

2019 - 2020 Board of Directors

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Letter from the President



Ashley Petty
President, MGMA-MO

I can't believe it's already August! Where did the summer go?! My oldest daughter starts kindergarten this year and to say I'm not ready is an understatement. But it's happening and there is no stopping it. I think I over prepare myself in other parts of my life for every possible outcome. I do not like to be unprepared. I show up obnoxiously early to events and I research everything. But somehow my daughter growing up and going to kindergarten snuck up on me. I'm sad to see summer go but we crammed as much fun as we could into the last two months.

With the start of a new school year brings hope for cooler weather and I am ready for it. It is also a good time to take a step back to evaluate what you have going on at work. I know we all have so much going on that we are trying to manage at work. I like to take some time to get organized dur-

ing the summer and start the fall with a fresh outlook. We have so many resources to help us these days with just about any problem we might be having. Modern technology has changed the way we do things and made it much easier for us to get access to education. A good example of this is our monthly webinars. We are so proud to be able to offer our members this great educational resource each month.

This is the time of year that we as an association transition our board. Some of us are moving up into new roles and we are very excited to welcome Travis Messer to the MO MGMA board. It is always hard when we transition because we have to say goodbye to someone that has brought our board and association so much knowledge. But as every year comes and goes, we can harness the knowledge of someone new and get some fresh perspective.

We have some big goals to meet this year and as each year in the past we want to make Missouri MGMA the first thing you think of when you need knowledge or support in anything.

- Ashley Petty
President, Missouri MGMA
apetty@joplinpeds.com

Upcoming Member Webinars

August 13th

It's a Party, You're Invited – Bring Your Own Device!

As of 2016, 25% of medical facilities were currently using smartphones, tablets and mobile devices to provide effective patient care. With this number only growing, healthcare practices need to learn how to implement correct procedures to avoid patient data from being compromised.

Technology always comes with pros and cons. For healthcare providers, implementing technology allows patients to have faster access to their providers, but it can also leave the practice vulnerable to HIPAA violations if not used properly. Patients commonly sign HIPAA agreements, but many do not adhere to the standards. Patients are known for snapping pictures of medical practices and placing images on social media. What happens if pertinent patient information is shared online? What steps does a practice need to take to lessen the risk of patient data being compromised from mobile devices?

Learning Objectives:

- Understanding the risks and liability
- Learning what is acceptable and what is not
- Learn how to implement BYOD and Social Networking policies in your organization; and how these resources can be leveraged to improve patient care and employee satisfaction.
- Sample mobile device policies and example security protocols for BYOD in use today for compliant practices.

TABLE OF CONTENTS

Letter from the President.	1
Upcoming Webinars	2
2019 Conference.	3
Medicare Appeals	4
Lease Negotiation	6
ACMPE Update.	7
Talk To Patients About Billing.	8
Kansas City Symposium	8
Life Member, Sarah Holt.	9
New Members	9

September 10th

The One-hour PhD (Predicting Healthcare Decisions) in Economics

Anticipating the purchasing decisions of patients can give healthcare leaders an edge over the competition and improve the effectiveness of decision making. In this session, Dr. McDougal explains the key principles of traditional economic theory interwoven with compelling behavioral economic theory to develop a 360 degree view of how patients make decisions. Attendees will be equipped with critical knowledge of how to anticipate consumer behavior, patient decision making of what services they purchase from which organizations, and what organizations can do to gain a competitive edge.

Learning Objectives:

- Develop an understanding of key applicable economic theories and behavioral economics
- Gain an understanding of what drives patient decisions as purchasers of healthcare services
- Learn new approaches to provider decision making, strategic planning, and forecasting

MO MGMA offers a FREE Webinar Series as a benefit of membership. Our webinars focus on the domains of the ACMPE Body of Knowledge. These webinars are free to ALL members and are offered each month. Webinars are eligible for one ACMPE Credit Hour. Recordings of webinars will be available online in the Members' Only section of our website. Invitations to sign up for the webinars will be sent directly to members.

MGMA-MO 2020 Spring Conference

Masters of Healthcare

May 6 – 8, 2020

Perhaps you've had the opportunity to attend a Masters golf tournament in Augusta, Georgia, but if you have not, and if you get the chance to, you just have to do it. You will never forget it I promise you! The best way I can explain it is that it is simply magical! When you go there and see the course and the fan fair you will definitely agree. Whether you follow golf closely or not, many people have heard of Tom Watson who is from the Kansas City area. Mr. Watson is one of the legends of golf and a true gentleman. I was able to be at the Masters in 2016 which was the last year he will ever play the event and was standing right behind him on the 18th tee box on Friday as you'll see below. The significance of that location on that day was that it was the last hole he would ever play in the Masters because he was going to miss the cut. That was a moment that I will never forget. It's important to remember that even legends miss the cut from time to time. You and I have to work so diligently every day to ensure we and our practices don't miss the cut, so to speak. Our work to Master our trade is never ending and as you'll likely agree, our work is of the utmost importance in making a difference in other's lives. Worthwhile work to say the least!

You may or may not be a fan of golf but by the time our 2020 spring conference is over, you will have definitely swung a golf club or at least hit a putt, but more importantly you will have gained skills and networked with professionals that are working toward a common goal...becoming Masters of Healthcare. It ought to be fun networking with healthcare professionals from all across the state and enlightening to be part of a rich educational event as we have a great line up in store. I am excited to introduce our 2020 Conference Planning Committee:

Ashley Petty
President, MO MGMA
Pediatric Associates of SW MO, Joplin

Brad Carney, CMPE, CPC
Immediate Past President, MO MGMA
Northland Family Care, Kansas City

Daun Hills
Treasurer, MO MGMA
Ferrell Duncan Clinic, Branson

Travis Messer
Secretary, MO MGMA
Lake Regional Medical Group, Osage Beach

Beth Castens, MHA, CMPE
CoxHealth, Springfield

I can't wait to see you in May!

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

Barbara McCollum, CMPE, COPM
Midwest Medical Specialists, Kansas City

Vicki Plumlee, FACMPE, CMM, CPC
Ozarks Community Health System, Southwest City

Matthew Rigdon, JD
Cape Girardeau Surgical Clinic, Cape Girardeau

Greg Thompson, MBA
Clayton Medical Associates, St. Louis

Emil Pela, CPCU
ProAssurance

Connie Warnat
Professional Credit Management



Is a Medicare Appeal Worthwhile?

If you are dissatisfied with a denial of payment by your Medicare contractor, you can appeal the decision. The Centers for Medicare & Medicaid Services (CMS) recently announced attempts to streamline the process by no longer requiring signatures, thus enabling documents to be submitted in a more efficient, streamlined manner. The appeals process continues to feature five levels of appeal, each of which have a deadline. To initiate the first level entitled "Redetermination," for example, you need to file the appeal within 120 days after receiving the remittance.



Many practices report success related to having denials overturned. For those practices that are still stuck in the appeals process, the third level of appeals is managed by the Medicare Office of Hearing and Appeals. It is so backlogged – the turnaround time in 2018 was a remarkable 1,321 days - that CMS opened a low-volume appeals initiative last year. This featured payment of 62% of billed charges for appeals less than \$9,000, just to get them out of the queue. A federal judge recently issued a warning to CMS to reduce the backlog by 2020, so many are projecting another payout soon.

Although the process isn't easy, if you feel that your claims were not paid fairly, appealing a Medicare claim is possible. For simple, step-by-step instructions, see Medicare's guide to submitting an appeal.

For more information about the May 2019 changes to the appeals process, visit the Rules and Regulations page [here](#).

**- Elizabeth Woodcock, MBA,
FACMPE, CPC**

Elizabeth Woodcock is the founder and principal of Woodcock & Associates. She has focused on medical group operations and revenue cycle management for more than 20 years and has led educational sessions for the Medical Group Management Association, the American Congress of Obstetricians & Gynecologists, and the American Medical Association. She has authored and co-authored many books. She is frequently published and quoted in national publications including The Wall Street Journal, Family Practice Management, MGMA Connexion, and American Medical News. Elizabeth is a Fellow in the American College of Medical Practice Executives and a Certified Professional Coder. In addition to a Bachelor of Arts from Duke University, she completed a Master of Business Administration in healthcare management from The Wharton School of Business of the University of Pennsylvania.



2019 Annual Conference

Wednesday, October 16
7:30am - 1:45pm (New Time)
Orlando's Maryland Heights
2050 Dorsett Village
Maryland Heights, MO 63043

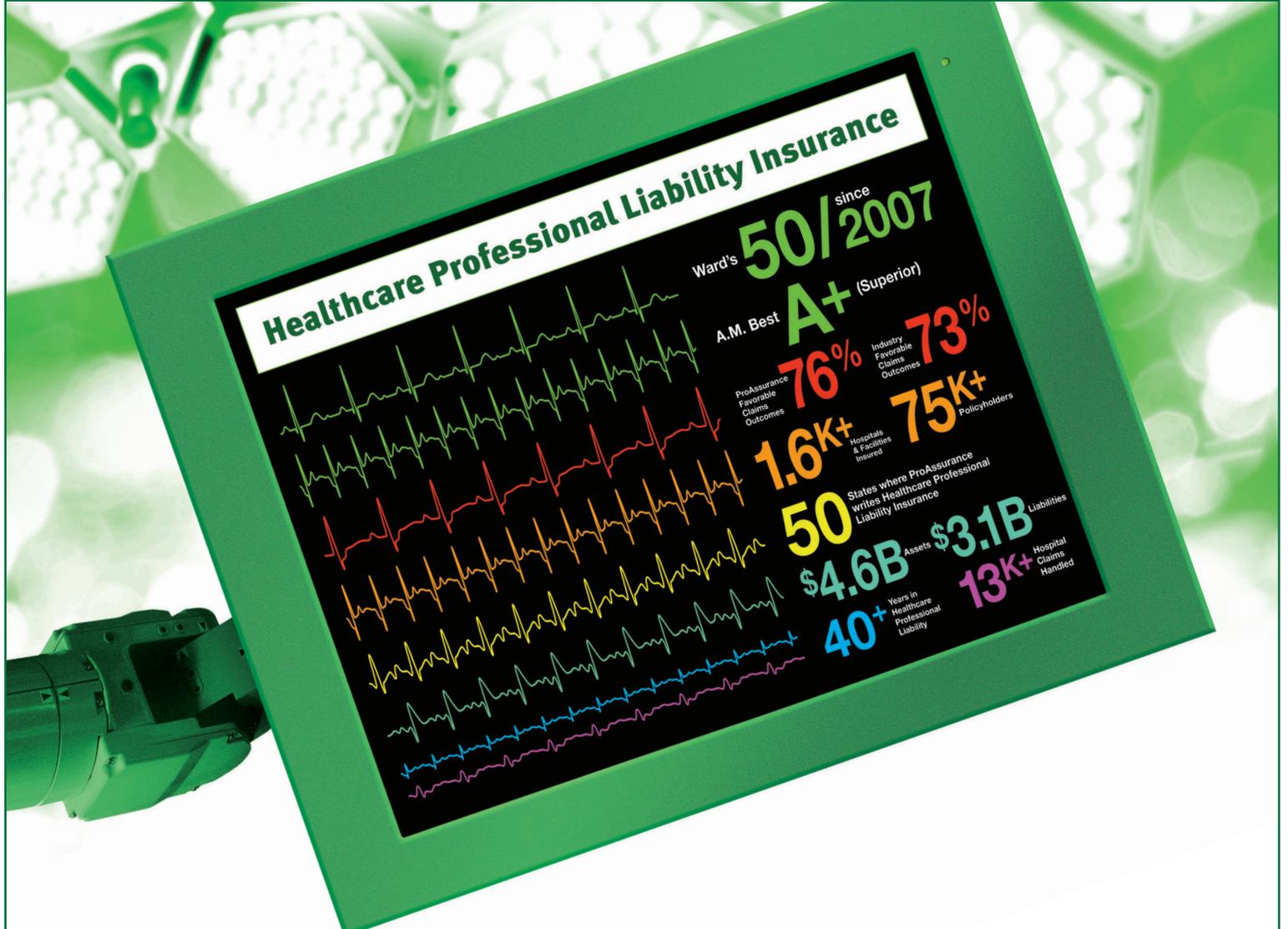
Greater St. Louis MGMA hosts a conference that includes two general sessions, two tracks of breakout sessions and sponsor table displays. Payor representatives and local not-for-profits whose products and services benefit practice managers and patients will be on hand. You'll have lots of time to interact with your colleagues, both practice managers and business partners.

The Annual Conference:

- draws practice managers from across the area and offers topics pertinent to leadership, healthcare, human resources, finance, etc.
- focuses on insurance and advocacy issues
- provides tools and resources for both practice managers and billing staff
- includes a Business Partner town hall meeting

Be sure your billers and coders attend the 2019 Annual Conference for face-to-face time with payor representatives who will provide valuable information and assistance. In addition, local not-for-profits whose products and services benefit your practices and patients will be on hand.

This is a relaxed and casual event. Please feel free to dress comfortably.
[Register today!](#)



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Should My Lease Rate Go Down During a Renewal Negotiation?

There are many variables that affect the success of a commercial real estate lease renewal negotiation: timing, market conditions, supply and demand, representation, the tenant's needs and several more. Assuming the market is relatively steady and nothing unusual happens at the time of renewal, it is very common for lease rates to go down during a negotiation, not up. However, what 'should' happen, doesn't always. Let's take a deeper look.

Most leases contain an annual increase that compounds year-over-year from the beginning of the lease term. Those increases often outpace inflation and cost of living increases. This creates a scenario where lease rates climb faster than the economy climbs over a five, seven or ten-year period. The result is an above market lease rate, higher than what the landlord would be asking on a vacant space of the same caliber. By the end of the contract the lease rate is often way-above market.

However, getting a landlord to voluntarily reduce the lease rate back down to a market rate is something few landlords will do. It means they would potentially forfeit tens to hundreds of thousands of dollars over the next lease term. Unless they are forced to or at risk of losing that tenant, reducing a lease rate is not something they will do without a fight.

Another question asked during lease renewal negotiations is, "Are similar concessions available to what you would receive on a new space?" The answer to that question has the same answer as the first. A lease renewal negotiation 'should' contain concessions, just like a new tenant would receive. But again, getting a landlord to do what is fair in the eyes of a tenant doesn't happen without firm negotiation and a strategic plan of action.

Most landlord's definition of a market lease rate is, 'the highest they can get a tenant to pay.' The same is true with concessions. Most landlord's definition of a market concession is, 'the least they can get a tenant to accept.' On the surface it may appear that the landlord is trying to be deceptive but that is likely not the case. It simply has to do with the fact that com-

mercial real estate is an investment. Just like you have investments and want the highest return on your portfolio, the landlord wants the highest return as well.



At the end of the day, most people are looking out for themselves. Even the most gracious people prefer themselves, their opinions and financial incentives when it comes to real estate and what concessions should be given or received. Landlords are no different. They want the highest return as well. The reality is, lease renewal or new lease, the tenant needs to be treated fairly and obtain a market deal with market terms.

An expert agent will help you begin your transaction at the appropriate time. Next, they will make sure you fully understand all your options and how to execute on each one. During this process they will invest dozens of hours of their valuable time, while saving you dozens of hours of your valuable time. They will work with you to create a custom real estate strategy with the goal of maximizing your profitability through real estate; while ensuring that your interests are always first and protected.

- Travis Smith
Carr Healthcare Realty
travis.smith@carr.us

Travis Smith is a Business Partner member of MO MGMA and an agent at CARR Healthcare Realty and represents healthcare practices in Missouri.

ACMPE Update

Have you taken some time for YOU this summer? If not you had better get the time scheduled! What happens once school starts is that we get on that downhill slide and the next thing we know it is Christmas!

I have continued to talk with some of you about your Business Plan ideas and Business Plan entries. I am hopeful that you are receiving great news and feedback from National with regard to your submissions. If I can help you in any way, please contact me.

Those of you that are interested in participating in an ACMPE Study Group for Board Certification, please note that the Tennessee ACMPE Study Group has been so "loved by all" that it has been renamed and it is now called ACMPE Certification Preparation Network!



**Vicki Plumlee,
FACMPE, CMM, CPC**

If you are currently a member of that study group – nothing will change. If you are wanting to become a member of the study group the new directions are:

Log in using your member ID or username and password at [www. MGMA.org](http://www.MGMA.org)

At the top right, Click My Dashboard

At the bottom left, in the My Networks tile, Click MGMA Member Community

Click Communities tab, then click All Communities

Scroll down to ACMPE Certification Preparation Network, then click Join!

Are any of you thinking about attending the MGMA19 Conference in New Orleans from October 13-16? It would be a great time for some networking!

I received some good feedback from you on the sample questions that I included in the last article – so here are a few more from Organizational Governance! Ready Set Go! (See answers on the last page!)

Q1 What type of document defines the fundamental responsibilities of the Board of Directors?

- A. Articles of Incorporation
- B. Corporate Bylaws
- C. Medical Practice Procedure Manual
- D. Corporate Minutes

Q2 Which document helps future decision making by recording current and past corporate decisions?

- A. Property Tax Returns
- B. Board of Director meeting minutes
- C. Corporate Tax Returns
- D. Articles of Incorporation

Q3 How can a successful medical group practice effect positive organizational change?

- A. Deploy a controlling method of supervision
- B. Negotiate the implementation of change with staff
- C. Focus on avoiding mistakes
- D. Establish and communicate clear vision statement

Let me know how you are doing on your journey! I am here if you need me!

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

KANSAS CITY HEALTHCARE COMMUNITY SYMPOSIUM

A collaborative effort of Kansas City associations who work together to provide this educational event to area healthcare communities.

SEPTEMBER 25, 2019

KCI EXPO CENTER

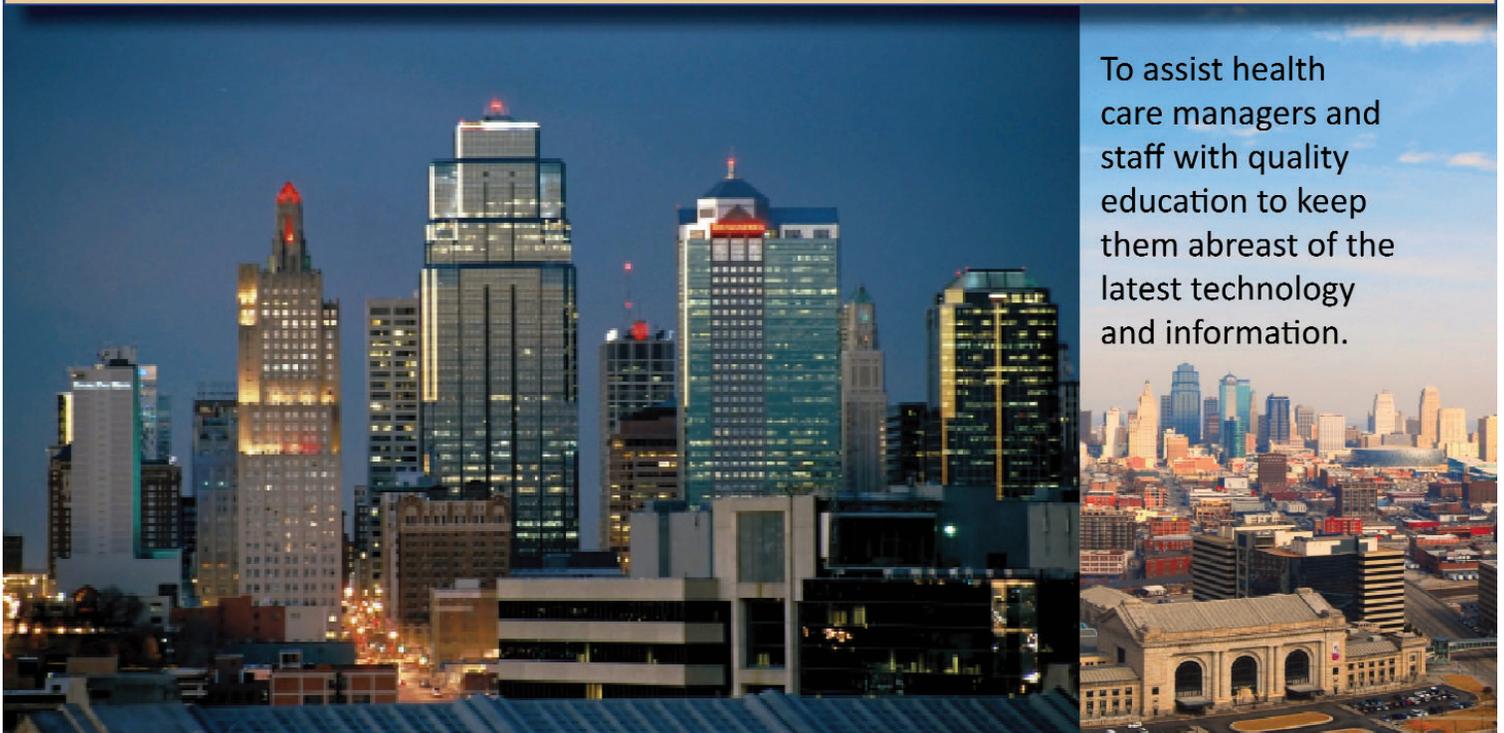


WEDNESDAY, 7:30AM - 5:00PM

“Staying On TOP of It All”

VISIT THE SYMPOSIUM PAGE FOR DETAILS

<https://nwmomgma.wildapricot.org/Symposium>



To assist health care managers and staff with quality education to keep them abreast of the latest technology and information.



Welcome New Members

Encourage your colleagues to become members of MGMA-Missouri. They will reap the benefits of education, valuable networking, and learn about many issues dealing with practice management, legislation, and professional growth. To obtain a membership application, call the MGMA-MO office at (573) 556-6111, or sign up for membership on-line at www.mgma-mo.org.

MGMA-Missouri Membership Figures for August 2019

MEMBERSHIP REPORT

Active - 292
Business Partner - 44
Associate - 5
Faculty/Student - 4
Life - 30

Total Membership - 375

Active Member

Michelle Dickison, RN, CASC
Orthopedic Sports Medicine & Spine
Care Institute – St. Louis

Caressa Lynch, CMPE
Kansas City Bone & Joint Clinic
Kansas City

Life Member - Sarah J. Holt, PhD, FACMPE

Please join us in recognizing Sarah J. Holt, PhD, FACMPE as a Life Member. Since 1988, Sarah has been a medical practice executive in several health care organizations—Cape Girardeau Doctors' Park, Cape Girardeau Surgical Clinic and Breast Care Center, and Cape Medical Billing Corporation. In 2015 Sarah accepted a faculty position at Southeast Missouri State University where she taught healthcare classes as adjunct faculty. Her university level teaching has also included teaching at the graduate level at Saint Louis University in the HMP and Executive Masters healthcare programs. She has also authored and facilitated on-line classes for MGMA. During her career she regularly spoke nationally on health care management topics to audiences of physicians, management, and staff.



Sarah is a past president of Missouri MGMA and Southeast Missouri MGMA. For many years she has been an active participant of the American College of Medical Practice Executives and is a past chair of the ACMPE Board of Directors.

Your MO MGMA Board of Directors unanimously approved Sarah for Life Membership and appreciate everything she has done for MGMA at the local, state and national level. Congratulations Sarah!

ACMPE QUIZ ANSWERS: Q1) B, Q2) B, Q3) D