

# COMMUNIQUE

February/March 2024

## SPRING IS ALMOST HERE.



Did I just look at the calendar correctly? Is it really mid-February already? How is it that the days feel long but the months go by so very quickly? I am super excited that we are getting ever so closer to Spring and to our annual conference where we all get to be together in education and in fellowship. This has been a tough winter season personally and professionally, and it will be like chicken soup to the soul to be able to spend time with colleagues and friends that I don't get to see in person very often.


The board met at the Lake of the Ozarks the very first part of February to discuss how we can continue to bring excellent value to our members and to our business partners. We want to be able to support our local chapters as they continue to grow and become more active in the post-Covid world. I firmly believe that the local chapters play a vital role in the continued success of the state chapter. If you are not a member of your local chapter, I highly recommend you consider joining. The local chapters help create networks of friends and resources in your specific geographic area. If there is anything you need from the state board to help with your local chapter, please reach out to any one of us. We are here to be your advocates and resources. We also want to help our business partners be successful and available as resources for our members. Healthcare is a very complicated, yet vital, area of business and it takes all of us working together to thrive.

One other item I want to make you aware of is the new partner affiliate agreement we have signed with national MGMA. Missouri MGMA has partnered with MGMA to offer a dual dues option as part of the new agreement. Going forward, you can choose to pay for both national and state dues together so that you get a discount on both. Please feel free to reach out if you have any questions regarding the new agreement.

As always, I am here for you as are all the board members. I appreciate each of you for your contributions to the local chapters, the state chapter, and to the whole healthcare system. Even though we have tough days or weeks, we are all working on bettering the lives of the patients we serve. I try to remind myself and my staff of that on a regular basis.

Take Care!

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



Poor documentation  
during intake resulted in a

# wrong-site surgery

causing permanent  
damage to a good knee.

**The Joint Commission data reveals that wrong-site incidents are the fourth most frequently reported sentinel event.**

To minimize surgical errors, practices insured by ProAssurance can access annual risk assessments to learn how well their surgical teams and protocols are working. Risk consultants gather and review the data, note potential weak spots, and deliver recommendations based on former claims.

Helping our insureds assess their patient safety procedures and sharing strategies learned from our closed claims history helps them mitigate risk and be prepared if they ever need to face a malpractice claim.



PROASSURANCE<sup>®</sup>

Treated Fairly

**Healthcare Professional Liability Insurance  
& Risk Management Services**



# SAVE THE DATE

## MISSOURI MGMA 2024 Conference

May 1-3, 2024

Sheraton Overland Park Hotel



Hi everyone!

Only 11 weeks until our MO MGMA Conference! Are you as excited as I am? If you have not signed up yet, please register by going to our website at <https://mgma-mo.org>.

As the healthcare industry continues to evolve at an unprecedented pace, professionals from various fields are eagerly looking forward to the upcoming conference that promises to ignite the sector with enthusiasm. The conference theme “Igniting Healthcare with Enthusiasm,” reflects a collective commitment to fostering innovation, collaboration, and passion within the healthcare industry.

Scheduled to take place, for the first time, at the Sheraton Overland Park Hotel, this event aims to bring together healthcare professionals, and industry leaders to explore cutting-edge advancements, share best practices, and collectively address the challenges we are facing today.

The theme emphasizes the need for renewed energy in tackling healthcare issues, ranging from technological innovations to patient care and policy reforms. The conference will feature a diverse range of sessions, workshops, and keynote speakers, all geared towards inspiring a renewed sense of enthusiasm among participants.

In conclusion, the upcoming healthcare conference with the theme “Igniting Healthcare with Enthusiasm” holds the promise of sparking new ideas, collaborations with our vendors and other healthcare participants, and initiatives that will propel the healthcare industry forward. As professionals gather to exchange insights and experiences, the collective enthusiasm generated during the conference is expected to leave a lasting impact on the future of healthcare.

Hope to see you there!

Laurie Atwood, President-Elect & Conference Chair

[lauriejoatwood@gmail.com](mailto:lauriejoatwood@gmail.com)





## YOUR FUTURE NEVER LOOKED BRIGHTER!

Whether you want to start a degree, finish a degree, pursue a masters or doctorate, or wish to obtain a certificate, this partnership benefit will give you the opportunity you have been waiting for.

**All MGMA employees and their immediate family members get:**



toward all Woods Global online degrees

8

week long  
classes

6

convenient  
start dates

24/7

tutoring  
access

WWU online degree programs are created by expert faculty and match the state certification requirements.



toward all on-campus undergraduate degrees

14:1

student-faculty  
average ratio

30+

degree programs  
to choose from

50+

student clubs and  
organizations

Students at The Woods experience a rich campus life featuring student competitive athletics, leadership programs, Greek life, and much more.



[Click here](#) or scan the QR code to request more information.



**MGMA**  
CENTRAL MISSOURI

*Spring Meeting*  
March 6 / 11a-1pm

Guest Speaker Jane Drummund  
with MHA will discuss 340(b)

Make plans to join us at the  
Central MO MGMA Spring Meeting.

[Click here to register.](#)

**MGMA**  
ST. LOUIS, MO.



# LUNCH & LEARN



Wednesday, March 6th from 11:30 AM - 1:00 PM  
St. Luke's Institute for Health Education  
\$25 registration fee

Join us for lunch, networking time, and a presentation on  
**Employee Fraud: Why Good People Do Bad Things** with  
Jacque James, CFE, MAFM.

**REGISTER AT [MGMASTL.ORG](http://MGMASTL.ORG)**

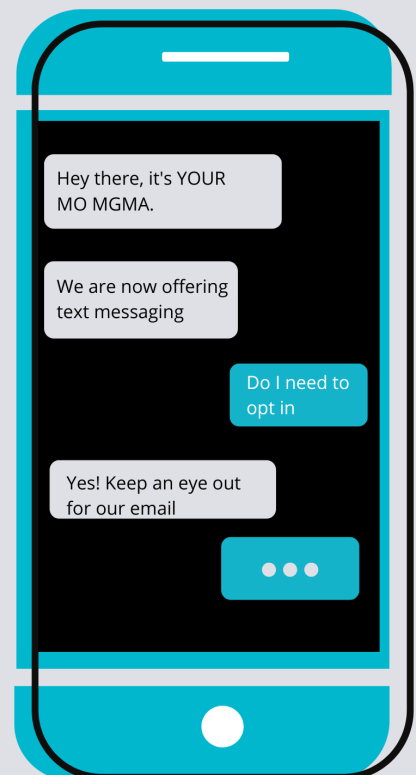
# CALL FOR BOARD NOMINATIONS

## MO MGMA 2024-2025

The nominating committee is currently seeking highly engaged MO MGMA healthcare leaders who are interested in serving on the 2024-2025 Board of Directors. MO MGMA is governed by a 5 member board representing various areas from across the state. The association works closely with our full-time Executive Director. Face to face meetings are held up to 4 times a year and supplemented by monthly conference calls. To review qualifications and submit an application, please [visit our website](#) or contact Travis Messer at [tmesser@lakeregional.com](mailto:tmesser@lakeregional.com) and he will share with you the responsibilities and rewards of this important role. Nominations are due by March 31, 2024.

**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

Certificates, Board Certification and Fellowship through ACMPE is a fantastic way to confirm your expertise in the medical practice management industry. Not only do these recognitions affirm your professional competency, but they are recognized by physicians, healthcare executives, industry professionals, and your peers.

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](#)

MO MGMA 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 here](#) and submit your application today!

## 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 this link for the ACMPE Flashcards: [ACMPE Study Resources page](#)

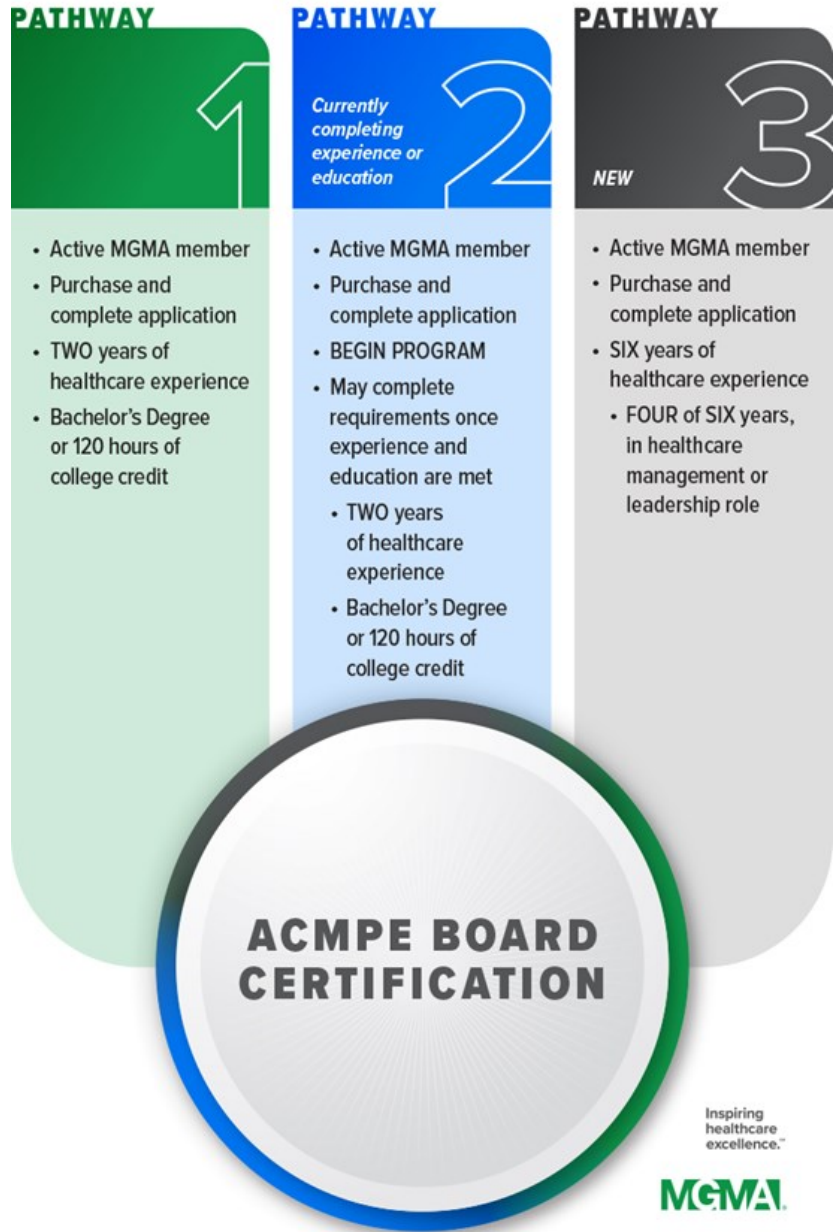


Please let me know how I can assist you to reach your 2024 advancement goals.

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](#).



## MONTHLY MEMBER WEBINARS

### MARCH WEBINAR IS GOOGLE BIASED AGAINST MY PRACTICE?

PRESENTED BY:  
**CARL WHITE**  
MARKETVISORY GROUP, INC.

**12** MARCH  
2024



1:00 PM EASTERN  
12:00 PM CENTRAL  
11:00 AM MOUNTAIN  
10:00 AM PACIFIC

Eligible for 1.0 CE credit



Most practices need new patients from both their home city and neighboring cities (or zip codes), but Google doesn't see it that way. Google believes that patients want what's closest to them when they search. That might be great for a dry cleaner or a gas station, but not for many practices. This is known as Google's proximity, or vicinity, bias. Unless you deal with it you'll lose out on visibility to potential new patients who are actually close to your practice.

#### Presentation Objectives:

- Understand Google's "proximity" bias
- Understand how to counteract Google's bias to your benefit

Carl White, founder of MarketVisory Group, focuses on helping private practices stay private. Carl's passion for private practice independent business goes all the way back to working in his family's pharmacy when he was a kid. Today Market Visory Group helps private practices get more leads, phone calls, reviews, and overall visibility. Carl is a Duct Tape Marketing Certified Consultant.

[Click here to register!](#)



I hope you are all staying warm... it has been a dreary winter so far in Missouri. Here's to snow days with actual snow or an early spring!

## LEGISLATIVE UPDATES



### National Policy Updates and News

Here are MGMA's most recent [advocacy](#) efforts:

- Support of CMS in its [Interoperability and Prior Authorization Final Rule](#)
  - ⇒ Provisions requiring implementation of patient, provider, payer, and prior auth APIs
  - ⇒ Requires impacted payers to communicate decisions within 72 hours for urgent requests and 7 days for standard requests – by 2026, denial reasons must be shared
  - ⇒ Creating a new MIPS measure, “Electronic Prior Authorization,” to the HIE category
- Guidance for practices on rebilling challenges associated with possible [changes to the physician fee schedule](#) if Congress restores to 2023 levels
  - ⇒ Rebilling process may be more burdensome and costly than the fee reduction itself
  - ⇒ Confusion and frustration will most certainly be felt by patients
- Concerns on the [establishment of disincentives](#) for providers who commit information blocking regarding the 21<sup>st</sup> Century Cures Act
  - ⇒ Requesting corrective action plans be implemented to remedy information blocking and an equitable appeals process be created
  - ⇒ Consideration not to invoke punitive penalties for those under MIPS or an ACO which may affect payment adjustments negatively – not supporting transition to value-based care
  - ⇒ Increased coordination and communication to help support provider compliance
- [Independent dispute \(IDR\) operations](#) under the No Surprise Act
  - ⇒ 77% of initiating parties won their disputes – urging for a fairer, less onerous process
-

# LEGISLATIVE UPDATES



## Next, let's look at the latest from the [CMS newsroom](#):

- CMS reported a historic 21.3 million people registered for marketplace coverage during the [2024 OEP](#) – 359,369 enrolled from Missouri.
- The Biden-Harris administration recently released a [Request for Information](#) for feedback on how best to improve Medicare Advantage data capabilities and public transparency. This relates to their vision to promote competition in health care (50% of Medicare enrollment is through MA plans now and the government estimates over \$7 trillion will be paid out in the next ten years). They have already started collecting data around MLRs, supplemental benefits, utilization management and access to care, and demographic data surrounding race and ethnicity.
- HHS is offering [\\$50 million in grant funding](#), via the Bipartisan Safer Communities Act, for critical health care services to connect children at school. Up to \$2.5 million will be awarded to 20 states for school-based service expansion.
- On the topic of children, HHS recently shared a report summarizing findings that demonstrate the vital role states play in [Medicaid and CHIP renewal](#) processes. The more flexible the state, the better they are at protecting coverage for kids. Missouri expanded coverage beginning in 2021 although challenges have been discussed with respect to the return of pre-pandemic rules resulting in delays and lost coverage.
- Moving to mothers, HHS shared a new model for maternal health called [Transforming Maternal Health](#) (TMaH). The article cites despite the US spending more per capita than anyone else, we experience higher rates of adverse outcomes. The model hopes to offer a more personalized and supportive experience with funding of up to \$17 million for participating Medicaid agencies over ten years. CMS has also created a new “Birthing-Friendly” designation that can be awarded to hospitals and health systems.
- Similarly, HHS is launching a new behavioral health model called [Innovation in Behavioral Health](#) (IBH) slated to start in the Fall of 2024 with an 8-year runtime. Notice of Funding Opportunity is expected this Spring for those practices interested in participating. The article cites 25% of Medicare members have a mental illness while 40% of adult Medicaid members are experiencing mental illness or substance abuse. The idea behind this is to create a community-based model that integrates care across the continuum.
- CMS is trying to help educate the public on [EMTALA](#) and support hospitals in meeting obligations.

Here's a good summary of the [2024 national landscape](#) from The Commonwealth Fund to sum things up!

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# LEGISLATIVE NEWS



## State Policy Updates and News

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](#).

The 2024 Missouri Primary Election is on August 6<sup>th</sup>. Candidate filing window is February 27<sup>th</sup> through March 26<sup>th</sup>. The primary will not include presidential candidates this year as they will be chosen by each party caucus.

The 102<sup>nd</sup> General Assembly convened on January 3<sup>rd</sup>. Senate hearings started on January 10<sup>th</sup>. An emphasis on single-subject bills was a key topic. Here are links to the [House Journal](#) and [Senate Journal](#), should you wish to skim through.

- Missouri must pass the Federal Reimbursement Allowance (FRA) to retain federal funding for the state's Medicaid program, to the tune of over \$4 billion.
- [HB 2190](#) – offers annual supply for birth control
- [HB 1632](#) – limits cost sharing of insulin and epinephrine for the insured

Governor Parson delivered his [State of the State](#) address. Budget proposals touching healthcare are:

- ⇒ \$86 million to support citizens with developmental disabilities and behavioral health
- ⇒ \$14.2 million to opioid prevention, treatment, and recovery expansion
- ⇒ \$7.2 million to maternal mortality prevention
- ⇒ \$4 million to DSS



Reach out with any questions or thoughts on future topics.

Ashley Sipes

MO MGMA Legislative Liaison

[ashley.sipes@ssmhealth.com](mailto:ashley.sipes@ssmhealth.com)

*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](#).*



# Trust: A Board–CEO Imperative

Working in the healthcare field has become even more challenging and complex over the last few years. Most hospitals and health systems have recently experienced workforce challenges, operational strain, disruptive pressures from new players, lower investment performance and declining margins. Each one of these issues is arguably a key governance topic that requires the executives' and board's best thinking and analysis to exercise their fiduciary roles and do their best for patient care.

Healthcare organizations today—starting with the board and CEO—are trying to address these challenges while also ensuring high-quality, safe, equitable, accessible, affordable healthcare. In the current, very challenging environment, easy answers are in short supply. Indeed, leading today is a big job that, understandably, is resulting in tensions of a new magnitude as boards and executive teams navigate their way to the future.

## Strong Board–CEO Relationship Is Imperative

In our decades of work with boards and CEOs, we have noticed that those who have a healthy, trusting relationship are able to deal with stresses like these more easily and productively than those whose relationship is strained. Unfortunately, today's pressures seem to be causing and/or highlighting tensions in the board–executive relationship.

For instance, with increased uncertainty, some board members are demanding more detailed information about financial and other challenges. If they perceive that their CEO and executives are reluctant to provide that level of information quickly and transparently, or intentionally omit key information, some board members may begin to feel that they cannot trust their executives to be honest about the negatives as well as the positives.

On the other hand, when boards continue to press for more data, some CEOs and executives may feel that their boards are crossing the governance–management line and/or that the board does not trust them to do their jobs. The result is often a difficult relationship between the board and its CEO and other key executives.

One possible negative outcome of unaddressed relationship issues could be the exit of the CEO. A [June 2023 report from Challenger, Gray & Christmas](#) regarding dramatically increased CEO exits across industries states that “the 80 (CEO) moves within hospitals from January through May were up 70 percent from the 47 recorded in the same period of 2022. The number marks the third-highest year-to-date total across all 29 industries and sectors measured.”

Some CEOs have told us in confidence that they left because of a poor relationship with their boards. Therefore, it is interesting to note that according to [The Governance Institute's biennial survey](#), for over a decade, boards have routinely rated their performance in the “board development” category as the lowest of all nine fiduciary duties and core responsibilities. And they have consistently rated “management oversight” as fifth or sixth behind financial oversight and the three core fiduciary duties.

# TRUST:

## A Board–CEO Imperative

Deborah J. Bowen, FACHE, CAE and Pamela R. Knecht



### Key Board Takeaways

These diagnostic questions can help ensure there is a strong, mutually trusting relationship between the board and CEO. It is important to keep in mind that trusting board–executive relationships require a healthy dose of introspection, focused dialogue, and carefully structured and facilitated discussions. To begin, consider these questions:

- 1) (For CEOs and key executives) On a scale of 1–10, where 10 is high, how would you rate the level of trust between the CEO/executives and the board?
- 2) (For boards) On a scale of 1–10, where 10 is high, how would you rate the level of trust between the CEO/executives and the board?
- 3) If any of the ratings are lower than desired, explore these possible reasons: a. Capabilities  
b. Candor c. Intent
- 4) Which of the following levers offer the best opportunities to improve the board–CEO partnership? a. Communicate regularly and transparently. b. Use competency-based selection.  
c. Set clear expectations. d. Prioritize healthy, collaborative relationships. e. Check in and improve.

*Deborah J. Bowen, FACHE, CAE, is president/CEO, American College of Healthcare Executives. Pamela R. Knecht is president/CEO, ACCORD LIMITED*

*Editor's note: This content is excerpted from an article in the August 2023 issue of BoardRoom Press, The Governance Institute's bimonthly magazine. Visit the [BoardRoom Press webpage](#) (Governance Institute member login required) to access the full article. The American College of Healthcare Executives (ACHE) is a network of leaders committed to excellence in healthcare and achieving their personal best.*



# MISSOURI MGMA 2024 Conference



May 1-3, 2024  
Sheraton Overland Park Hotel

**MGMA**<sup>®</sup>  
MISSOURI



# MISSOURI MGMA 2024 Conference

May 1 - 3, 2024 • Sheraton Overland Park

## Conference Agenda

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

11:00-5:00pm	Registration Open for Attendees and Business Partners
1:00-4:00pm	<b>Workshops</b> <ul style="list-style-type: none"><li>• <i>LEAN Concepts: How They Affect Staffing</i> – Stefanie Hohensee, MHA, FACMPE</li><li>• <i>Am I an 8? Using Enneagrams to Improve Communications</i> – Cameron Cox, III, MHA, FACMPE</li><li>• <i>ACMPE Prep Course and Mock Exam</i> – Tracy Bird, FACMPE, CPC &amp; Beth Castens, MHA, FACMPE</li></ul>
4:15-5:30pm	Opening General Session: <i>Finding the Masterpiece in the Mess</i> – Sam Glenn
5:30-6:30pm	Networking Reception

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

7:30-8:30am	Breakfast with Exhibitors
8:30-9:30am	General Session: <i>What's Your Culture Club</i> – Cameron Cox, III, MHA, FACMPE
9:30-10:45am	Reverse Tradeshow (by invitation only)
9:45-10:45am	<b>Breakout Sessions</b> <ul style="list-style-type: none"><li>• <i>Are you a LEADER or are you IN CHARGE</i> – Cameron Cox, III, MHA, FACMPE</li><li>• <i>What's My Job, Really? Setting Clear Expectations for Your Docs</i> – Stu Schaff</li><li>• <i>Firing Up Healthcare Excellence: Unleashing the Power of Benchmarking</i> Tracy Bird, FACMPE, CPC, CPMA, CEMC, CPC-I</li></ul>
10:45-11:30am	Networking Break with Business Partners
11:30-12:30pm	<b>Breakout Sessions</b> <ul style="list-style-type: none"><li>• <i>Mobile Integrated Healthcare Networks</i> – Doris Boeckman</li><li>• <i>Patient Experience Journey Mapping</i> – Lisa Duran</li><li>• <i>Shark Negotiating for the Conflict Averse</i> – Jason Levinson</li></ul>
12:30-1:30pm	Lunch with Business Partners
1:45-2:45pm	<b>Breakout Sessions</b> <ul style="list-style-type: none"><li>• <i>Healthcare in the Age of AI: How Your Patients and Your Practice May Be Impacted</i> Thomas Douglas</li><li>• <i>Physician/APP Collaboration and Supervision</i> – Debra Funk</li><li>• <i>Finding and Keeping Great Talent</i> – Elizabeth Perlak, JD</li></ul>
2:45-3:30pm	Dessert Break with Business Partners
3:30-4:30pm	<b>General Session: Healthcare Outlook – CEO Panel Discussion</b> David Argueta, Mercy; Max Buetow, CoxHealth; Bret Kolman, HCA Centerpoint; Jani Johnson, St. Luke's Hospital of Kansas City; Charlie Shields, University Health; Moderator: Kyle Adkins, Golden Valley Memorial Healthcare
5:30-8:30pm	BBQ Throwdown & Line Dancing

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

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



# WORKSHOPS



## ***LEAN Concepts: How They Affect Staffing***

Discover strategies to enhance efficiency in your practice through innovative approaches that foster collaboration and shared goals. This workshop will allow you to gain actionable knowledge to energize and optimize your operations. Learn new ways to increase efficiency while creating teamwork and shared need in your practice. The information and insights will transcend conventional boundaries, offering a versatile set of skills that will energize and empower you to apply them effectively across various facets of your personal and professional life.



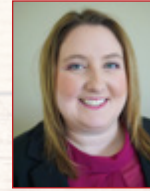
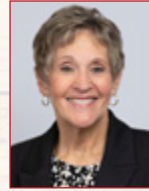
## ***Am I an 8? Using Enneagrams to Improve Communications***

**Cameron Cox, III, MHA, FACMPE**

The Enneagram is a classification system for personality types and psychological motivators. It has proven to be an invaluable tool in uncovering gaps and crevices within small and large group communication.

When used effectively, this tool can be instrumental in improving

interpersonal relations in numerous arenas such as the physician board room and amongst practice staff. This interactive session will introduce the general concept of how the Enneagram system is designed, help you identify your own Enneagram type, and discuss how to deploy Enneagram-enhanced communication within your practice. Participants will leave with a higher level understanding of how to engage physicians, colleagues, and staff to increase employee satisfaction.



## ***ACMPE Prep Course & Mock Exam***

**Tracy Bird, FACMPE, CPC & Beth Castens, MHA, FACMPE**

This workshop will review CMPE/FACMPE eligibility criteria, timelines, fees and preparation/best-practice study tips for the Certified Medical Practice Executive (CMPE) exam. Participants will then take a full multiple-choice and scenario-based mock exam to serve as an initial benchmark for an individual, self-scored, knowledge-level assessment.

# GENERAL SESSIONS



Sam Glenn



David Argueta



Max Buetow



Brett Kolman



Jani Johnson



Charlie Shields



Kyle Adkins



Lisa Duran



Michael Ivanov

## ***Finding the Masterpiece in the Mess – Sam Glenn***

Life can be messy, filled with changes, challenges, and uncertainty. However, with the right perspective, we can discover the meaning, message, and masterpiece in the mess. Sam is a self-taught abstract artist who uses his own original art concepts to communicate that life can be messy, but with the right perspective, we can discover an uplifting message and masterpiece within our messes.

## ***What's Your Culture Club – Cameron Cox, III, MHA, FACMPE***

Culture matters. And it has never been more important than today. With the open and constant flow of information in our society, culture not only matters but a sincerely positive, uplifting culture can be instrumental in a business' success. A healthcare practice is no different. To quote a line from a great movie: "Attitude reflects leadership." Establishing an effective culture within the organization establishes a firm foundation of success for many management areas such as customer service, marketing, recruitment and economic growth. This presentation will highlight multiple perspectives of what an effective organizational culture can mean to a truly successful healthcare practice.

## ***Healthcare Outlook – CEO 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**

Hear from five exemplary CEOs who have not only mastered the art of healthcare management but have also elevated their organizations to unprecedented heights. Elevate your conference experience with this one-of-a-kind roundtable. Imbibe the spirit of Kansas City while immersing yourself in impactful discussion that promises to leave a lasting impression about the state of healthcare today and the outlook for tomorrow.

## ***Your Secret Power – The Bean – Lisa Duran***

It's easy to camp in mindset of feeling powerless to the many changes happening in our clinics or hospitals. In this session you will learn your superpower to defeating that mindset. You will be given tools to help empower your teams to overcome and be agents of change. Real, sustainable culture change starts with how we think about change and what we do with it.

## ***Stay Alive All Your Life – Success Principles for Extraordinary Leadership & Living – Michael Ivanov***

The world is changing faster than we ever imagined. There is a need, now more than ever, for leaders, business professionals, and people from all walks of life to dig deep within themselves and stay true to their mission and find opportunity to not only survive, but thrive in uncertain times. Michael's life changing message and principles have opened up audiences everywhere to cultures of service, gratitude, reflection and endless potential.



# BREAKOUT SESSIONS

## ***Are you a LEADER or are you IN CHARGE***

**Cameron Cox, III, MHA, FACMPE**

In the environment of health administration, the world moves quickly. Sometimes, this world evolves faster than our skillsets may evolve. In this seminar, we will discuss ways to ensure that you are acting as a leader in the organization and not simply issuing commands with a hope for a positive return. The presentation will highlight some of the unique characteristics that distinguish leaders within organizations.



## ***What's My Job, Really? Setting Clear Expectations for Your Docs – Stu Schaff***

Given the well-documented gap between the supply of physicians and the demand for their services, increasing administrative burdens, and the strain of a global pandemic, it is no wonder that many doctors report dissatisfaction with their careers. There is another major but often overlooked contributor to physician burnout: a lack of clear expectations. For most physicians, the job description is usually little more than “Be a good doctor.” Then collections, WRVUs, overhead expenses, and other aspects of the job come into play and the relationships between physicians and administrators turn adversarial. Unlike the systemic issues mentioned above, individual medical practices can do something about this. Stu Schaff will show participants how they can establish clear expectations for physicians within their own practices, using examples from actual academic and community-based practices. He will also demonstrate specific ways that participants can incorporate best practices for communicating those expectations, regularly reinforcing them, and effectively holding physicians accountable to them, with the goal of improving morale and engagement.

## ***Firing Up Healthcare Excellence: Unleashing the Power of Benchmarking – Tracy Bird, FACMPE, CPC, CPMA, CEMC, CPC-I***

Medical Practice organizations face problems every day. The way those problems are addressed has a direct correlation to the success of solving that problem. Some ignore the problem hoping it will go away while others make a quick decision that results in only a temporary fix. Successful practices take a measured, strategic approach to solve problems. This session looks at a business case study involving practice operations and financial stability. The issues around this practice problem underscore the importance of critical thinking skills, data collection, and benchmarking to resolve the issues and create a thriving organization.



## ***Mobile Integrated Healthcare Networks Doris Boeckman***

This is an introduction to a new rural model of care that pairs community paramedics with rural healthcare providers for patient engagement, improving patient outcomes, and reducing healthcare costs. The Washington County Mobile Integrated Healthcare (MIH) Network was nationally recognized in 2023 when the model won the Health Services and Resources Administration's (HRSA) Primary Care Challenge – Building Bridges to Better Health. The foundation of the model is *whole person* care. It focuses on reducing barriers to care, linking patients to a primary care provider, and addressing social determinants of health.

## ***Patient Experience Journey Mapping – Lisa Duran***

Identifying and solving process hurdles that get in the way of delivering a world-class patient experience. Teams will identify and solve process hurdles in each touch point of the patient experience and create experience standards for each touch point.



## ***Shark Negotiating for the Conflict Averse: How to Navigate Negotiations Like a Shark!***

**Jason Levinson**

Chances are you are a giver. A generous person with your time, talent, heart, and soul. This is admirable. But once you dive into the sharky waters of business and (yikes!) management, you run the risk of getting eaten alive by selfish adversaries! Thankfully, there are simple negotiating approaches you can easily apply to protect yourself without violating your ethics or compromising your integrity. This entertaining and engaging session highlights key, often-overlooked strategies that have a big impact on your results with both internal and external negotiations. You will learn how to navigate conflict and negotiate better so you end up getting and keeping more of what you need. Learn to negotiate better agreements for yourself and your company from this day forward. You don't have to BE a shark to defend yourself against the sharks.



## ***Healthcare in the Age of AI: How Your Patients and Your Practice May Be Impacted – Thomas Douglas***

As the healthcare industry enters a new era fueled by artificial intelligence, the question isn't whether AI will impact your healthcare practice – it's how effectively you can leverage it. Join us for an exclusive presentation by Thomas H. Douglas, accomplished tech innovator and CEO of JMARK, as he delves into the transformative power of AI in healthcare, highlighting its potential to revolutionize patient outcomes, streamline clinical processes, and enhance the overall patient experience. During this session, attendees will gain a comprehensive understanding of how AI can improve efficiency, minimize diagnostic errors, and foster more personalized patient care. Join us for this pivotal presentation to grasp how AI is setting the stage for a new paradigm in healthcare, and how your practice can be at the forefront of this evolution.



## ***Physician/APP Collaboration and Supervision Debra Funk, RN***

This session will take a deep dive into the various aspects of the Missouri laws and regulations regarding collaborative practice agreements between Physicians and Advanced Practice Providers. This session will also look into some of the bills that the Missouri legislature is working on that may have an impact on the ways that Advanced Practice Providers can practice in the State of Missouri.



## ***Finding and Keeping Great Talent Elizabeth Perlak, JD***

Many employers continue grappling with navigating the unknown in today's ever-changing work landscape. Join our breakout session to learn how to remain focused on strong business outcomes while balancing the needs and expectations of their employees by keeping them at the center of everything you do. You'll also see that pay isn't everything – hear about the many other ways you can invest in your employees and how that investment could directly impact the growth of your business. You'll also hear about recent trends impacting the workplace and how to navigate decisions that are right for your unique organization. Don't miss this opportunity to start thinking differently about how you can shape your employee experience.



# MEET OUR SPEAKERS

**Kyle Adkins** Chief Operating Officer at Golden Valley Memorial Healthcare (GVMH), has nearly 30 years of healthcare experience and has been a member of the Executive Leadership team for more than 15 years. During his time at GVMH, Adkins has driven all of the clinics through the patient-centered medical home accreditation process and has been instrumental in the clinics receiving the highest level of recognition. Adkins earned a Bachelor of Science degree in Health Information Management from Arkansas Tech University and is a Certified Medical Practice Executive (CMPE). Kyle is a past president of MO MGMA.

**David Argueta**, Community President, Mercy Springfield Communities, has 19 years of health care leadership experience. Prior to being named to his role at Mercy in Springfield, David served as the chief administrative officer for five years at Mercy Hospital Oklahoma City. Before joining Mercy, he served as the president for the North Houston region for Catholic Health Initiatives - St. Luke's Health, for five years. Before CHI, he was the COO for Baylor Scott and White - Hillcrest Region, as a part of a 10-year career with them. David has spent many years helping complex, health care systems to navigate challenging circumstances in an ever-changing market. He expertly manages physician relationships, striking a perfect balance of leadership and support for clinicians, making it easier for them to focus on patients. Argueta is a Fellow of the American College of Healthcare Executives. He earned his bachelor's degree in forensic science and chemistry and his master's degree in business administration – health care administration from Baylor University.

**Tracy Bird** has over 40 years' healthcare management and consulting experience in the areas of practice operations, front office workflow, revenue cycle management, coding, documentation, staff training, communications, risk and compliance, policy and procedure development, practice start-ups, and workflow redesign for value based care. Her experience includes work with private practices, hospital based practices, rural health clinics, and FQHC's. She is an ACMPE Fellow with MGMA, a Certified Professional Coder (CPC), a Certified Professional Medical Auditor (CMPA), a Certified Evaluation and Management Auditor (CEMC) a Certified Professional Medical Coding Curriculum instructor (CPC-I). Tracy is co-founder and past president of the NE Kansas Chapter of AAPC, a past president of MGMA-GKC, is the ACMPE Forum Rep for Kansas, and MGMA-Greater Kansas City, and is currently serving as the past Chair of the Certification Commission for National MGMA.

**Doris Boeckman** is a founding partner of Community Asset Builders, LLC (CAB), a Missouri certified women-owned business enterprise formed in 2001. At CAB, her emphasis is resource development and optimization and mobile integrated healthcare. She is also a founding partner of the Washington County Mobile Integrated Healthcare Network, a Missouri nonprofit organization focused on developing a new care delivery model between federally qualified health centers and emergency medical service agencies focused on whole person care and expanding community paramedic/community health worker integration in Missouri and nationally. Doris has a Bachelor of Science degree in Business Administration from Lincoln University and more than 40 years of professional experience in healthcare.

**Max Buetow** is the President and CEO of CoxHealth. Max joined the organization in 2012 as the Director of Springfield Neurological and Spine Institute. His career path continued in the Neurosciences when he assumed the role of Administrative Director for the Neuroscience Service Line. In 2015, Max was given the opportunity to become a Vice President with Cox Medical Group (CoxHealth's physician entity),

while also elevating to the VP of the Neurosciences. In June, 2020, Max moved into the role as COO where he had operational responsibility for the enterprise's six hospitals. Prior to CoxHealth, Max worked as an operations and distribution manager for Sara Lee Fresh Bakery, developing an affinity for LEAN/Six Sigma process improvement. Max received his undergraduate degree from Canisius College in Buffalo, New York and his MBA at Drury University in Springfield. Max is very involved in his local church and enjoys spending time with his wife, Laura, and their four children

**Cameron Cox, MHA, FACMPE** is the President and CEO of e3c3 consulting. Called the MacGyver of healthcare business management, he's a man with a mission: to help medical practices thrive. With a history of being a practice administrator and founding a successful medical billing and consulting firm, Cam brings unique views and perspectives on today's practice management. Over the course of the last 25 plus years, Cam has worked with more than 1,000 medical practices and health systems across virtually every medical specialty in the spectrum. Cam is a Fellow of the American College of Medical Practice Executives, holds undergraduate and graduate degrees in Healthcare Administration from the University of North Carolina at Chapel Hill, and is a certified Enneagram Spectrum Advanced Trainer.

**Thomas Douglas** joined JMARK in 1997 after serving in the Navy where he was recognized with multiple awards. As a level one engineer at JMARK, he worked his way up the ranks before purchasing the company in 2001. Tom had to make some hard decisions and downsize the company to only 6 people. Now, with over 110 employees, JMARK is a leader in its space having hit Inc. magazine's list of the top 5,000 Fastest Growing Private Companies nine consecutive times. He is a trusted technology advisor to a global list of clients and often speaks on topics such as culture, people puzzles, technology efficiencies, and cyber security. Tom's latest passion is to share the lessons-learned from building a great business which celebrates the culture and people who make it successful. In his book Adapt or Die™ and the online courses, Tom shares the Algorithm of Success™ the formula required to help small and medium businesses thrive in an ever-changing world.

**Lisa Duran's** career has given her the opportunity to engage, inspire and impact healthcare organizations all over the US and Canada. She strongly believes healthcare organizations should never have to choose one focus. Leadership development, employee experience and patient experience are all equally important. Lisa has integrated all three into a simplified model creating cultures teams and patients love. Her most recent position was Chief Experience Officer for Inception where she helped to transform team and patient experiences. She was honored to serve as Chair of ARM through the American Society of Reproductive Medicine and believes that people are the most important investment we make.

**Debra Funk, BSN, RN** is the Director of Practice for the Missouri State Board of Nursing. She has been a member of the Board staff since November 2006. Her position has evolved over time to include but not be limited to: answer inquiries about nursing and the laws impacting nurses in MO, assist with investigating complaints and discipline cases against nurses, collaborate with nursing associations and stakeholders across the state, opportunities to participate at the national level in conferences and on committees representing the Missouri State Board of Nursing, assist with surveying entry level schools of nursing and assist with writing legislation impacting nursing in Missouri. Debra graduated from Millikin University in Decatur IL with a BSN.



**Sam Glenn** has been honored by being named Speaker of the Year on several occasions by meeting and event organizations and won two national awards for his training videos. He is the author of more than 30 personal and professional development books. Hundreds of organizations use Sam's videos to kick off their staff meetings and cultivate positivity in the workplace. Sam's Motivated by Art © Training has become the new buzz in creating engagement in the workplace. Not only does his creative art bring energy to the walls in any workplace, but the art is used for training purpose to enrich the quality of personal and professional performance.

**Stefanie Hohensee, MHA, FACMPE** has over 20 years' of healthcare leadership experience serving as a leader for a privately owned medical facility, a community hospital as well as one of the largest integrated U.S health systems. Her leadership experience is extensive, encompassing roles in both hospital and clinic departments. She has an exceptional record of accomplishment in driving organizational change, fiscal accountability, and community health in an ever-changing healthcare environment. During her career she demonstrated leadership by guiding teams to earn Blue Distinction for knee and hip replacement, along with quality respiratory recognition (QCRC) in national programs under the American Association for Respiratory Care (AARC). Furthermore, she has spearheaded transformative changes in physician compensation models and served as the grant leader for Patient Center Medical Home initiative. Stefanie is currently serving on the MO MGMA board of directors. She graduated from Evangel University with a Bachelor's in Business Administration and holds a Master's in Healthcare Administration from Webster University. Stefanie is a Fellow in the American College of Medical Practice Executives.

**Michael Ivanov** is a Game-Changing speaker and Best-Selling author who has impacted thousands of people with his message of resilience. He was born in Soviet Russia and is the grandson of a 'Siege of Leningrad' and Dachau camp survivor. Michael's master storytelling ability leaves audiences exhilarated and equipped to act on their inspiration. His success principles empower audiences to smash fears, limitations, and passive, excuse-oriented mindsets. Michael takes his audiences on a journey through his story of humble beginnings to becoming a business owner, an author, and a motivational speaker. He reveals how the personal choices we make, the attitudes we carry, and the principles we choose to live by, determine the success and quality of our lives.

**Jani Johnson, RN, MSN** became CEO of the Saint Luke's Health System Central Region in July of 2015. In this role, she is responsible for all operations of the 140+ year-old, 534-bed hospital, flagship entity of Saint Luke's Health System. Additionally, she is responsible for the operations of Crittenton's Children's Center, a full continuum of behavioral health care for children & adolescents serving more than 10,000 patients. As the Central Region CEO, Jani also assumes responsibility for Research, Graduate Medical Education and Lab Services for the system along with Bishop Spencer Place a Continuing Care Retirement Community. Jani's experience includes serving as the former President and CEO of Saint Luke's South Hospital. Under her leadership, the hospital was recognized by *U.S. News & World Report* in 2013 and 2014 as one of the Best Regional Hospitals in Kansas and in the Kansas City metro area.

**Bret Kolman, CPA**, boasts a career spanning over three decades in non-profit and for-profit healthcare. With 8 years as a hospital Chief Financial Officer and 21 years as a hospital Chief Executive Officer, Bret has witnessed a variety of market dynamics during his time in Missouri, Kansas, and Louisiana. He has had the fortune of serving as CEO in hospitals ranging from 200 employees to 2,000 employees.

His most recent tenure was as CEO of 285-bed Centerpoint Medical Center in Independence, Missouri, where he served for six years. As CEO, Bret spearheaded numerous outpatient initiatives, including physician acquisitions and divestitures, chairing a local FQHC, gaining approval for FSERs, Urgent cares, etc. His inpatient experience includes service lines ranging from Critical Access Hospitals to level 2 trauma hospitals pursuing GME programs. In early 2024, Bret decided to embark on a new chapter, retiring from his impactful career to explore opportunities in the realm of AI-related businesses.

**Jason Levinson**, founder of Levinson Learning, specializes in business training that combines entertainment, learning & development, and subject matter expertise to deliver courses and sessions that make an immediate and lasting impact. Jason has created and delivered customized courses for global organizations including NASA, RedBull, Schneider Electric, Parker-Hannifin, Abbott, Phillips, and many more. Jason credits his success in large part to the example set for him by his mother, Donna Wobbe, an active, 35+ year MGMA member. Located in Winston-Salem, NC, Jason loves cinema and supporting his family's involvement in community theatre.

**Elizabeth Perlak** works closely with TriNet clients to identify, refine and implement effective human capital processes that optimize HR competencies and enhance employee and organizational effectiveness. In her current role as a Lead Org Development Consultant, Beth collaborates with clients to identify key HR strategy deliverables that align human capital management with organizational values and goals. Beth holds a juris doctor from Washington University School of Law and a Bachelor of Arts degree in Philosophy from Georgetown University. She has also been certified as an International Mergers and Acquisitions Expert by the IMAA and holds the SPHR certification from HCRI.

**Stu Schaff** is an expert in physician compensation and physician engagement. For over 15 years, he has worked closely with the leadership of more than 100 healthcare organizations across the United States, like Dignity Health and Trinity Health, to develop truly impactful physician compensation strategies and plans. Stu is the founder of Intentionate Healthcare Advisors. He previously served on the management team of a large AMC-affiliated medical group, consulted for national healthcare consulting firms, and led implementations of financial planning and budgeting software for hospitals and health systems. He is a Fellow of the Healthcare Financial Management Association.

**Charlie Shields** serves as President and Chief Executive Officer of University Health (UH). Charlie joined the health system in 2010 as Chief Operating Officer of University Health Lakewood. He assumed his current role in 2014. Charlie brings to the role more than 25 years of healthcare leadership and decades of public service, including 20 years in the Missouri General Assembly, culminating his service as President Pro-Tem of the Missouri Senate. Charlie is Board Chair of America's Essential Hospitals, a national organization representing more than 300 safety net hospitals. He has shared his experience as past Board Chair and current Board Member of the Missouri Hospital Association. He is often quoted saying, "Education is the number one determinant of economic status, and economic status is the number one determinant of health status," bringing together the importance of education in living a long and healthy life. With this as a foundational belief, he serves as President of the Missouri State Board of Education. He is also deeply involved in the Kansas City community, serving in leadership positions with the Kansas City Chamber of Commerce, the Kansas City Civic Council, and the Urban Neighborhood Initiative; a few of the numerous committees and boards on which he is proud to serve.



# CONFERENCE INFORMATION

## CONFERENCE FEES

	By 04/01/24	After 04/01/24
MO MGMA Active Member	\$325	\$425
AAPC Member	\$325	\$425
Non-Member ( <i>practice executive, administrator or manager</i> )	\$450	\$550

## CONFERENCE REGISTRATION

The registration fee covers all meetings, materials, meals, and breaks. Conference breakfast and lunch functions are for registered exhibitors and conference attendees only. Attire for the conference is business casual. A jacket or sweater is suggested.

## LOCATION

### Sheraton Overland Park Hotel

6100 College Blvd

Overland Park, KS 66211

A room rate of \$174/night is available until April 9, 2024, or until our room block is full.



## CE CREDIT



American College of Medical Practice Executive (ACMPE) Credit Hours: To apply this program toward your ACMPE continuing education requirement, please calculate the total number of clock hours you spent in educational sessions and enter your hours online in the My Transcript area of mgma.com.



The program has the prior approval of AAPC for 12.0 continuing education hours. Granting of prior approval in no way constitutes endorsement by AAPC of the program content or the program sponsor.

## CANCELLATION POLICY

Cancellations received prior to April 1, 2024, are subject to a \$100.00 cancellation fee. Cancellations received after April 1, 2024 and no-shows cannot be refunded. Substitutions from within the same group are acceptable.

## PROGRAM COMMITTEE

Laurie Atwood (Chair)  
Barry Pointe Family Care  
Kansas City

Lou Anne Gonzales  
Advanced Net Providers  
Overland Park

Stefanie Hohensee, MHA, FACMPE

Rob Landstad  
Goldfish Medical Staffing, Dallas  
Dallas

Travis Messer, MHA  
Lake Regional Medical Group  
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Kati Pieper  
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