for Congress [extending telehealth services through 12/31/24](#) and encouraging lawmakers to make these flexibilities permanent

Regarding the fiscal budget, President Biden signed [H.R. 6363](#), which was passed by the House and Senate. The continuing resolution (CR) funds many of the 2023 appropriation acts through 1/19/24. Other programs and agencies will receive funding through 2/2.

President Biden also announced his administration is starting an initiative, led by First Lady Jill Biden, on women's health research. Read the [fact sheet](#) to learn more.

CMS finalized the 2024 Physician Fee Schedule – read the full details [here](#).

- Overall payment reduction of 1.25% with an increase in payments to primary care via G2211
- Finalizing payment for caregiver training and health-related social needs in 2024
- Split E/M visits allowing for time or medical decision making between physician and non-physician in a facility or institutional setting
- Telehealth service expansion to include sites of service, direct supervision requirements, health and well-being visits, as well as SDoH assessments
- Billable services for behavioral health providers including marriage and family therapists, mental health counselors, health behavior assessment and intervention (HBAI), and hospice interdisciplinary teams
- Extended RHC and FQHC payment support for services like telehealth and behavioral health
- Diabetes prevention program and diabetes education/training



# LEGISLATIVE UPDATES



For those of you in Medicare value-based care agreements, make sure you are informed about the transition from HCC v24 to v28 and regional risk score changes with ACOs. CMS is capping regional risk scores to improve accuracy of the regional update factors. This means there will be no negative adjustments for ACOs. Additionally, for any new ACOs beginning in 2024, CMS will only utilize v28 for all benchmark years. For others, CMS will start phasing in v28 in 2024 to better align with ICD-10. Version 24 will comprise 33% of the risk adjustment score, while v24 will comprise 67%. The American Academy of Family Physicians' article, [\*What Family Physicians Need to Know About the Wave of 2024 HCC Changes\*](#), sums up the changes well:

- 115 unique hierarchical condition categories, up from 86 (increased level of specificity)
- 7,770 ICD-10 codes map to an HCC, down from 9,797 (some new codes now apply)
- Estimate a decrease to risk adjustment by 3%, reducing premium payments

Here are a few other interesting CMS press releases regarding Medicare to check out:

- [2024 Medicare Advantage STAR Ratings](#) with 545 contracts rated and an average of 4.04 Stars
- [Biden-Harris Administration Medicare Advantage and Medicare Part D Proposal](#) to strengthen competition and coverage options, particularly around pharmacy costs
- [Contract Year 2025 Policy and Technical Changes](#) focused on future program evolutions

# LEGISLATIVE NEWS



## State Policy Updates

The [Missouri Foundation for Health](#) provides comprehensive news and does a great job of synthesizing state information too. It is where most of my information comes from... big thanks to MFH! If interested, subscribe to MFH's email updates using this [form](#). You can also track and monitor specific bills [here](#).

Missouri's [FY25 state department budget requests](#) were due on 10/1. Hearings generally start in early January before budget bills are filed by the House Budget Chair in mid-January. Of note are requests from the Department of Mental Health, the Department of Health and Senior Services, and the Department of Social Services asking for an increase in FTE and revenue to implement new laws and programs supporting vital records, the family support division, transitional benefits, opioid settlement work, loan repayment, and public assistance applications.

Net revenue for Missouri is down by 2.4% from last year (\$4.14B to \$4.04B) with projections continuing to be unfavorable due to new laws affecting tax revenue and increased operating expenses.

We now have the first female majority in the Missouri Supreme Court with the appointment of the Honorable Ginger Gooch.

Missouri officially extended postpartum coverage from 60 days to one year for new mothers with Medicaid. We are the 40<sup>th</sup> state to do so.

The General Assembly founded the [Medical Residency Grant Program Fund](#) on 9/18 to address physician shortages. Primary care, pediatrics, OB/Gyn, and psychiatry were included to support access across the state. Applications were due on 11/22. Award recipients can receive up to \$75,000 per year and must remain in Missouri for 5-6 years, specialty dependent. DHSS also offers [Health Professional Loan and Loan Repayment](#) programs. These went into effect on 10/27 and the application window runs 1/1/24 – 3/1/24.

Reach out with any questions or thoughts on future topics.

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](#).*

# Leading with Empathy: How To Cultivate Inclusive Leadership

Diversity is more than just having different faces or meeting a quota. It's the catalyst that triggers innovation, brings balance and endows your organization with a voice that truly represents the reality of our nation's demographics.

As our population becomes [increasingly diverse](#), this variety is reflected in the workplace with a broad range of employees from different races, ethnic backgrounds, genders, and sexual orientations. Years of research have shown that this diversity does more than promote innovation — it can also boost a company's [bottom line](#).

However, CFOs should remember that having a diverse team is just the start. Creating an inclusive work environment that makes all employees feel safe and valued is crucial. That's when the real benefits of diversity can be truly realized.

## Increase Your Awareness

To be a genuinely inclusive leader, you must prioritize diversity and inclusion, committing to these values while holding your team accountable. It's essential to recognize any bias in your workplace and work with your team to address these issues. Be open-minded, listen without judging, seek others' perspectives and try to understand your employees. Respect and learn about different cultures and adapt as necessary.

And remember, inclusive leadership isn't just about big, noticeable gestures — it's also about small, everyday changes that can create a positive culture in your workplace. Cultivating a culture of inclusion is not a feat that can be achieved in the blink of an eye. Rather, it evolves gradually, beginning with intentional actions that morph into habitual practices and, eventually, ingrained behavior. By taking the initial stride on this path, you set a precedent, inspiring others at your organization to walk alongside you.

## Use Inclusive Language

Language, our primary tool for communication, not only allows us to express ourselves but also becomes a testament to our respect towards others. Even the subtlest shifts in language can wield a huge impact, creating an environment where individuals feel safe and embraced. It is through this medium that we can tangibly promote inclusivity, whether it's through everyday conversation and our brand voice, our internal and external communications, or even our printed marketing materials. Each word we use contributes to building a more inclusive environment. *continued*

Here are some examples of ways your organization can use language to create an inclusive environment:

- **Use Gender-Neutral Language:** Avoid using gendered language unless you're certain of the person's preferred pronouns. Use 'they' as a singular pronoun or use job titles or roles that are gender-neutral. For example, use 'chairperson' instead of 'chairman.'
- **Respect Personal Pronouns:** Encourage employees to share their preferred pronouns and use them consistently. This can be as simple as including pronouns in email signatures.
- **Avoid Stereotyping:** Be careful with language that might stereotype people based on their race, religion, gender, ability, or other personal attributes. Stereotyping can be subtle and unintentional, so it requires ongoing attention and learning.
- **Inclusive Vocabulary:** Use words that include everyone. For example, instead of saying 'mankind', use 'humankind'. Or instead of 'man-made', use 'synthetic', 'artificial', or 'manufactured'.
- **Do Not Assume Sexual Orientation:** Not everyone at your workplace may be heterosexual. Use inclusive terms like 'partners' when referring to significant others, instead of gender-specific terms such as 'husband' or 'wife'. This approach respects all relationship types.

Remember, creating an inclusive language culture takes time and continuous effort. Open conversations and training about the importance and usage of inclusive language can greatly support this journey.

## Make Significant Changes

Through the lens of strategic and long-term initiatives, organizations hold the power to create an inclusive environment that embraces a diverse workforce. Elevating these endeavors to priority status and gradually integrating them can prepare your company to resonate with the present needs of its employees while also priming it for the future.

Let's take a look at some of these endeavors.

## The Right Spaces

Implementing facilities like gender-neutral restrooms, mother's rooms, and on-site childcare are key steps toward establishing a more inclusive work environment. Gender-neutral bathrooms are inclusive of all genders, including those who identify outside of the binary, promoting a sense of equality and respect for everyone's identity. Mother's rooms, typically equipped with comfortable and private spaces for breastfeeding or pumping, show consideration for new mothers, supporting them in their transition back to work after maternity leave. On-site childcare, on the other hand, provides immense support for working parents, reducing stress and enhancing work-life balance.

*continued*



## The Right Benefits

Offering comprehensive benefits packages that cater to diverse needs is a powerful way to foster inclusivity in the workplace. For instance, healthcare benefits extended to same-sex partners reflect an acceptance of diverse relationships. Similarly, providing long-term maternity and paternity leave ensures that new biological parents are supported during a critical phase of family expansion. Moreover, introducing parental leave for employees who have become new adoptive parents underscores the recognition of varied paths to parenthood, creating an environment where every family feels valued and supported.

Additionally, establishing a culture that supports mental health is crucial in the current climate. Offering mental health days, access to mental health professionals, and mindfulness training can help alleviate stress and prevent burnout.

Several initiatives can be strategically adopted to ensure an inclusive culture. These encompass the execution of diversity and inclusion training for all employees, aimed at heightening awareness of unconscious biases and equipping individuals with tools to counter them. Another crucial initiative is the institution of inclusive hiring practices that encourage a diverse talent pool. The formation and sustenance of Employee Resource Groups (ERGs) can play a pivotal role in providing support, amplifying visibility, and advocating for necessary changes to enhance inclusion.

Additionally, a regular review and update of company policies, ensuring their alignment with the principles of inclusivity, can further fortify your organization's commitment to fostering a diverse and inclusive environment.

## Our Diversity & Inclusion Commitment

At CBIZ, we uphold a firm commitment to fostering diversity and inclusion, endeavoring to be the go-to employer for attracting, retaining, and nurturing diverse talent. We believe that a varied workforce strengthens our organization and enhances our ability to innovate. To delve deeper into our diversity and inclusion initiatives, we invite you to [visit our website](#).

---

*Copyright © 2023, CBIZ, Inc. All rights reserved. Contents of this publication may not be reproduced without the express written consent of CBIZ. This publication is distributed with the understanding that CBIZ is not rendering legal, accounting or other professional advice. The reader is advised to contact a tax professional prior to taking any action based upon this information. CBIZ assumes no liability whatsoever in connection with the use of this information and assumes no obligation to inform the reader of any changes in tax laws or other factors that could affect the information contained herein.*

# Welcome

## New Members

### Active Members

**Valerie Christopher**

Hearing Health Associates LLC

Liberty

**Bev Fingerhood, MD**

Bev Fingerhood, MD, Ltd

Creve Coeur



*and  
Happy New Year!*