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Build long-lasting professional relationships

In the business of care delivery, you have to be ready for everything. As a valued member of your organization, you’re the person others look to for guidance and inspiration. They count on you to show them how to increase efficiencies, improve processes and achieve greater success. But you can’t do it alone — and you don’t have to.

At the MGMA 2015 Annual Conference, you’ll find the best practices, proven strategies and lasting support you need to grow professionally. To see and capitalize on opportunities. And, ultimately, to lead your practice to even greater success.

Implement best practices and expertise

Discover how you can capitalize on best practices to lead your organization from the practice administrators who have done it themselves. Throughout four informative days, you’ll be armed with tools, resources and insight to guide, motivate and advance your people and practice.

Arm yourself with proven strategies

Connect with subject matter experts and a national network of professionals from practices of every size, type, region and specialty. Throughout the event, you’ll gain insight to help you anticipate and manage change and communicate strategic challenges and opportunities to physicians within your practice. That means you can make better decisions and successfully move your practice forward.

Gain lasting support

Professionals join MGMA because of the trusted relationships they forge with other MGMA colleagues. We’re all facing similar organizational challenges. At MGMA15, you’ll have the opportunity to network and brainstorm with your peers and industry experts, share ideas, give constructive feedback and access a wealth of information that can immediately impact your practice.

Join us at MGMA15 to celebrate and expand upon your leadership capabilities. By attending, you’re making an investment in your future. You’re leading your practice to success. And you’re finding the inspiration you need to move your organization forward.
Join us at MGMA15!

Navigating a medical practice through the waves of healthcare reform requires a compass, map and spirit of adventure. MGMA has been ceaselessly charting the changing waters as we track, advise and lead you on this journey forward.

MGMA15 — our signature conference — is your personal GPS.

In Nashville, you will gather resources to thrive and run a financially sound and effective business. You will learn how to manage employees through organizational change. You will see how successful practices deliver quality care and prosper. And you will hear from world-class experts about the latest in healthcare trends, innovation and leadership.

You will advance professionally and personally as you renew and expand your relationships. Practices of every size, type, region and specialty are represented at this conference. Highly interactive sessions give you the opportunity to share common challenges and solutions with other professionals running practices.

Today, the lines between the business and the medical functions within a practice are blurred. That is why every professional involved in your medical practice will benefit from attending MGMA15.

Choose from customized tracks for:

- Professional practice administrators
- Health system executives
- Medical practice group leaders
- Physician and administrator dyads
- CPAs, attorneys and others who serve the practice management profession

Are you prepared for the voyage ahead? MGMA15 will unify people and ideas around the future of healthcare. Today. Come and get equipped for the journey. Be inspired to do great things for your practice and your patients.

Forward!

Halee Fischer-Wright
MD, MMM, FAAP, CMPE
MGMA President and CEO

Debra J. Wiggs
FACMPE
MGMA-ACMPE Board Chair
Registration information

<table>
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<th>Conference registration</th>
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| Board certification and Fellowship events (Separate registration and fees required) |             |                |
| Sunday, Oct. 11                                                                |             |                |
| PRE112 Workshop: Pathway to Certification through ACMPE, Earning the CMPE Designation (half day; box lunch provided) | $205        |                |
| PRE113 Workshop: Pathway to ACMPE Fellowship, Earning the FACMPE Designation (half day) | $115        |                |
| PRE114 Workshop Package: Earning the CMPE and FACMPE Designation through ACMPE (full day; box lunch provided) | $265        |                |
| Tuesday, Oct. 13                                                               |             |                |
| ACMPE Fellows Dinner (6:30-11:00 pm)                                           |             | $125           |

*The Fellows Dinner is a private event for Fellows in the American College of Medical Practice Executives and their guests. ACMPE Fellows may purchase up to three tickets for the event.*
Member rates are a benefit of MGMA membership. To qualify, you must be a member at the time of registration. Registration fees do not include any travel or hotel/housing costs.

**Faculty and student registration**

To qualify for the student registration category, you must be a full-time student or resident. All faculty registrations are for full-time college or university faculty. You do not have to be an MGMA member.

Proof of enrollment or faculty employment in an accredited university is required before registration can be processed. Email proof of status to the MGMA Service Center at service@mgma.org.

**Spouse/significant other registration**

Spouse/significant other registration is valid for individuals accompanying MGMA15 attendees and may only be purchased on site. This registration fee category does not include attendance at the concurrent sessions. Continuing education credit is not available for this registration fee category.

Spouse/significant other registration includes admission to the following:

- Exhibit Hall (including grand opening and lunches)
- General sessions

**MGMA registration cancellation policy**

All cancellations must be submitted in writing to MGMA at mgma@experient-inc.com. Cancellations postmarked or received on or before Wednesday, July 22, 2015, are entitled to a full refund. Cancellations received between Thursday, July 23, 2015, and Thursday, Sept. 17, 2015, are entitled to a refund minus a $150 processing fee. **NO REFUNDS OR CREDITS** will be issued after Friday, Sept. 18, 2015.

**Register today at mgma.org/mgma15.**
Hotel information

All hotel reservations require a valid credit card number to guarantee your room. You will be charged one night’s stay if you cancel less than 72 hours prior to your scheduled arrival date at the hotel. Any changes or cancellation to your hotel reservation can be made with the MGMA Housing Bureau through Monday, Sept. 14. Any changes after Wednesday, Sept. 16, should be made directly through the hotel. All hotel reservations are subject to sales tax plus any applicable resort fees (subject to change). Please visit mgma.org/mgma15 for additional information about the official conference hotel and housing cancellation policy.

Support your Association

When booking through the official housing block, you’re supporting the Association by avoiding fees that result from significant sections of the room blocks being reserved but left unfilled or canceled at the time of the conference. If MGMA does not achieve a minimum number of overnight accommodations, the price of service will increase registration fees for future programs. Without your support, MGMA faces huge financial penalties for unused sleeping rooms.

Gaylord Opryland Resort & Convention Center

(CONFERENCE HEADQUARTERS HOTEL)

2800 Opryland Dr.
Nashville, Tenn.

- Annual Conference functions are located in the convention center on the property.
- On-site self-parking and valet parking are available; rates are subject to change.
- The $15 daily resort fee (included in your room rate) includes a resort savings card, in-room Internet access, wireless high-speed Internet access in public areas (excluding the convention center), fitness center access, designated complimentary in-room beverages, scheduled complex shuttle service, online access to The Wall Street Journal, and local and toll-free 800 telephone calls (20 minutes per call).

Rate: $233 nightly, includes daily resort fee.
Hotel rates
Rates do not include 15.25% occupancy tax or a $2.50 per night city tax. All rates are based on single or double occupancy. Sales tax for an occupied room is 15.25%. Rooms are available until the hotel registration deadline, Monday, Sept. 14, 2015, or until sold out, whichever comes first. We recommend registering early to secure your choice of hotel accommodations.

Hotel-related questions
Please call toll-free at 800.424.5249 or internationally at 847.996.5829, or email mgma@experient-inc.com.

General questions
Please call the MGMA Customer Service Center toll-free at 877.275.6462, ext. 1888.
Networking

At MGMA15, you will have many opportunities to connect with your colleagues to discuss challenges, brainstorm ideas and develop a long-lasting network that will support you throughout your career. To maximize your networking opportunities, use these activities to connect.

Before the conference

In June, all MGMA15 registrants will be added to the MGMA15 Discussion Group in the MGMA Member Community. Be sure to update your profile and include a picture. Then start connecting with your colleagues. Arrange to meet each other in Nashville. Seek advice about which sessions to attend. Obtain more information from speakers.

“The ability to network with peers and make new friends has contributed greatly to my ability to grow as a partner with my management team and within my organization. The time spent at the conference renews my energy and enthusiasm for meeting the new challenges facing those of us in healthcare.”

- Sue Powell, Harris and Smith OB/GYN, Duke University Health System
At the conference

SUNDAY, OCT. 11
First-Time Attendee Meet-Up (1:45-2:45 pm)
If you are a first-time attendee or new MGMA member, this event is not to be missed! Start your conference experience out right and join others like you for an informal networking opportunity. You’ll also have the chance to take home some fabulous prizes.

Grand opening of the Exhibit Hall (4:30-6:30 pm)
Join us for a special celebration and networking event to officially launch MGMA15. Meet and mingle with attendees and industry experts.

MONDAY, OCT. 12
Member-organized 5K fun run (6:00 am)
Connect with your colleagues — and get some exercise at the member-organized 5K fun run. More information will be available in the MGMA15 Discussion Group. Note: This run is not sponsored by MGMA.

Having and Being a Mentor session (2:15-4:00 pm)
Developing a relationship with a mentor can lead to greater career satisfaction, professional recognition, and career mobility and opportunities. This session will focus on why mentoring is important, where to find a mentor and how to select the right mentor. The second half of the session will consist of speed mentoring/networking with potential mentors and mentees.

Specialty Hot Topic sessions (4:15-5:15 pm)
Participate in an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges that are important to specialty practice administrators. Come prepared with questions and concerns regarding practice management issues.

TUESDAY, OCT. 13
ACMPE recognition luncheon and Fellows convocation*
Join your colleagues for a luncheon celebrating 59 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2015 Fellows class. The luncheon is open to members, students, faculty and anyone interested in pursuing board certification and Fellowship. Ticketed event; preregistration required.

ACMPE Fellows Dinner*
The Fellows Dinner is a special event for ACMPE Fellows and their guests. If you are an ACMPE Fellow, plan to join us for this intimate event to connect with your peers and celebrate the achievement that your credentials demonstrate.

*Separate registration and/or fee required.
Board certification and Fellowship

Join us for activities highlighting board certification and Fellowship in the American College of Medical Practice Executives (ACMPE). Consider joining a respected group of professionals who are sharing their expertise and building the profession. Achieving board certification or Fellowship validates your knowledge and expertise in medical practice management.

The path to board certification and Fellowship through ACMPE

We offer workshops that outline the process of becoming a Certified Medical Practice Executive (CMPE) and achieving ACMPE Fellowship. The workshops are designed to show you how to earn the CMPE and FACMPE credentials as well as provide you with an opportunity to network with your peers.

This year’s conference will also include a concurrent session detailing the steps of the board certification and Fellowship processes.

“The pursuit of board certification deepened my understanding of complex practice management issues, resulting in career advancement, increased income and greater impact on the daily operations of my group.”

– Rodney Haynes, MBA, CMPE Pocahontas Medical Clinic

**SUNDAY, OCT. 11**

8:00-11:30 AM

Workshop: Pathway to Certification through ACMPE: Earning the CMPE Designation

Registration fee: $205 (lunch included)
ACMPE credit: 3.5 hours

12:00-2:30 PM

Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation

Registration fee: $115
ACMPE credit: 2.5 hours

**TUESDAY, OCT. 13**

8:00-9:00 AM

Session: Promoting Your Professional Development through ACMPE

Registration fee: none
Certification and Fellowship networking events

We offer special networking events that allow you to connect with your peers and participate in activities that bring together highly regarded industry experts in a venue that is worthy of the achievement that the credentials demonstrate.

TUESDAY, OCT. 13

11:30 AM-1:00 PM
ACMPE recognition luncheon and Fellows convocation

**Ticketed event:** no charge (one ticket per registered person; additional tickets are available for purchase for $40. Up to three additional tickets may be purchased.) *Space is limited.*

Join your colleagues for a luncheon celebrating 59 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2015 Fellows class. The luncheon is open to members, students, faculty and anyone interested in pursuing board certification and Fellowship.

6:30-11:00 PM

ACMPE Fellows Dinner

**Ticketed event:** $125

The Fellows Dinner is a private event for ACMPE Fellows and their guests. ACMPE Fellows may purchase up to three tickets. For additional tickets, contact service@mgma.org.

ARE YOU A CANDIDATE FOR THE 2015 FELLOWS CLASS?

Once the new class is named, MGMA will provide additional information to new Fellows about the recognition activities and events taking place at MGMA15. Once your Fellowship has been confirmed, you will be invited to purchase tickets to the ACMPE Fellows Dinner.

Questions about the Fellowship process or recognition activities?
Contact MGMA toll-free at 877.275.6462, ext. 1237.
Career Center Live!

Sunday, Oct.11, through Tuesday, Oct. 13, Career Center Live! will link you with expanded resources that MGMA provides through its Career Center. You’ll enhance your skills whether you’re a job seeker looking for your dream position or an employer seeking the perfect candidate.

Attend 20-minute mini-presentations in the MGMA Career Center to learn about hot topics in the world of hiring and getting hired, featuring insights from human resources experts, recruiting professionals and experienced healthcare leaders. Find the complete schedule for these presentations in the online schedule.

Join us in the Ryman Studios A-E for Career Center Live! during the following hours:
- Sunday, Oct. 11: 12:00-3:00 pm
- Monday, Oct. 12: 7:00 am-5:00 pm
- Tuesday, Oct. 13: 7:00 am-3:30 pm

“The MGMA Career Center has been my one-stop shop whether I’m seeking candidates for my organization or evaluating opportunities in the marketplace for my career growth.”

- Robert G. Bush, FACMPE, MedHealth

Job seekers

Bring a hard copy of your resume and sign up on site at the MGMA Career Center for a free 15-minute resume review. Learn how to strengthen your resume and stand out from the competition. You’ll meet one on one with a professional, who will share his or her expertise.

Then, meet with an MGMA expert to create your Career Center profile and post your resume for prospective employers.
Employers

If your organization is looking for the right candidate, MGMA Career Center staff can assist you in posting positions online and searching resumes. Gain insights about hot topics in the competitive staffing world for your practice from experts during mini-presentations, including avoiding legal issues when interviewing and finding the right fit for your culture. Work with MGMA experts to assist you in making your job posting work best for you and searching for the right candidate for your practice.

Students and early careerists

Are you a student, recent graduate or early in your career? After having your resume reviewed, practicing your interviewing skills and attending our mini-presentations, you will know more about how your skills, strengths, qualities and interests relate to the world of practice management.

Watch the MGMA Member Community MGMA15 Discussion Group for ways to learn more about practice administrators’ wide-ranging daily expectations, discuss potential entry-level positions in your area of interest or expertise by discovering where to start gaining the experience you need, investigate the difference between working in a private practice versus a large system and find out the best places to network with other practice administrators.

Practice makes perfect on both sides of the table

Make your mistakes and hone your skills during a mock interview. Sign up at the MGMA Career Center to participate in a 20-minute mock interview followed by a 10-minute feedback recap. Both job seekers and employers can benefit from these mock interviews; you can tell us when you arrive whether you’d like to play the role of the interviewer or the interviewee.

- This interview is designed for conference attendees who would like to improve their interview techniques and/or prepare for a job interview.
- Put your interview skills and abilities to the test.
- Receive practical tips and feedback to better present yourself and showcase your skills.
- Boost your confidence on either side of the table.
- Reduce interview stress and anxiety.
Exhibit Hall

Be sure to schedule time to visit the Exhibit Hall and support the companies that support you and the Association while enhancing the value of your membership. Connect, explore and find the solutions that you and your organization need to effectively manage your time, staff and practice. Discover the latest technologies and tools, and meet face to face with leading industry representatives to explore where healthcare is headed, what the latest solutions are and what really works.

With more than 300 exhibitors representing multiple product and service areas at MGMA15, it’s important to plan your time in the Exhibit Hall. Learn more about the exhibiting companies through the MGMA15 mobile application or the Exhibit Hall Planner, found online at mgma.org/mgma15.

We are pleased to announce expanded Exhibit Hall hours at this year’s conference:

- Sunday, Oct. 11: 4:30-6:30 pm
- Monday, Oct. 12: 9:30 am-5:00 pm
- Tuesday, Oct. 13: 9:00 am-1:30 pm

New exhibitors

Each year we welcome a selection of new exhibitors to the Exhibit Hall in the New Exhibitor Showcase. Discover how you can form new and mutually beneficial business relationships. Look for special floor clings to identify these companies throughout the hall.

Product Connect tours

Make the most of your time in the Exhibit Hall and join your colleagues for a free guided solutions tour. Visit multiple companies on the exhibit floor, all of whom are offering products and services centered on specific member needs. This hourlong tour features five-minute stops at each participating exhibitor booth, during which you’ll learn about the highlights and benefits of each solution. This year’s tours will focus on:

- **Patient engagement**: The Patient Engagement tour focuses on products and services helping to shape and improve patient engagement and experience. Vendor solutions include patient portals, patient reminder systems, patient education products, waiting-room entertainment products, facilities design, telehealth and other types of patient-engagement technology.
- **Getting paid**: The Getting Paid tour features companies offering payer contracting and credentialing, denial management/collections and profit recovery products and services, billing and coding solutions, patient statement generators, patient payment collection products such as Internet bill pay/patient portals, credit card on file systems, electronic charge capture and more.

Don’t delay! Space for the Product Connect tours is limited and preregistration is required. This opportunity is open to the first 100 attendees who sign up for each tour. Tours will take place in the Exhibit Hall on Monday, Oct. 12, from 4:15-5:15 pm.
Live at MGMA15

Join us during hall hours for live events, including product presentations, interactive demonstrations and short sessions on the stages located throughout the Exhibit Hall. Look for a schedule of events in the online schedule.

Tweet Street

*Sponsored by Cerner Corporation*

Don’t miss your chance to visit Tweet Street in Exhibit Hall booth 1838. Tweet Street is a lounge area filled with comfy chairs and social media resources where attendees can take a break, snap a photo and share their conference experience on social media.

Spend time connecting, tweeting and Instagramming with other conference attendees, and share your experience with colleagues back home. Tweet Street is also a great place to learn helpful tips and best practices for using social media in your practice and get expert advice on initiating or optimizing your efforts. Check the MGMA social channels for a schedule of Tweet Street events. Follow us on Twitter and Facebook for up-to-the-minute event happenings and use #mgma15 on your posts.

MGMA AdminiServe® Showcase

Visit the Exhibit Hall’s AdminiServe Showcase to connect with an exclusive group of vendors in the MGMA AdminiServe Partner Network. Chosen through a member-driven selection and evaluation process, AdminiServe partners can be trusted to deliver unwavering quality and value to your organization.

Data + Consulting Showcase

New this year, visit the Data + Consulting Showcase for the unique opportunity to work with our data analysts to create a custom analysis of your practice using MGMA’s industry-leading data. You’ll receive a free printed custom report and a complimentary session with MGMA’s expert consultants. They’ll work with you to evaluate the results of your report and give you advice on how you can improve your practice. This is a great opportunity to combine the expertise of our data analysts and the MGMA Consulting Group to get advice and guidance before leaving the conference. You don’t want to miss this!
MGMA booth and bookstore
Stop by the MGMA booth and bookstore in the Exhibit Hall for the latest information, resources and access to industry experts, including:

**BOOKS AND ONLINE TOOLS**
Explore all of the practice management resources MGMA has to offer and take advantage of the 20% conference discount.

**BOARD CERTIFICATION AND FELLOWSHIP**
Get the answers you need to begin the board certification and Fellowship processes and take your career to the next level.

**MGMA SESSIONS**
Stop by and listen to several 15-minute presentations and demonstrations of MGMA’s resources and tools, including MGMA DataDive™, online courses, the Body of Knowledge for Medical Practice Management and much more. Find MGMA resources that will help you successfully meet the challenges in your organization.

**MGMA DATA SOLUTIONS AND CONSULTING EXPERTS**
Get personal feedback from MGMA data analysts and MGMA Health Care Consulting group principals on medical group practice data that you can take back and apply in your practice. Discover how compensation and benchmarking information from MGMA DataDive™, along with data from your organization, can enhance the financial performance of your organization. One-on-one appointments will also be available.

**GOVERNMENT AFFAIRS EXPERTS**
Staying current on what’s happening in Washington, D.C., is challenging. Let our Government Affairs staff help guide you through it.

“I enjoy hearing about MGMA’s involvement in government affairs and how the organization is working for the members. It reminds us all of the value of the Association and how we can use its resources to benefit our practices.”

– Kimberly B. Hoover, Ellis Physical Therapy Associates
Education overview

MGMA15 is this year’s premier event for medical group practice management. Join more than 5,600 medical practice executives, administrators, physicians, vendors, industry experts and powerful speakers to share challenges and discover solutions.

Learning formats

Education sessions feature a variety of learning formats, each providing a unique approach to learning. As you peruse the educational offerings, you will find each session identified by content area, learning format and learning level. Mix up your conference schedule by choosing from 30- or 60-minute sessions, 105-minute Deep dive sessions, or 150-minute certificate or Learning lab sessions.

Traditional
Traditional sessions feature either a speaker sharing his or her knowledge in a lecture-style presentation or a panel of speakers with a moderator facilitating a discussion. Traditional sessions include limited question-and-answer time with the audience.

Interactive
An expert facilitator guides participants through interactive learning formats such as hot-topic discussions and case study applications, all designed to foster the sharing of ideas, solutions and best practices.

Experiential
This engaging, hands-on learning format is highly participatory and relies on collaboration among attendees for success.

Point-Counterpoint
Topics are explored from diverse points of view. This format will stimulate your mind as you observe how experts convey differing ideas and viewpoints in a highly engaging design.

Rapid Fire
This high-energy, fast-paced format features a speaker presenting content while keeping pace with automatically advancing slides.

Deep dive
The Deep dive learning format is designed for in-depth education about a variety of important practice management topics. Deep dive sessions are 105 minutes in length and combine traditional and interactive elements.

Learning lab
The 150-minute Learning lab sessions provide attendees the opportunity to try out new learning formats and experiences. Some have experiential elements while others allow for independent learning. See session descriptions for details.
Certificate
Certificate sessions are designed to provide learners with specific knowledge and skills within a somewhat narrow scope of content. At the conclusion of the session, attendees will have the opportunity to complete a learning assessment and receive a certificate of completion. Certificate sessions are 150 minutes in length and feature a robust combination of traditional and interactive elements to facilitate specific learning goals.

Content areas
Concurrent sessions are organized according to content area, all with deep grounding in the Body of Knowledge for Medical Practice Management. Select your sessions based on your specific areas of interest.

Academic practice
Focused on practice executives in academic institutions with multiple missions, the content of these sessions is aimed at the unique and complex systems encountered by academic administrators.

Compliance and risk management
Focused on the processes and practices by which healthcare organizations ensure that their practices are protected from medical malpractice and adverse legal events.

Integrated delivery system
These sessions focus on the processes and practices by which healthcare organizations ensure that their practices are protected from medical malpractice and adverse legal events.

Leadership and professional development
Through personal and professional growth, leaders can improve and provide better patient, staff, and organizational experiences. These sessions feature tools, ideas, and concepts to enhance administrators’ leadership skills.

Lean learnings
Case studies and real process improvement stories illustrate how using Lean principles can transform medical practice management.

Negotiation
A sound understanding of negotiation principles and skills provides a confident advantage when working with payers, staff, and leadership boards. These sessions aim to provide a better understanding and utilization of negotiation in your practice.

New horizons
Healthcare delivery sometimes moves in convoluted, plodding ways, but it is often the leaps of perspective that have the greatest impact. New horizons sessions focus on leading-edge thinking; the far frontiers; and concepts that will astonish, amaze, inform, and transform our strategies for future success.

Patient care and delivery
Focused on healthcare models that are more accountable for patient outcomes and reducing the cost of care, these sessions explore new delivery models and ideas that enhance patient safety, quality, and efficiency.
Revenue and cost strategies
Revenue and cost strategies sessions focus on the processes, operations and strategies by which companies continuously monitor, modify and implement programs for maximum financial results.

Strategies for practice prosperity
These sessions aim to align strategic and financial interests for practice prosperity. The selected business model must ensure parity, maintain relationships, align interests and secure long-term viability. Through case studies and personal experiences, these sessions will explore the options and provide results and research to help practice administrators make informed choices.

Team-based operations and staff development
Managing teams to provide effective, efficient and satisfying experiences for patients and other stakeholders is foundational for success as a medical practice administrator. These sessions will present tools, ideas and concepts to enhance the skills of the administrator and the effectiveness of the team.

Learning levels
Overview
Designed to provide a general review of a subject area from a broad perspective; appropriate for professionals at all organizational and knowledge levels.

Update
Designed to provide a general review of new developments for participants with a background in the subject area who desire to keep current.

Basic
Designed to provide a general understanding of a topic or knowledge area.

Intermediate
Designed to develop a working knowledge of a topic or knowledge area or build on a basic curriculum.

Advanced
Designed to develop in-depth expertise in a topic or knowledge area.

Prerequisites and advanced preparation
Overview and Basic
No prerequisites.

Update and Intermediate
A fundamental knowledge of medical group practice management.

Advanced
A working knowledge of medical group practice management.

There is no advanced preparation required for this conference.
Continuing education credit

Clock hours/ACMPE credit: 14.5* CPE credit: 17*

MGMA-ACMPE is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: learningmarket.org.

In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour.

This program is in the Specialized Knowledge and Applications Field of Study. The type of instruction is group live, National Registry of CPE Sponsors ID #103652.

For additional information regarding continuing education credit offered at MGMA15, visit mgma.org/mgma15 or call 877.275.6462, ext. 1888.

“The MGMA Annual Conference is carefully designed to include something for everyone — all levels of experience, all kinds of practice leaders and all specialties of practice.”

– Susan Willis, University of North Texas HSC

*Subject to change.
MONDAY, OCT. 12 | 8:00-9:30 AM

From Cowboys to Pit Crews†

Atul Gawande joins us for a conversation about how the most successful healthcare organizations behave like a well-tuned pit crew for patients and recognize the importance of teamwork, humility and discipline. Gawande is a practicing surgeon and best-selling author, with a new book, Being Mortal: Medicine and What Matters in the End. His insights and analysis can frequently be found on NPR and in the pages of The New Yorker, where he’s a staff writer.

This session will provide you with the knowledge to:

• Identify success and failure through the use of data
• Locate solutions by thinking like other fields that are high risk and high failure
• Demonstrate tips to overcome a culture of resistance

†MGMA awards will be presented during the session.
SUNDAY, OCT. 11 | 3:00-4:30 PM

Better and Faster: The Proven Path to Unstoppable Ideas

How do we overcome psychological traps that block our success while looking for patterns of opportunity that are right in front of us? Join Jeremy Gutsche as he details the tactics he has developed by studying tens of thousands of ideas, along with frameworks he has tested through work with his 300-plus clients.

Incorporating concepts from his upcoming book, Better and Faster, Gutsche connects human evolution with our ability to adapt to rapid change. His highly engaging lessons are drawn from the untold tales of reclusive billionaires, along with ordinary people who achieved unthinkable success simply by seeing the opportunities that others overlooked.

This session will provide you with the knowledge to:

- Recognize three neurological traps that block us from realizing our full potential
- Manage change initiatives
- Identify strategies to adapt for chaos and innovate faster

TUESDAY, OCT. 13 | 3:30-5:00 PM

The Radical Leap — Extreme Leadership: Your Radical Leap Forward at Work and Beyond

In this chaotic age, healthcare leaders must demonstrate unprecedented levels of passion, determination, foresight, dedication and fearlessness. Join expert leadership coach and consultant Steve Farber as he discusses how to use the LEAP framework — Love, Energy, Audacity and Proof — to radically improve your organization and your life.

This session will provide you with the knowledge to:

- Explain how fear can be used to your advantage
- Identify engagement strategies for yourself and others, even in troubled times
- Discover techniques to inspire yourself and others

†MGMA awards will be presented during the session.
Schedule at a glance

SATURDAY, OCT. 10
7:00 AM-4:00 PM  Conference registration open
8:00 AM-2:30 PM  Preconference sessions*
  PRE101 MGMA 2015 Lean Six Sigma Yellow Belt Certificate Program*
  PRE102 MGMA 2015 Performance Management Certificate Program*
  PRE103 MGMA 2015 Data Sanity Preconference*
  PRE104 MGMA 2015 Mastering Patient Flow Preconference*

SUNDAY, OCT. 11
7:30 AM-6:30 PM  Conference registration open
8:00 AM-12:00 PM Preconference sessions*
  PRE105 MGMA 2015 Pediatrics Preconference*
  PRE106 MGMA 2015 Gastroenterology Preconference*
  PRE107 MGMA 2015 OB/GYN Preconference*
  PRE108 MGMA 2015 Orthopedics Preconference*
  PRE109 MGMA 2015 Surgical Practices Preconference*
  8:00 AM-2:15 PM PRE110: MGMA 2015 Integrated Health Systems: Physician Engagement Preconference*
  8:00-11:30 AM PRE112 Workshop: Pathway to Certification through ACMPE: Earning the CMPE Designation *(includes box lunch)*
  12:00-2:30 PM PRE113 Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation*
  12:00-3:00 PM MGMA Career Center Live! open
  1:45-2:45 PM First-time attendee meet-up
  3:00-4:30 PM Opening keynote session: Better and Faster: The Proven Path to Unstoppable Ideas
  4:30-6:30 PM Grand opening of the Exhibit Hall; MGMA booth and bookstore open

*Separate registration and/or fee required.
MONDAY, OCT. 12
6:00 AM  Member-organized 5K fun run
7:00 AM-5:30 PM  Conference registration open
7:00 AM-5:00 PM  MGMA Career Center Live! open
7:00-8:00 AM  Continental breakfast
8:00-9:30 AM  Keynote session: From Cowboys to Pit Crews
9:30 AM-5:00 PM  Exhibit Hall open; MGMA booth and bookstore open
9:30-10:30 AM  Networking break in the Exhibit Hall
10:30-11:30 AM  Concurrent sessions A series
11:45 AM-12:15 PM  Concurrent sessions B series
12:15 AM-1:45 PM  Lunch in the Exhibit Hall
2:15-4:00 PM  Deep dive sessions
4:15-5:15 PM  Specialty hot topic sessions

TUESDAY, OCT. 13
7:00 AM-5:00 PM  Conference registration open
7:00 AM-3:30 PM  Career Center Live! open
7:00-8:00 AM  Continental breakfast
8:00-9:00 AM  Concurrent sessions E series
9:00 AM-1:30 PM  Exhibit Hall open; MGMA booth and bookstore open
9:00-10:15 AM  Networking break in the Exhibit Hall
10:15-11:15 AM  Concurrent sessions F series
11:15 AM-12:45 PM  Lunch in the Exhibit Hall
11:30 AM-1:00 PM  ACMPE recognition luncheon and Fellows convocation (ticketed event)*
1:15-2:15 PM  Concurrent sessions G series
2:30-3:00 PM  Concurrent sessions H series
3:00-3:30 PM  Coffee break
3:30-5:00 PM  Keynote session: The Radical Leap — Extreme Leadership: Your Radical Leap Forward at Work and Beyond
6:30-11:00 PM  ACMPE Fellows Dinner*

*Separate registration and/or fee required.
WEDNESDAY, OCT. 14
7:00-9:00 AM  Conference registration open
7:00-8:00 AM  Continental breakfast
7:30-8:00 AM  MGMA business meeting
8:00-9:00 AM  Concurrent sessions I series
9:15 AM-12:00 PM  Concurrent certificate programs, Learning labs and Deep dive sessions: J series
Saturday, Oct. 10

7:00 AM-4:00 PM  Conference registration open

**MGMA 2015 Preconference programs**

8:00 AM-2:30 PM  PRE101 MGMA 2015 Lean Six Sigma Yellow Belt Certificate Program*  
PRE102 MGMA 2015 Performance Management Certificate Program*  
PRE103 MGMA 2015 Data Sanity: The Leadership Catalyst for Organizational Excellence Preconference*

Sunday, Oct. 11

7:30 AM-6:30 PM  Conference registration open

**MGMA 2015 Preconference programs**

8:00 AM-12:00 PM  PRE105 MGMA 2015 Pediatrics Preconference*  
PRE106 MGMA 2015 Gastroenterology Preconference*  
PRE107 MGMA 2015 OB/GYN Preconference*  
PRE110 MGMA 2015 Integrated Health Systems: Physician Engagement Preconference*

8:00-11:30 AM  PRE112 Workshop: Pathway to Certification through ACMPE: Earning the CMPE Designation*  
PRE113 Workshop: Pathway to ACMPE Fellowship, Earning the FACMPE Designation*  
12:00-3:00 PM  MGMA Career Center Live! open

1:45-2:45 PM  First-time attendee meet-up

3:00-4:30 PM  Opening keynote session: Better and Faster: The Proven Path to Unstoppable Ideas†

4:30-6:30 PM  Grand opening of the Exhibit Hall; MGMA booth and bookstore open

*Separate registration and/or fee required.
† MGMA awards will be presented during the session.
PRE104 MGMA 2015 Mastering Patient Flow Preconference*

PRE108 MGMA 2015 Orthopedics Preconference*

PRE109 MGMA 2015 Surgical Practices Preconference*
Saturday, Oct. 10

7:00 AM-4:00 PM
Conference registration open

8:00 AM-2:30 PM

**PRE101 MGMA 2015 Lean Six Sigma Yellow Belt Certificate Program**

*Separate registration and/or fee required.

**Credit hours:** ACMPE: 6 | CEU: 6 | CPE: 7

**Capacity:** 65

Owen Dahl, FACHE, CHBC, LSSMBB, consulting, Owen Dahl Consulting, The Woodlands, Texas

At this full-day preconference, participants will learn a structured approach to process improvement that will allow them to increase customer service relationships, financial performance, improve patient flow and overall practice systems. Through change/transition management, participants will learn the control review process and approaches to make permanent changes. This program makes extensive use of case studies from practices that focus on the process from the patient’s point of view. Case topics include revenue cycle, cash flow, office operations, patient flow, staffing and turnover, treatment plan development and management, organizational culture and structure. Participants will receive a certificate of completion for the Lean Six Sigma Program — MGMA Yellow Belt Certificate.

This preconference will provide you with the knowledge to:

- Identify improvement projects with your practice and relate practice goals to Lean Six Sigma concepts
- Develop or refine a project charter with problem statement, goals, tasks and milestones
- Understand the root cause of issues in the medical practice

Note: The successful completion of an assessment of learning at the conclusion of the session will be required to obtain a certificate for this session.

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**PRE102 MGMA 2015 Performance Management Certificate Program**

*Separate registration and/or fee required.

**Credit hours:** ACMPE: 5.5 | CEU: 5.5 | CPE: 6.5

**Capacity:** 150

Susan Murphy, PhD, president, Business Consultants Group, Rancho Mirage, Calif.

At this full-day preconference, participants will learn to recognize that team members are their most valuable asset — when you nurture, grow and lead your team, you nurture, grow and lead your practice. Managing the performance of an organization covers a variety of functions, including the continuous monitoring of team member performance, setting of expectations, planning and delegating work, rating employee performance, developing capacity to improve employee performance and rewarding the great performances of hardworking employees. This practical, results-oriented certificate course will provide a road map to improve your systems and take you, your team and your practice to the next level and beyond.

This preconference will provide you with the knowledge to:

- Analyze your practice system by system and apply prescriptions that can improve your practice immediately
- Address conflict proactively, decrease defensiveness and describe five styles for effectively managing conflict
- Discover strategies to maximize the performance management of your team

Note: The successful completion of an assessment of learning at the conclusion of the session will be required to obtain a certificate for this session.
8:00 AM-2:30 PM – continued

**PRE103 MGMA 2015 Data Sanity: The Leadership Catalyst for Organizational Excellence Preconference***

**Credit hours:** ACMPE: 5.5 | CEU: 5.5 | CPE: 6.5

**Capacity:** 150

Davis Balestracci, MS, statistician/quality improvement specialist, Harmony Consulting LLC, Portland, Maine

Please forget everything you’ve learned in your previous “sadistics” courses. This full-day preconference will introduce a “mindset,” not a “tool set” — an everyday organizational language to understand the many lurking guises of variation and react appropriately. Whether or not people understand statistics, they are already using them. But people don’t need statistics; they need to solve their problems. A deeper understanding of variation is far more important than statistical techniques, many of which become invalid in routine work environments. This session will demonstrate several common statistical traps and how many common data displays unwittingly waste precious time and energy. You will experience how a few elegantly simple — and counterintuitive — alternatives can create group consensus in seconds, resulting in deeper, more productive conversations about data issues ... and be the surprising catalyst for true organizational excellence. Communication strategies to deal with the inevitable resistance will also be addressed.

**This preconference will provide you with the knowledge to:**

- Identify how process-oriented thinking is the foundation of any improvement approach, whether clinical or administrative
- Recognize and make the crucial distinction between “common” and “special” causes of variation and employ dramatically different strategies for dealing with each
- React appropriately to variation, even when it seems “out of control” and see how the fallacy of trying to hide it — e.g., rolling averages — are actually invalid and deceptive

**PRE104 MGMA 2015 Mastering Patient Flow Preconference***

**Credit hours:** ACMPE: 5.5 | CEU: 5.5 | CPE: 6.5

**Capacity:** 150


As the reimbursement landscape migrates to from volume to value, improving practice operations becomes priority number one. To deliver the best care, you need an infrastructure that delivers value to your patients. Author of the best-selling Mastering Patient Flow, nationally recognized speaker Elizabeth Woodcock, MBA, FACPME, CPC, teaches you strategies to master patient flow. Give your practice’s revenue a boost by attending this session and becoming a patient flow master. This session is not to be missed by anyone who wants to increase the quality and quantity of patient encounters while simultaneously improving customer service.

**This preconference will provide you with the knowledge to:**

- Implement stellar customer service techniques that increase patient satisfaction and loyalty
- Recognize key operations benchmarks to enhance performance improvement opportunities
- Determine the critical importance of balancing your practice’s capacity with patient access

*Separate registration and/or fee required.
Sunday, Oct. 11

7:30 AM-6:30 PM
Conference registration open

8:00 AM-12:00 PM

**PRE105 MGMA 2015 Pediatrics Preconference**
Credit hours: ACMPE: 3.75 | CEU: 3.75 | CPE: 4.5
Capacity: 100

MGMA is proud to offer its inaugural preconference designed to address the specific needs of the pediatrics specialty practice manager. Attendees at this half-day preconference can expect to hear from experts on developing opportunities for their specialty in policy changes and shifting market forces, as well as experiences from seasoned practice managers navigating these opportunities. Peer-to-peer learning opportunities will be included to ensure access to the broad range of strategies practice managers are employing to help their pediatrics practices succeed and flourish.

**PRE106 MGMA 2015 Gastroenterology Preconference**
Credit hours: ACMPE: 3.5 | CEU: 3.5 | CPE: 4
Capacity: 100

**PRE107 MGMA 2015 OB/GYN Preconference**
Credit hours: ACMPE: 3.25 | CEU: 3.25 | CPE: 3.5
Capacity: 100

**PRE108 MGMA 2015 Orthopedics Preconference**
Credit hours: ACMPE: 3.75 | CEU: 3.75 | CPE: 4.5
Capacity: 100

8:00 AM-2:15 PM

**PRE109 MGMA 2015 Surgical Practices Preconference**
Credit hours: ACMPE: 3.5 | CEU: 3.5 | CPE: 4
Capacity: 100

**PRE110 MGMA 2015 Integrated Health Systems: Physician Engagement Preconference**
Credit hours: ACMPE: 5 | CEU: 5 | CPE: 6 | CME: 5
Capacity: 100

Stephen Beeson, MD, founder and chief executive officer, Physician Effectiveness Project, San Diego, Calif.

Collaboration and unity of purpose are essential for a team to succeed. For system integration to work, physicians must support and work within that collaborative organizational structure and culture. You will understand how physician behavior must be consistent with the vision and values of the organization and be able to win loyalty. Physician and administrative leadership must be tightly tied and diverse cultures and philosophies must unify to create a shared agenda.

This preconference will provide you with the knowledge to:

- Examine systems that earn physician loyalty
- Create effective and accountable leadership structures
- Train physicians to execute an organizational vision
- Manage difficult physician behavior

*Separate registration and/or fee required.*
8:00-11:30 AM

**PRE112 Workshop: Pathway to Certification through ACMPE: Earning the CMPE Designation***

**Credit hours:** ACMPE: 3.5 | CEU: 3.5  
**Capacity:** 100

The workshop will provide an overview of the board certification requirements, including the entry process, the multiple choice and essay exams, and continuing education. The session will include practice multiple choice and essay exams and personal feedback from ACMPE Fellows.

This workshop will provide you with the knowledge to:
- Understand the board certification requirements
- Prepare for the multiple choice and essay exams
- Complete a plan to achieve certification

12:00-2:30 PM

**PRE113 Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation***

**Credit hours:** ACMPE: 2.5 | CEU: 2.5  
**Capacity:** 100

The workshop will provide an overview of the requirements to obtain the Fellow in the American College of Medical Practice Executives (FACMPE) designation. During the workshop, listen to members of the ACMPE Professional Papers Committee share their advice to help you through the outline and manuscript submission process.

This session will provide you with the knowledge to:
- Understand the Fellowship requirements
- Brainstorm a topic for your Fellowship paper or case studies
- Overcome common pitfalls and frustration during the Fellowship process

12:00-3:00 PM

**MGMA Career Center Live! open**

1:45-2:45 PM

**First-time attendee meet-up**

If you are a first-time attendee or new MGMA member, this event is not to be missed! Start your conference experience out right and join others like you for an informal networking opportunity. You’ll also have the chance to take home some fabulous prizes.

3:00-4:30 PM

**Opening keynote session: Better and Faster: The Proven Path to Unstoppable Ideas†**

Jeremy Gutsche, founder, chief trend hunter and chief executive officer, TrendHunter.com and best-selling author of Exploiting Chaos, Toronto, ON

How do we overcome psychological traps that block our success while looking for patterns of opportunity that are right in front of us? Join Jeremy Gutsche as he details the tactics he’s developed by studying tens of thousands of ideas, along with frameworks he’s tested through work with his 300-plus clients.

Incorporating concepts from his upcoming book, Better and Faster, Gutsche connects human evolution with our ability to adapt to rapid change. His highly engaging lessons are drawn from the untold tales of reclusive billionaires, along with ordinary people who achieved unthinkable success simply by seeing the opportunities that others overlooked.

This session will provide you with the knowledge to:
- Recognize three neurological traps that block us from realizing our full potential
- Manage change initiatives
- Identify strategies to adapt for chaos and innovate faster

*Separate registration and/or fee required.  †MGMA awards will be presented during the session.
4:30-6:30 PM

*Grand Opening of the Exhibit Hall: MGMA booth and bookstore open*

Join us for a special celebration and networking event to officially launch the MGMA 2015 Annual Conference. Meet and mingle with attendees and industry experts.

*Separate registration and/or fee required.*
Monday, Oct. 12

6:00 AM  Member-organized 5K fun run
7:00 AM-5:30 PM  Conference registration open
7:00 AM-5:00 PM  MGMA Career Center Live! open
7:00-8:00 AM  Continental breakfast
8:00-9:30 AM  Keynote session: From Cowboys to Pit Crews
9:30 AM-5:00 PM  Exhibit Hall open; MGMA booth and bookstore open
9:45-10:00 AM  MGMA session in the Exhibit Hall: Data at Your Fingertips: New MGMA DataDive™ Platform
10:00-10:15 AM  MGMA session in the Exhibit Hall: Volunteer for MGMA — The How and Why
11:45 AM-12:00 PM  MGMA session in the Exhibit Hall: Benchmarking
12:00-12:15 PM  MGMA session in the Exhibit Hall: Moving Beyond Data into Knowledge
1:00-1:15 PM  MGMA session in the Exhibit Hall: But I'm Not Being Compensated for the Work I Do
1:15-1:30 PM  MGMA session in the Exhibit Hall: Lean Six Sigma Green Belt
1:30-1:45 PM  MGMA session in the Exhibit Hall: Body of Knowledge for Medical Practice Management
4:15-4:30 PM  MGMA session in the Exhibit Hall: Customer Service
4:30-4:45 PM  MGMA session in the Exhibit Hall: Data Tools
9:30-10:30 AM  Networking break in the Exhibit Hall

Concurrent sessions A series: 10:30-11:30 AM
10:30-11:30 AM  To Your Health! The Impact of New Technologies on Healthcare Delivery  Designing a Faculty Compensation Plan to Meet Today's Challenges  HIPAA in Action Every Day at Your Practice  Washington Update  Leading Confident and Compelling Executive Conversations

Concurrent sessions B series: 11:45 AM-12:15 PM
11:45 AM-12:15 PM  10 Actions to Promote Practice Automation  Developing a Value Proposition for Use in Effective Contract Negotiations  Targeting a National Health Issue While Improving Profitability and Outcomes  Patient Experience: The Strategy for High-Value Healthcare Delivery Systems
12:15-1:45 PM  Lunch in the Exhibit Hall

Deep dive sessions: 2:15-4:00 PM
2:15-4:00 PM  Aligning Your Revenue Cycle for Payment Reform and Value-Based Reimbursement  The Funds Flow Model — Budget Consistency in Academic Medical Centers  Having and Being a Mentor  Applying Mayo and Cleveland Clinic Leadership Strategies for Success  ICD-10 Town Hall

Specialty hot topic sessions: 4:15-5:15 PM
4:15-5:15 PM  Starting from Scratch: Building a New Kind of Healthcare System  Academic practice  Anesthesia  Cardiology  Gastroenterology  Hospital-affiliated practices
4:15-5:15 PM  Product Connect Tours in the Exhibit Hall: Patient Engagement and Getting Paid
Monday, Oct. 12

6:00 AM
Member-organized 5K fun run

7:00 AM-5:30 PM
Conference registration open

7:00 AM-5:00 PM
MGMA Career Center Live! open

7:00-8:00 AM
Continental breakfast

8:00-9:30 AM
Keynote session: From Cowboys to Pit Crews

9:30 AM-5:00 PM
Exhibit Hall open; MGMA booth and bookstore open

9:45-10:00 AM
MGMA session in the Exhibit Hall: Data at Your Fingertips: New MGMA DataDive™ Platform

10:00-10:15 AM
MGMA session in the Exhibit Hall: Volunteer for MGMA — The How and Why

11:45 AM-12:00 PM
MGMA session in the Exhibit Hall: Benchmarking

12:00-12:15 PM
MGMA session in the Exhibit Hall: Moving Beyond Data into Knowledge

1:00-1:15 PM
MGMA session in the Exhibit Hall: But I’m Not Being Compensated for the Work I Do

1:15-1:30 PM
MGMA session in the Exhibit Hall: Lean Six Sigma Green Belt

1:30-1:45 PM
MGMA session in the Exhibit Hall: Body of Knowledge for Medical Practice Management

4:15-4:30 PM
MGMA session in the Exhibit Hall: Customer Service

4:30-4:45 PM
MGMA session in the Exhibit Hall: Data Tools

9:30-10:30 AM
Networking break in the Exhibit Hall

Concurrent sessions A series: 10:30-11:30 AM

10:30-11:30 AM
To Your Health!
The Impact of New Technologies on Healthcare Delivery
Designing a Faculty Compensation Plan to Meet Today’s Challenges
HIPAA in Action Every Day at Your Practice
Washington Update
Leading Confident and Compelling Executive Conversations
Conducting a Practice Assessment
Engaging Directly with Employers — Delivery of Care to Self-Funded Benefit Plans
Your Declaration of Independence — Creating an Infrastructure for Population Health
Enhancing Experiences through a Patient-First Culture
Reorient Your Patient Collection Strategies around Your Patients
Technologically Integrated Healthcare IT Solutions

Concurrent sessions B series: 11:45 AM-12:15 PM

11:45 AM-12:15 PM
10 Actions to Promote Practice Automation
Developing a Value Proposition for Use in Effective Contract Negotiations
Targeting a National Health Issue While Improving Profitability and Outcomes
Patient Experience: The Strategy for High-Value Healthcare Delivery Systems
30 Cost-Saving Ideas for Your Medical Practice
Transitioning Patients to New Providers While Keeping Them Happy
Without a Home: The Impact of a Hospital Acquisition on the Practice Manager
Applied Analytics to Transition from Volume-Based to Value-Based Care

12:15-1:45 PM
Lunch in the Exhibit Hall

Deep dive sessions: 2:15-4:00 PM

2:15-4:00 PM
Aligning Your Revenue Cycle for Payment Reform and Value-Based Reimbursement
The Funds Flow Model — Budget Consistency in Academic Medical Centers
Having and Being a Mentor Applying Mayo and Cleveland Clinic Leadership Strategies for Success
ICD-10 Town Hall
Case Studies in Lean Learnings
Negotiation Strategies for Internal Stakeholders
Business Intelligence with Clinical and Operational Data
Don’t be Held Hostage by Your Coder!
Using Clinically Integrated Network Development to Drive Population Health Management Goals
Managing Conflict: Keeping Your Practice a Battlefield-Free Zone

4:15-5:15 PM
Starting from Scratch: Building a New Kind of Healthcare System
Academic practice Anesthesia Cardiology Gastroenterology Hospital-affiliated practices OB/GYN Orthopedics Pain practices Primary care Pediatrics Surgery Urology

Product Connect Tours in the Exhibit Hall: Patient Engagement and Getting Paid
Monday, Oct. 12

6:00 AM
Member-organized 5K fun run

7:00 AM-5:30 PM
Conference registration open

7:00 AM-5:00 PM
Career Center Live! open

7:00-8:00 AM
Continental breakfast

8:00-9:30 AM
Keynote session: From Cowboys to Pit Crews†
Overview | Traditional
Atul Gawande, MD, professor, Harvard School of
Public Health and Harvard Medical School, renowned
surgeon, Brigham and Women’s Hospital, executive
director, Ariadne Labs, New York Times best-selling
author of Being Mortal, The Checklist Manifesto,
Complications and Better, Boston, Mass.
Atul Gawande joins us for a conversation about how
the most successful healthcare organizations behave
like a well-tuned pit crew for patients and recognize
the importance of teamwork, humility and discipline.
Gawande is a practicing surgeon and best-selling
author, with a new book, Being Mortal: Medicine and
What Matters at the End. His insights and analysis
can frequently be found on NPR and in the pages of
The New Yorker, where he’s a staff writer.
This session will provide you with the knowledge to:
- Identify success and failure through the use
  of data
- Locate solutions by thinking like other fields
  that are high risk and high failure
- Demonstrate tips to overcome a culture
  of resistance

†MGMA awards will be presented during the session.

9:30 AM-5:00 PM
Exhibit Hall open; MGMA booth
and bookstore open

9:30-10:30 AM
Networking break in the Exhibit Hall

9:45-10:00 AM
MGMA session in the Exhibit Hall:
Data at Your Fingertips: New MGMA
DataDive™ Platform
Miranda Bender, business intelligence analyst,
MGMA, Englewood, Colo.
Learn how the new and improved MGMA
DataDive™ can work for you as you navigate
benchmarking your practice against the most
robust data in the industry.

10:00-10:15 AM
MGMA session in the Exhibit Hall:
Volunteer for MGMA – The How and Why
Stephen Dickens, JD, FACMPE, MGMA immediate
past board chair, senior consultant in organizational
dynamics, State Volunteer Mutual Insurance Company,
Brentwood, Tenn.
Have you ever considered volunteering for MGMA?
Have you ever wondered how to get involved? This
short session will address the volunteer structure
and process and offer tips on raising your hand to
volunteer for the Association. You’ll also discover
what you can expect to gain from the experience.
10:30-11:30 AM

FEATURED SESSION

To Your Health! The Impact of New Technologies on Healthcare Delivery

Featured speaker session
Basic | Traditional

Lowell Catlett, PhD, dean of agricultural consumer and environmental science college, New Mexico State University, Las Cruces, N.M.

Yes, we need acute and trauma care, and it is increasingly nonintrusive, remote and outcomes-driven. But health — rather than illness — requires a continuum of care that is do-it-yourself, mobile, high-tech and high-touch. It's a world where your DNA is necessary so a new liver can be 3-D printed for you and a premature baby might undergo “Kangaroo” therapy. The very young and the elderly get “play therapy” and the workaholic gets “plant and animal therapy.” It’s bricks and mortar as well as virtual, and changing both technically and socially at an exponential rate — all the while becoming the world’s largest industry. In this session, Catlett will share his knowledge of technologies and their impact on the way we live and work to help you envision the road that lies ahead.

This session will provide you with the knowledge to:

- Recognize the way new technologies are welcomed and adopted
- Explain the economic forces impacting healthcare and how to use them for innovating and redesigning healthcare delivery
- Understand best practices in utilizing new technology to improve healthcare delivery

Designing a Faculty Compensation Plan to Meet Today’s Challenges

Academic Practice
Intermediate | Traditional

Braden Mantei, MHSM, director of medical affairs, Vanderbilt Medical Center, Nashville, Tenn.; and Brian Smith, MHA, executive director, Rush University Medical Group, and vice president of clinical affairs, Rush University Hospitals, Rush University Medical Center, Chicago

The ongoing implementation of hospital and physician payment reforms as part of the Affordable Care Act has reshaped the way in which faculty are compensated and incentivized. Traditional fee-for-service models are now more inclusive of, and now even replaced with, frameworks that link overall faculty compensation with the achievement of specific quality, growth, access and/or patient experience metrics. This session will focus on how a medical college is transitioning departmental, sectional and individual faculty-specific incentive models from a productivity-based framework to one that is more inclusive of growth, access, patient experience and quality metrics. Emphasis will be on funds flow modeling as well as incentive plan development at the departmental, sectional and individual faculty levels.

This session will provide you with the knowledge to:

- Evaluate alternative faculty compensation models in place of a more traditional fee-for-service approach
- Identify key indicators to properly target physician productivity and success drivers for enhancing organizational growth, access and financial metrics
- Recognize the legal and operational requirements impacting physician compensation
10:30-11:30 AM – continued

**HIPAA in Action Every Day at Your Practice**
Compliance and Risk Management Update | Traditional


The government released 563 pages of HIPAA regulations in 2013. This session will distill this down to the important, practical information your practice needs to know. Learn how these regulations impact your practice in a step-by-step presentation that applies the federal law to practice workflows. The session will also address the red flags that the government’s audit program has identified for the most investigated type of covered entity: private physician practices. You’ll hear about practical examples from actual exposures and real-life mitigations, and get tips on improving HIPAA compliance in your practice.

**This session will provide you with the knowledge to:**
- Describe how to handle HIPAA breaches and notify patients and the federal government
- List the tools for conducting a risk analysis and addressing common issues
- Discuss when to use HIPAA resources to avoid exposing your practice to a complaint

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**Washington Update**
Government Affairs Update | Traditional

Jennifer McLaughlin, JD, senior government affairs representative, MGMA Government Affairs, Washington, D.C.

During an era of rapid change in the healthcare industry, it is more important than ever for medical practices to have up-to-date information on the actions of Congress and federal administrative agencies. This presentation provides critical information on legislative proposals under consideration in Washington and timely regulatory issues, including proposed Medicare policy changes that may affect reimbursement in 2016. Other highlights include MGMA’s advocacy objectives, details on federal quality reporting programs and resources available to help group practices successfully navigate numerous changes and federal initiatives.

**This session will provide you with the knowledge to:**
- Discuss regulatory and legislative changes affecting medical groups
- Identify proposed changes in Medicare reimbursement and program policies
- Access the resources available to assist group practices
10:30-11:30 AM – continued

**Leading Confident and Compelling Executive Conversations**

Leadership and Professional Development
Intermediate | Traditional

*Susan Aloi, PhD, FACMPE, Transitions Consulting Group, Orefield, Penna.*

As a leader, your executive presence is crucial to your organization’s success and survival. Learn how to enhance and improve your strategic conversations and everyday communications, add value to your organization and understand what the listener really wants to hear using a five-step approach that’s as useful in one-on-one conversations as in large group presentations. This interactive session will help you strengthen your delivery methods, messaging and content. Bring your conversational challenges and leave with a proven method and framework for success.

**This session will provide you with the knowledge to:**

- Design and engage in meaningful leadership conversations
- Transform your communication approach using a five-step framework
- Reconstruct and bridge the leadership and accountability gap with effective communications and feedback tools

**Conducting a Practice Assessment**

Lean Learnings
Intermediate | Traditional

*Valora S. Gurganious, MBA, senior management consultant, Doctors Management, LLC, Spring Hill, Fla.*

Success in any business often relates to two key criteria: a clear definition of what constitutes success and the ability (and willingness) to develop and monitor appropriate metrics. Strip away the clinical aspects of what we do and we are the same as any other small business. Success in a medical practice occurs most often in data-driven organizations, and conducting a practice assessment provides the information necessary to make informed and accurate decisions. This session will walk you through the steps and functions necessary to conduct a comprehensive assessment of all aspects of your practice, from financial to operational to clinical. Attendees will receive a complete tool box, including documentation, worksheets, templates, sample reports and all pertinent data files necessary to conduct a comprehensive assessment within their organization.

**This session will provide you with the knowledge to:**

- Classify the steps to conduct a comprehensive practice assessment
- Outline approaches to project selection
- Produce and utilize a standard business model
10:30-11:30 AM — continued

**Engaging Directly with Employers — Delivery of Care to Self-Funded Benefit Plans**

**New Horizons**
Intermediate | Traditional


Workplace clinics, on-site clinics and shared employer healthcare sites are being developed by the dozen, carrying with them numerous implications for traditional, community-based healthcare providers. National firms are promoting this concept to self-funded employers, and they are emerging as new providers to large groups of commercial patients. This is population health management with an exclusive group of beneficiaries — a dedicated workforce with healthcare delivered at a site that is often provided by the employer. How can an outside firm emerge as a primary care provider in your own backyard with a ready-made base of well-supported patients? More importantly, how can your practice compete in this emerging market? Using case studies and examples, this session will explore the nuances of working directly with employers by identifying opportunities and crafting value propositions that can compete with national firms specializing in the direct provision of care in the work environment.

**This session will provide you with the knowledge to:**
- Describe employer marketplace trends and how to identify local employers that are considering bringing clinical services on site
- Review a set of value propositions commonly used to judge program development and metrics
- Engage in a self-test process to better understand community-based practices’ challenges

**Your Declaration of Independence — Creating an Infrastructure for Population Health**

**New Horizons**
Intermediate | Traditional

Stephen Cavalieri, MD, chief medical officer, Central Virginia Health Network, Richmond; and Gerard Filicko, MHA, CMPE, senior vice president, clinical services, inHEALTH, Glen Allen, Va.

Independent physician groups are under increasing pressure to participate in accountable care organizations (ACOs), value-based care initiatives and other arrangements dealing with innovative payment methods. Many practices are uncertain of the demands required for successful participation and are anxious about the offers coming from “well-meaning” hospital systems, carriers and other third parties. This session will cover the core concepts of shared governance, data use and reporting across disparate health information technology, administrative integration, physician engagement and coordination of care. The session will highlight a case study of MD Value Care, a multispecialty physician organization in central Virginia composed of more than 400 physicians from 23 independent practices.

**This session will provide you with the knowledge to:**
- Discover integration pitfalls and pearls
- Describe strategies for successful participation in physician-led ACOs
- Review methods of maintaining your independence in the ACO world
10:30-11:30 AM – continued

**Enhancing Experiences through a Patient-First Culture**

**Patient Care Delivery**
Overview | Traditional

*Jason Jones, Laser Spine Institute, Tampa, Fla.*

With patient satisfaction now tied to Centers for Medicare & Medicaid Services distributions, practice leaders are focused on how to own their patients’ experiences. Studies show that patient-centered practices have higher patient satisfaction and employee retention, and patients are choosing their providers based on experiences. This session will explore key facets of programs that deliver better care by focusing on the patient experience. Also included will be the process of bringing providers to a consensus on who owns the patient experience, aligning values and subsequently tying their strategies to those values to create a patient-first organizational culture.

**This session will provide you with the knowledge to:**
- Explore patients’ decision-making processes based on their experiences
- Identify the most significant roadblocks to implementing a patient-centered culture
- Discuss how providers can own and implement patient-experience programs

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**Reorient Your Patient Collection Strategies around Your Patients**

**Revenue and Cost Strategies**
Intermediate | Traditional

*Stephen Dickens, JD, FACMPE, senior consultant in organizational dynamics, State Volunteer Mutual Insurance Co., Brentwood, Tenn.; and Jeff Wood, vice president, product management, Navicure, Duluth, Ga.*

With 30% of a practice’s total revenue coming from patients, revenue cycle processes and systems must be re-optimized for collecting from individuals rather than insurance companies. Writing off patient responsibility as bad debt is no longer a financially viable strategy for organizations. Practices must rethink their patient collections processes and systems to collect from these key “payers” — their patients. This presentation will discuss how to effectively collect from patients during pre-service, time of service and post-service, and avoid costly write-offs.

**This session will provide you with the knowledge to:**
- Identify consumer-directed healthcare trends and how the shift to patient financial responsibility will impact healthcare organizations
- Describe pre-service, time of service and post-service patient collection strategies to increase patient revenue, accelerate cash flow and reduce the collection cost
- Discover how new payment models and technology can expedite patient collections while improving patient satisfaction with greater billing and cost of care transparency
10:30-11:30 AM – continued

Technologically Integrated Healthcare IT Solutions

New Horizons
Basic | Traditional

Jonathan Zimmerman, vice president and general manager, Centricity Clinical Business Solutions, GE Healthcare, Barrington, Ill.

Organizations must rethink how they collect and use information. Providers need to generate and share actionable insight from their data, coordinate care delivery, meet regulatory requirements, increase productivity often, by drawing on data from multiple clinical, financial and administrative IT systems. This session will discuss how to connect productivity with care by accelerating workflows, streamlining processes and driving better outcomes that support delivery of care, financial and business performance, and population management. These foundational solutions will help your organization achieve the best outcomes for patients, providers and medical practices.

This session will provide you with the knowledge to:
- Discuss the changing healthcare landscape and increasing role of technology
- Demonstrate how integrated clinical, financial and administrative solutions offer better value than sum of the parts
- Describe trends and advancements in HIT

Concurrent sessions B series: 11:45 AM-12:15 PM

11:45 AM-12:15 PM

10 Actions to Promote Practice Automation

Strategies for Practice Prosperity
Basic | Traditional

Robert Tennant, MA, director, HIT policy, MGMA Government Affairs, Washington, D.C.

Medical groups are looking for opportunities to automate their current manual administrative processes in an effort to streamline operations and save money. This session will discuss a number of key federal regulations and private sector initiatives that can help groups achieve improved revenue cycle automation. Topics to be covered include electronic claims and eligibility verification; key issues surrounding electronic payments and “virtual credit cards”; efforts to automate prior authorization, claims attachments and other transactions; and private sector efforts such as practice management, system accreditation and patient intake automation.

This session will provide you with the knowledge to:
- Understand the current federal regulations in the area of administrative simplification
- Recognize opportunities for medical groups to achieve higher levels of automation
- Identify key private sector administrative simplification initiatives
Developing a Value Proposition for Use in Effective Contract Negotiations

Negotiation
Basic | Traditional

Doral Davis-Jacobsen, MBA, FACMPE, manager, Dixon Hughes Goodman LLP, Asheville, N.C.; and Peggy Dramer, practice administrator, Salisbury Pediatric Associates, Salisbury, N.C.

Using a case-study approach focused on the experience of a pediatrics practice, this session will assist attendees in defining their organization’s value proposition. It explores the process of identifying and understanding market position in terms of physical location, competition, value-based payment methodologies, access and value-added services. Attendees will learn how to incorporate payer ratings and data into their value proposition using payer and partner data to validate value and efficiency, and use their findings to create a more collaborative relationship with payers. This pediatric practice’s administrator will share how her practice used this approach to demonstrate its value and positively impact the bottom line.

This session will provide you with the knowledge to:

- Identify the ways in which your practice adds value to the healthcare ecosystems
- Articulate how to build a value proposition
- Understand how to leverage your value in payer contract negotiations

Targeting a National Health Issue While Improving Profitability and Outcomes

Strategies for Practice Prosperity
Basic | Traditional

Douglas Rothrock, MD, FACC, cardiologist/business owner, Prescott Cardiology, Prescott, Ariz.

Sicker patients and the demand for increased quality of care, improved outcomes and patient engagement create ever-growing challenges and financial strain on healthcare practices. Rothrock asserts that we can improve the health of our patients as reimbursements continue to shrink by targeting the national pandemic of obesity. With 64% of all American patients categorized as overweight or obese, obesity is an overwhelming factor in the five most expensive conditions related to obesity: Type II diabetes, coronary heart disease and stroke, hypertension, arthritis and obesity-related cancers. This session will study a real-life example of a practice that has a four-year record of addressing obesity while continuing to grow and thrive financially.

This session will provide you with the knowledge to:

- Create a service line within your practice based on empirical evidence of success
- Provide patients with a proven solution to obesity, improving their health and your outcomes
- Arrange strategic and financial interests to assure practice sustainability and continued independence
Patient Experience: The Strategy for High-Value Healthcare Delivery Systems

Patient Care Delivery
Overview | Traditional

Austin Kirkland, MBA, MHA, principal, OUTPERFORM LLC, Falls Church, Va.

In this session, Kirkland will lead attendees through an in-depth understanding of what it is like to be a patient and how patients define and determine exceptional service and value. Next, the session will address macroeconomic and policy shifts that are driving healthcare delivery systems to deliver value as a strategy. Attendees will discuss the concepts of empathy and compassion, the importance of aligning expectations with experience and the effects of delivering (or not delivering) on promises. Finally, the session will explore how key elements such as a common purpose, internal value delivery, hiring and training practices, the ability to deliver the full cycle of care and other factors contribute to the ability to deliver value.

This session will provide you with the knowledge to:
- Define patient experience in the context of a healthcare delivery system and its importance as an organizational strategy
- Describe the macroeconomic and political forces driving patient experience as a strategy
- Establish fundamental characteristics and essential steps to deliver value within the patient experience

30 Cost-Saving Ideas for Your Medical Practice

Revenue and Cost Strategies
Basic | Rapid Fire

Michael O’Connell, MHA, FACMPE, FACHE, vice president of clinical and support services, Marymount Hospital, Garfield Heights, Ohio

You’ve just completed your budget and realize that the 2016 projections won’t meet your practice’s needs. You need more cost-saving ideas that won’t compromise quality or safety and will help your practice achieve excellent outcomes. Listen to one of Cleveland Clinic’s leaders who has worked with diverse teams to explore more than 100 cost-saving ideas. This presentation will feature a rapid-fire review of 30 cost-cutting measures to consider in all areas of the budget.

This session will provide you with the knowledge to:
- Explore 30 cost-saving ideas to consider for your medical practice
- Describe how these ideas were investigated and vetted
- Determine the viability of these ideas for your practice
11:45 AM-12:15 PM – continued

**Transitioning Patients to New Providers While Keeping Them Happy**

**Team-Based Operations and Staff Development**

Intermediate | Traditional

*Donald Callahan, CMPE, director of operations, RWJ Physician Enterprise, Bedminster, N.J.; and Randall Shulkin, FACMPE, executive consultant, Culbert Healthcare Solutions, Swampscott, Mass.*

Introducing new providers to a practice can be a daunting process, with credentialing and marketing being just two of the numerous areas of concern. Equally important is how patients react to the new provider. Centered on a case study, this presentation will provide insights on successfully transitioning patients from a well-established physician who is heading toward retirement to a newly recruited physician who is set to replace him. The presentation will discuss the potential pitfalls of replacing physicians and how to effectively introduce new providers without significantly increasing overhead or sacrificing productivity while maintaining strong patient satisfaction.

**This session will provide you with the knowledge to:**

- Apply methods to maintain patient satisfaction during transitional periods
- Design a cost-effective onboarding process for new providers to your practice
- Utilize existing resources to transition patients among providers

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**Without a Home: The Impact of a Hospital Acquisition on the Practice Manager**

**Integrated Delivery Systems**

Basic | Traditional

*Jeffrey Rydburg, CMPE, operations vice president, HCA Physician Services, Nashville.*

Hospitals’ acquisition of physician practices continues at an ever-increasing rate. Today, more physicians are practicing in this setting than in the traditional private practice model. Practice managers whose practices are now part of a hospital system must adapt to a very different environment in order to be successful. While in many cases very little changes for the physician in this scenario in terms of day-to-day patient care, the practice manager must navigate significant changes. In many cases practice managers struggle to adapt quickly, with hospitals not providing support and orientation to assist the manager, leading to significant turnover.

**This session will provide you with the knowledge to:**

- Identify challenges that the practice manager faces in a hospital-sponsored practice
- Detail major differences in policy, culture and expectations between hospital-sponsored and traditional private practices
- Describe tactics for successfully transitioning into new settings
11:45 AM-12:15 PM – continued

**Applied Analytics to Transition from Volume-Based to Value-Based Care**

**Strategies for Practice Prosperity**

Intermediate | Traditional

*Bradley Bekkum, MD, medical director, and Kate Konitzer, MS, chief informatics architect, both of MCIS, Marshfield, Wis.*

Analytics are the foundation of population health management and successful risk assessment. Providing point-of-care feedback allows care teams to focus simultaneously on identifying improvement opportunities at the individual and population levels. Transforming data into actionable insights focused on improving quality and cost can demonstrate your organization’s effectiveness. To realize the return on investment, real-time analytics can identify care gaps, generate care plans, manage high-risk patients and effectively measure outcomes that position you to work effectively with payer and employer groups on new payment models.

This session will provide you with the knowledge to:

- Transform data into real-time feedback
- Incorporate interventions using living care plans
- Position your practice to work with payer and employer groups

11:45 AM-12:00 PM

**MGMA session in the Exhibit Hall: Benchmarking**

Every organization sets benchmarks. But what is the most effective way to go about setting benchmarks that are relevant to your business? Discover how to go beyond the basics in this 15-minute overview of the MGMA Benchmarking online course.

12:00-12:15 PM

**MGMA session in the Exhibit Hall: Moving Beyond Data Into Knowledge**

*Michelle Greene, data analyst II, MGMA, Englewood, Colo.; and Derek Kosiorek, CPEHR, CPHIT, principal, MGMA Health Care Consulting Group, Englewood, Colo.*

The information age has produced an overabundance of information. Administrators and practice executives are inundated with data that can overwhelm the decision-making process rather than help it. This session will show ways to make sense of data and empower you to move data and information into knowledge and wisdom.

12:15-1:45 PM

**Lunch in the Exhibit Hall**

1:00-1:15 PM

**MGMA session in the Exhibit Hall: But I’m Not Being Compensated for the Work I Do**

*Stephanie Tafoya, data analyst I, MGMA, Englewood, Colo.; and Kenneth T. Hertz, FACMPE, principal, MGMA Health Care Consulting Group, Englewood, Colo.*

How often do you hear “I’m not paid for the work I do based on the wRVUs I produce?” See a demonstration of the Pay to Production Plotter, found in MGMA DataDive™, that will help you to address this directly and show your physicians how they stack up to national data.
1:15-1:30 PM

**MGMA session in the Exhibit Hall: Lean Six Sigma Green Belt**

Explore how earning your Green Belt in the MGMA Lean Six Sigma Green Belt online course will help you implement Lean techniques that will allow you to evaluate processes, use fewer resources and reduce costs by eliminating redundancy, rework and other forms of waste.

1:30-1:45 PM

**MGMA session in the Exhibit Hall: Body of Knowledge for Medical Practice Management**

Get an overview of the Body of Knowledge for Medical Practice Management and explore how it can serve as an assessment of skills and competency in medical practice management and as a support tool for those pursuing board certification.

### Deep dive sessions: 2:15-4:00 PM

#### FEATURED SESSION

**Aligning Your Revenue Cycle for Payment Reform and Value-Based Reimbursement**

**Featured speaker session**

Intermediate | Deep Dive Traditional

**Deborah Walker Keegan, PhD, FACMPE, president, Medical Practice Dimensions Inc., Arden, N.C.**

Value-based purchasing, consumer-driven health plans, payer consolidation and accountable care are trademarks of the new payment reform landscape. As we transition from a payment-for-volume model to payment-for-value, we must manage new revenue streams beyond the traditional claims-and-statement process. The financial engagement of patients in today’s health plans also requires a new focus on front-end billing, including price estimation tools, patient financial clearance and time-of-service payments. Attend this session to learn how to align your revenue cycle with payment reform and value-based reimbursement so you can optimize revenue performance.

**This session will provide you with the knowledge to:**

- Discover the impact of payment reform and value-based reimbursement on your revenue cycle
- Produce faster revenue from patients and payers
- Analyze the impact of new revenue in the claims process
2:15-4:00 PM – continued

ICD-10 Town Hall

Government Affairs | Intermediate | Interactive
Speaker: Robert Tennant, MA, MGMA Director, HIT Policy

With the transition to ICD-10 going live Oct. 1, MGMA has compiled a panel of national experts to discuss critical implementation issues and answer attendee questions. For more information visit mgma.org/mgma15-schedule.

The Funds Flow Model — Budget Consistency in Academic Medical Centers

Academic Practice
Advanced | Interactive

Thalia Baker, FACMPE, executive director, primary care and development, UAB Health System, Birmingham, Ala; Marcia Cohen, senior associate dean for finance and administration, Stanford University School of Medicine, CA; Chris Meeks, vice president of funds flow, UAB Medicine, University of Alabama at Birmingham; Matthew Comstock, executive director for administration and finance, University of Michigan Medical School lecturer, Department of Health Management & Policy, University of Michigan School of Public Health, Ann Arbor; and Therese Day, director of budget, UMass Memorial Medical Center Inc, Worcester, Mass.

Academic medical centers (AMCs) are moving to a new method of funding clinical departments. Rather than the annual race for budget dollars or proposals for mission support, each clinical area is paid a flat rate per wRVU based on specialty. Originally used in 2005 by Stanford, the “funds flow” model is now being adopted by AMCs across the country with minor variations. Touted as a method to reward clinical productivity while avoiding differences among payers, the funds flow model provides a more consistent budget process across departments and divisions. This session will explore the rationale behind funds flow. Interactive discussion topics will include a basic overview of the differences among various uses of the model, lessons learned during implementation and the impact on providers within each organization. Audience questions would be intermingled during the session to allow for open exchange of ideas in this new area for AMCs.

This session will provide you with the knowledge to:
- Assess components of the funds flow model in the academic clinical setting
- Contrast variations in implementation across AMCs
- Discuss lessons learned among peers

Having and Being a Mentor

Leadership and Professional Development
Basic | Deep Dive Traditional

Norma Plante, FACMPE, FACHE, senior administrative director, Scripps Health, San Diego

Developing a relationship with a mentor can lead to greater career satisfaction, professional recognition, and career mobility and opportunities. Many MGMA members credit their mentors with helping them earn the Certified Medical Practice Executive (CMPE) or Fellow in the American College of Medical Practice Executives (FACMPE) designations or advance into jobs with increased responsibilities. This session will focus on why mentoring is important, where to find a mentor and how to select the right mentor. You will also learn how to develop a productive mentor/mentee relationship and use a mentor to enhance your career. Having a mentor can be helpful in all phases of your professional development, but it is particularly effective for early- to mid-career practice managers. The second half of the session will consist of speed mentoring/networking with potential mentors and mentees.

This session will provide you with the knowledge to:
- Identify how a mentor can enhance your career development
- Explain how to choose a mentor who will excite and energize you
- Apply presentation insights while interacting with potential mentors and mentees at the session
Applying Mayo and Cleveland Clinic Leadership Strategies for Success
Leadership and Professional Development
Advanced | Traditional

Ronald Menaker, EdD, MBA, CPA, FACHE, assistant professor of healthcare systems engineering, College of Medicine, Mayo Clinic, Rochester, Minn.; and Michael O’Connell, MHA, FACHE, vice president of clinical and support services, Cleveland Clinic, Garfield Heights, Ohio

Charged with achieving dynamic results amidst tremendous changes within the profession, practice administrators often work under a “get it done” mentality with little time to think, leading to stress, frustration and inconsistent results.

Through this interactive workshop highlighting the experiences of Mayo Clinic and Cleveland Clinic leaders, attendees will consider ways to more effectively lead themselves through learning, lead others through developing relationships and lead organizations by achieving excellence. The workshop will explore shared decision-making, clear commitments and accountability, and delegation of authority. Round-table dialogue will help attendees learn from one another and consider the possibilities for the future as they seek to unleash the strengths, talents and passions of those whom they serve. Attendees will learn how to make a difference in their practices and use the resources and toolkit that they receive at the session to achieve great results.

This session will provide you with the knowledge to:

- Construct a resilient life orientation that builds hope, optimism and confidence
- Determine how to help others build self-confidence, thereby improving performance
- Create hope in organizations through goal setting and alignment

Case Studies in Lean Learnings
Lean Learnings
Advanced | Interactive

Owen Dahl, FACHE, CHBC, LSSMBB, consulting, Owen Dahl Consulting, The Woodlands, Texas

The MGMA Green Belt Certification program has produced some very interesting case studies on the application and use of the tools and concepts found in Lean and Six Sigma Management approaches. This session will highlight these unique project results, as presented by the Green Belt certificate holders. This session will not only detail the content of the case studies but will also offer a practical approach to applying these principles in your practice. Case studies pertain to patient flow, revenue cycle management and a few surprise areas. There will be ample opportunity for questions and answers.

This session will provide you with the knowledge to:

- Evaluate Lean and Six Sigma tools and how they may apply in your practice
- Examine project management approaches to assist in not only the management of daily tasks but also that of specific issues facing the practice administrator
- Formulate motivation techniques to utilize on staff to improve their workplace efficiency, thus enhancing patient care
2:15-4:00 PM – continued

**Negotiation Strategies for Internal Stakeholders**

Negotiation
Intermediate | Interactive

*Will Latham, MBA, CPA, president, Latham Consulting Group, Chattanooga, Tenn.*

Discover strategies to resolve conflict and improve their effectiveness when negotiating with groups or individuals. The session will offer methods to create win-win results by focusing on the three critical elements of successful negotiation: skills, knowledge and attitude. The session will also include a negotiation role-play activity, giving attendees the opportunity to test and practice their negotiation knowledge, skills and attitudes. At the end of the session, participants will be able to evaluate their negotiation success based on final results.

**This session will provide you with the knowledge to:**

- Articulate the importance of knowledge, skills and attitude in successful negotiations
- Examine the value of pre negotiation planning and tactics
- Recognize adversarial negotiation tactics and how to counter them

**Business Intelligence with Clinical and Operational Data**

Strategies for Practice Prosperity
Intermediate | Traditional/Interactive

*Nate Moore, CPA, MBA, FACMPE, president, Moore Solutions Inc., Centerville, Utah*

Are your EHR reports as helpful and relevant as you’d like? How would flexible, customizable, clinical reports help your providers? What are practices around the country doing to analyze and then act on their operational data to help the front desk and clinical staff work more efficiently? This session will provide numerous ideas from both primary- and specialty-care practices that mine and then apply EHR and operational data to improve patient care and provider productivity. Learn how to leverage software that your practice likely already owns to change the way in which you and your providers view data. See example after example of real-world reports, dashboards and emails that you can adapt for use in your practice.

**This session will provide you with the knowledge to:**

- Defend a data vision to your information technology staff by speaking their language
- Analyze clinical and operational data using business intelligence tools
- Describe best practices from examples of custom reports used by practices around the country
2:15-4:00 PM – continued

**Don’t be Held Hostage by Your Coder!**

**Strategies for Practice Prosperity**

Basic | Traditional


Codes (CPT, HCPCS, ICD-9 and, soon, ICD-10) determine 100% of your practice’s revenue. While it’s important to delegate this function to a certified professional coder, your knowledge should at least allow you to converse with physicians, coders and payers about coding-related matters and provide proper oversight of your practice’s coding functions. Empower yourself to know about every code on your practice’s superbill and contemplate codes for services that you may be providing but for which you aren’t billing. Attendees will learn E&M code selection basics as well as critical documentation essentials. After providing a foundational knowledge of coding, this session will explore the 200 most frequently used codes based on MedPac data. This includes codes that apply to almost every practice such as E&M, medicine, radiology, laboratory and specialty codes such as cardiology, neurology and spine procedures.

**This session will provide you with the knowledge to:**

- Describe the basics of medical coding and the value of a medical coder
- Describe CPT, HCPCS and ICD-9 code look-up protocols
- Review the 200 most frequently used codes

**Using Clinically Integrated Network Development to Drive Population Health Management Goals**

**Patient Care Delivery**

Intermediate | Interactive


Today’s healthcare providers are working quickly to find the best structure to begin the road to risk capability amidst the rapidly evolving reimbursement environment. One proven organizational development strategy is the clinically integrated network (CIN). In this interactive case study session, the CIN development at Mary Washington Health Alliance will showcase the steps, opportunities, challenges and lessons learned from the organization’s perspective. We will discuss how the organization is using the CIN to fully develop its strategy for improving health management in targeted populations. We will challenge the audience to use the case study to discuss and consider their current opportunities in developing or improving CINs to drive population health management goals. We will focus on areas that impact the strategy, including population stratification, evidence-based guideline implementation, care management programs, data and outcomes management, patient access and engagement, and the continuum and alignment of care.

**This session will provide you with the knowledge to:**

- Explore how CINs can drive care coordination and the role of employed and independent providers in network development and leadership
- Articulate an overview of CIN models, their evolution patterns and how market drivers have influenced them
- Interpret how CINs can become a vehicle for developing a population health management strategy
2:15-4:00 PM – continued

Managing Conflict: Keeping Your Practice a Battlefield-Free Zone

Team-Based Operations and Staff Development
Intermediate | Interactive

Judith Holmes, JD, president, Compliance Clinic LLC, Golden, Colo.; and Leigh Olson, principal, Master Series Seminars LLC, Aurora, Colo.

Practice leaders’ successful handling of workplace conflict can mean the difference between a successful, thriving practice and a stressful combat zone characterized by high turnover and low morale. Left unresolved, workplace conflict can impact how patients are treated and can even result in costly legal action. This session will explore both the subjective and objective elements of effectively managing all aspects of workplace conflict. The speakers will identify the personality types that shape the character of your practice and the management tools required to convey your practice’s unique culture and expectations. They will also explore various conflict-resolution techniques and the legal land mines to avoid when dealing with workplace conflict. They will discuss management responses that can be considered unlawful discrimination and harassment and explore ways to minimize liability for actions taken by you and your management team.

This session will provide you with the knowledge to:

- Identify the tools and policies necessary to develop a positive workplace culture and minimize conflict
- Assess individual personalities and their responses to workplace conflict
- Examine applicable laws and the workplace situations most likely to lead to costly claims

Specialty hot topic sessions:
4:15-5:15 PM

FEATURED SESSION

Starting from Scratch: Building a New Kind of Healthcare System

Featured speaker session
Overview | Traditional

Rushika Fernandopulle, MD, founder and chief executive officer, Iora Health, Cambridge, Mass.

Fernandopulle is founder of Iora Health, a network of clinics that seeks to rebuild the healthcare delivery model from scratch in the United States. This session will provide a glimpse of how Iora is accomplishing that goal. The Iora model started by changing everything from the fee-for-service payment structure to the staffing to the information technology systems in order to give more agency to patients and deliver better healthcare at lower cost. Every patient gets a personal physician as well as a personal health coach from the community, who stay in close contact during and between office visits and who are available by email, text, video and in person. At the core of the model is the recognition that you must create relationships based on listening and trust to improve medical outcomes, rather than purely medical interventions.

This session will provide you with the knowledge to:

- Describe the steps in the innovation process that were utilized
- Articulate the requirements
**Specialty hot topic sessions**

Join your colleagues for an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges that are important to specialty practice administrators. Come prepared with questions and concerns regarding practice management issues.

- Academic practice
- Anesthesia
- Cardiology
- Gastroenterology
- Hospital-affiliated practices
- OB/GYN
- Orthopedics
- Pain practices
- Primary care
- Pediatrics
- Surgery
- Urology

**This session will provide you with the knowledge to:**

- Summarize key solutions used by other specialty practice executives
- List new strategies to address significant issues in your practice
- Identify colleagues who you can contact after the conference to continue problem solving

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**4:15-5:15 PM**

**Product Connect Tours in the Exhibit Hall: Patient Engagement and Getting Paid**

This hourlong tour features five-minute stops at each participating exhibitor booth during which you'll learn about the highlights and benefits of each solution. This year’s tours will focus on:

- **Patient engagement:** The Patient Engagement tour focuses on products and services helping to shape and improve patient engagement and experience. Vendor solutions include patient portals, patient reminder systems, patient education products, waiting-room entertainment products, facilities design, telehealth and other types of patient-engagement technology.

- **Getting paid:** The Getting Paid tour features companies offering payer contracting and credentialing, denial management/collections and profit recovery products and services, billing and coding solutions, patient statement generators, patient payment collection products such as Internet bill pay/patient portals, credit card on file systems, electronic charge capture and more.

*Note: Preregistration is required. Capacity is limited.*

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**4:15-4:30 PM**

**MGMA session in the Exhibit Hall: Customer Service**

Customer service is of utmost importance in any customer-facing organization. Discover how the MGMA Customer Service online course will give you practical guidance on improving interactions and customer satisfaction as well as developing and implementing customer service action plans.

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**4:30-4:45 PM**

**MGMA session in the Exhibit Hall: Data Tools**

Rachel Weber, data analyst I, MGMA, Englewood, Colo.

See demonstrations of powerful benchmarking tools that are free to MGMA members, including the RVU Calculation Tool, the MGMA DataDive™ Member Community, and the Evaluation and Management Profile Tool.

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Questions? Call 877.275.6462, ext. 1888 | MGMA15 | 57
### Tuesday, Oct. 13

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<th>Time</th>
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<tr>
<td>7:00 AM-5:00 PM</td>
<td>Conference registration open</td>
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<tr>
<td>7:00 AM-3:30 PM</td>
<td>Career Center Live! open</td>
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<td>7:00-8:00 AM</td>
<td>Continental breakfast</td>
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#### Concurrent sessions E series: 8:00-9:00 AM

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<tr>
<td>8:00-9:00 AM</td>
<td>Independent Practices Can Thrive in an Era of Risk-Based Contracting</td>
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<td>The Woman Leader: Creating Pathways to the Top</td>
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#### Concurrent sessions F series: 10:15-11:15 AM

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<tr>
<td>10:15-11:15 AM</td>
<td>Meaningful Use Today and in the Future</td>
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<td>Designing Care Around the Patients</td>
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<td>Coach Them Up or Coach Them Out</td>
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<td>Practice Management Hot Topics: Six Critical Legal Developments</td>
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<td>Key Population Health Opportunities Amidst the Value-Based Care</td>
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#### Concurrent sessions G series: 1:15-2:15 PM

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<th>Time</th>
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<tr>
<td>1:15-2:15 PM</td>
<td>A Roadmap to Decency: Rising to Meet America’s Healthcare Challenge</td>
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<td>Repositioning the Quaternary Academic Ambulatory Hub for the Future</td>
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<td>Washington Update</td>
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<td>Emerging Medicare Payment Models</td>
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<td>Negotiating to be HEARD</td>
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#### Concurrent sessions H series: 2:30-3:00 PM

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<th>Time</th>
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<tr>
<td>2:30-3:00 PM</td>
<td>Innovative Delivery Models — Lay Healthcare Workers Transforming Patient Care</td>
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<td>The Burning Platform for Engaging Physicians</td>
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<td>Optimizing a Patient-Centered Approach to Primary Care</td>
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<td>Body Language: See What Others are Saying</td>
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<td>3:30-5:00 PM</td>
<td>Keynote session: The Radical Leap — Extreme Leadership: Your Radical Leap Forward at Work and Beyond</td>
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<td>7:00-11:00 PM</td>
<td>ACMPE Fellows Dinner</td>
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Tuesday, Oct. 13
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Conference registration open
7:00 AM-3:30 PM
Career Center Live! open
7:00-8:00 AM
Continental breakfast
Concurrent sessions E series: 8:00-9:00 AM
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The Woman Leader: Creating Pathways to the Top
Optimizing the Revenue Cycle
Compliance Update
Promoting Your Professional Development through ACMPE
Applying Lean Principles to Achieve Breakthrough Quality and Cost Performance
Dancing with the Devil: Negotiating with Managed Care Companies
Technology as a Foundation for Successful PCMH Implementation
Measuring Provider Productivity
Gen-Y: The New Physician, Employee and Patient Threat to Your Practice
Working Smarter, Not Harder
9:00 AM-1:30 PM
Exhibit Hall open; MGMA booth and bookstore open
9:15-9:30 AM
MGMA session in the Exhibit Hall: Lean Leadership
9:45-10:00 AM
MGMA session in the Exhibit Hall: Data Tools
10:30-10:45 AM
MGMA session in the Exhibit Hall: But I'm Not Being Compensated for the Work I Do
10:45-11:00 AM
MGMA session in the Exhibit Hall: Data at Your Fingertips: New MGMA DataDive™
11:15-11:30 AM
MGMA session in the Exhibit Hall: But I'm Not Being Compensated for the Work I Do
12:30-12:45 PM
MGMA session in the Exhibit Hall: Moving Beyond Data into Knowledge
12:45-1:00 PM
MGMA session in the Exhibit Hall: Membership Matters
9:00-10:15 AM
Networking break in the Exhibit Hall
Concurrent sessions F series: 10:15-11:15 AM
Meaningful Use Today and in the Future
Designing Care Around the Patients: Coach Them Up or Coach Them Out
Practice Management Hot Topics: Six Critical Legal Developments
Key Population Health Opportunities Amidst the Value-Based Care Transformation
Creating a High-Performing Medical Group through Assessment, Planning and Action
Can Improved Access Lead to Improved Performance Metrics?
Soup to Nuts — The Recipe for Finding, Analyzing and Renegotiating Payer Agreements
Creating Accountability for Service Excellence — What You Permit You Promote
Improving Patient-Provider Communications
Managing Population Health Strategies in IDS

11:30 AM-1:00 PM
ACMPE recognition luncheon and Fellows convocation
11:15 AM-12:45 PM
Lunch in the Exhibit Hall
1:00 PM
Trail map drawing in the MGMA booth and bookstore
Concurrent sessions G series: 1:15-2:15 PM
A Roadmap to Decency: Rising to Meet America's Healthcare Challenge
Repositioning the Quaternary Academic Ambulatory Hub for the Future
Washington Update Emerging Medicare Payment Models
Negotiating to be HEARD
The Time is Now — Integrating Behavioral Health and Primary Care
Helping Independent Doctors Stay That Way
Using a Patient Portal to Improve Patient Engagement
Better Data, Reporting, Decisions and Results
Finance and Patient Impact: Research Results of White Coats vs. MBA Leadership
Patient-Centered Care: Innovative Data Sharing and Support for Clinical Outcomes

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Are You a True Medical Group or a Group-Up™?
Optimizing Your EHR to Engage Providers in HCC Capture
Give Your Website a Checkup — Techniques for a Strong Web Presence
Creating Lasting Physician-Hospital Integration — A Case Study
Pump Up Your Patient Portal

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Career Center Live! open

7:00-8:00 AM
Continental breakfast

FEATURED SESSION

Independent Practices Can Thrive in an Era of Risk-Based Contracting

Featured speaker session
Intermediate | Traditional

Farzad Mostashari, MD, chief executive officer and founder, Aledade Inc., Bethesda, Md.

Contracting dollars within the healthcare system are increasingly allocated toward performance-based arrangements — in a year, value-oriented payment systems grew from 10% to 40% of all commercial healthcare contract dollars, a rapid and radical shift in an industry known for incremental moves. The realignment of financial incentives — from rewarding volume to rewarding value — provides an opportunity for independent practices (often led by primary care physicians) to lead the charge on delivering higher-quality care at a lower cost. Despite opportunities, this path can be difficult — independent practices are fighting a wave of consolidation and hospital affiliation while others are not equipped with the technology, analytics or business architecture to make this shift possible. This session will discuss the promising future for independent practices that embrace a healthcare shift that benefits patients, practices and society at large.

This session will provide you with the knowledge to:

- Examine systemwide forces — including financial, regulatory and governmental — behind the push for value-based contracting
- Analyze the keys to thriving within risk-based contract arrangements, including characteristics and common mistakes and oversights
- Describe independent practices’ specific advantages in navigating the transition from volume to value
8:00-9:00 AM – continued

The Woman Leader: Creating Pathways to the Top
Leadership and Professional Development
Intermediate | Interactive

Sara Larch, MSHA, FACMPE, specialist leader, Deloitte Consulting, McLean, Va.; and Bergitta Cotroneo, FACMPE, deputy chief executive officer and executive vice president, Alliance for Academic Internal Medicine, Alexandria, Va.

Brand, skills, ability and network are all buzzwords in the lexicon of leadership. How do women move to the top of the organization? What are the keys to accessing the executive office? Learn how to maximize your existing skills; cultivate relationships that promote, support and advance you; and understand how your skills and abilities add value to your organization’s bottom line. This interactive session will offer leadership tools that will help you identify your areas of strength, personal brand value and weakness.

This session will provide you with the knowledge to:
- Identify potential professional coaching needs
- Create a plan to improve or strengthen identified needs
- Start doing what is effective and productive for your career and for your organization

Optimizing the Revenue Cycle
Academic Practice
Intermediate | Traditional

Daniel Ott, CPC, director of billing/coding functions, operations manager-thoracic surgery, Yale School of Medicine, New Haven, Conn.

The revenue cycle at most academic medical centers is mind-numbingly complex. Clinical revenue is the primary source of discretionary income for most clinical departments. How can busy academic practice professionals ensure that their revenue cycle is performing optimally? In this interactive session, veteran leaders of academic practices will share best practices to manage, optimize and communicate revenue cycle performance.

This session will provide you with the knowledge to:
- Identify industry benchmarks to assess and monitor key performance metrics to assess your professional fee billing operations
- List the components of high-performing revenue cycles
- Describe how one academic medical practice defined and communicated its clinical productivity expectations
8:00-9:00 AM – continued

Compliance Update
Compliance and Risk Management
Update | Traditional


As the federal government aggressively tries to reduce fraud, waste and abuse, the Department of Health and Human Services (HHS) has increased its focus on healthcare providers. The new tools included in the Patient Protection and Affordable Care Act, combined with existing statutes and regulations, place practices under more scrutiny than ever. This session will help you identify changes to the federal laws so you can prepare your practice.

This session will provide you with the knowledge to:

- List recent developments in the area of HHS compliance and enforcement
- Identify Centers for Medicare & Medicaid Services program integrity initiatives
- Recognize HHS/Office of Inspector General (OIG) enforcement abilities and trends

Promoting Your Professional Development through ACMPE
Leadership and Professional Development
Basic | Traditional

Kelley Suskie, MHSA, FACMPE, administrator, UAMS Department of Pathology, College of Medicine, University of Arkansas, Little Rock

You can earn nationally recognized board certification and Fellowship in medical practice management through the American College of Medical Practice Executives (ACMPE), MGMA’s certification and Fellowship entity. In this session, you will gain an understanding of the process and requirements to attain board certification and Fellowship, and the resources to get you there. You will be able to determine how certification can further your professional development and personal growth.

This session will provide you with the knowledge to:

- Describe the foundation and value of the board certification and Fellowship programs
- Explain the steps to becoming a Certified Medical Practice Executive
- Understand the process to become a Fellow

Applying Lean Principles to Achieve Breakthrough Quality and Cost Performance
Lean Learnings
Intermediate | Traditional

Christopher Rawlings, practice administrator, Charleston Area Medical Center, Charleston, W.Va.; and Jeff Goode, MBA, CMPE, FACHE, president/vice president of ambulatory services and physicians group, Charleston, W.Va.

Integrated Healthcare Providers, Inc. (IHCPI) is a hospital-aligned, multispecialty physician group formed to support the Level 1 trauma certification of Charleston Area Medical Center Health System (CAMC). Through the years, CAMC has experienced various challenges regarding trauma call coverage to sustain the Level 1 trauma designation. In response, the hospital’s executive leadership opted to employ physicians who were integral to trauma coverage and whose employment the community was not otherwise able to sustain. As the trend toward employed physician enterprises continues, senior leaders must consider the financial and operational challenges of these arrangements. To this end, IHCPI’s leadership team comprehensively reviewed clinical quality integration and delivery, and made operational improvements to prioritize and drive breakthroughs in financial, clinical and operational performance. This session will detail the processes, adaptations, challenges and outcomes of this endeavor.

This session will provide you with the knowledge to:

- Outline the employed physician enterprise model and its financial and clinical implications to health systems
- Analyze performance-improvement methodology and deployment in a systematically aligned strategy within a health system
- Examine financial and clinical goals that yield subject matter experts and result in physician-led improvements
8:00-9:00 AM – continued

**Dancing with the Devil: Negotiating with Managed Care Companies**

**Negotiation**

Intermediate | Traditional

*Ron Howrigon, president and chief executive officer, Fulcrum Strategies, Raleigh, N.C.*

Nearly every medical practice must negotiate contracts with managed care companies to gain access to significant volumes of patients. The success of these negotiations can mean the difference between a thriving, growing practice and a downward spiral of financial ruin. Managed care companies recognize this fact and are equipped with teams of highly trained, experienced negotiators to tip the scales in their favor. Howrigon will share lessons learned during 25-plus years spent managing provider networks and implementing payment strategies for some of the largest payers. Now working on the provider side, he will walk attendees through the negotiation process from beginning to end, offering trade secrets for achieving success. Topics will include evaluating one’s position, setting goals, developing strategies and tactics, negotiating, closing the deal and conducting post-contract evaluation.

**This session will provide you with the knowledge to:**

- Evaluate your position within a negotiation as well as that of your opponent
- Describe the negotiation process from start to finish
- Develop a negotiation strategy that uniquely fits your medical practice

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**Technology as a Foundation for Successful PCMH Implementation**

**Patient Care Delivery**

Intermediate | Traditional

*Jeanette Ball, BSN, RN, PCMH CCE, healthcare IT consultant, CTG Health Solutions, Dallas*

The patient-centered medical home (PCMH) model has received growing attention as communities improve the quality of patient populations by delivering high-quality, cost-effective accessible care. The PCMH model transforms how care is delivered by strengthening the physician-patient relationship through a model of coordinated, patient-partnered healthcare and ongoing quality measures. This is especially important with the focus of the Delivery System Reform Incentive Payment (DSRIP) program on affecting cost delivery for underserved behavioral-health and poverty-level patients. PCMH offers a potential guided path toward understanding your population and affecting their health in a patient-driven model. Ball will explore how PCMH was used to improve diabetic health outcomes in a communitywide PCMH initiative across western New York, covering an eight-county area and more than 200 practices. She will discuss how PCMH is used to effectively prepare practices for population management and continuous quality-driven programs.

**This session will provide you with the knowledge to:**

- Discuss why healthcare community leaders in western New York pursued a PCMH model to affect diabetic outcomes
- Analyze the application of PCMH principles in various practice environments and in the academic environment
- Examine the release of recent PCMH guidelines and how PCMH transformation prepares practices for initiatives such as meaningful use and DSRIP
8:00-9:00 AM – continued

**Measuring Provider Productivity**

**Revenue and Cost Strategies**
Intermediate | Traditional

Frank Cohen, MBB, MPA, director of analytics, Doctors Management LLC, Spring Hill, Fla.

Two of the toughest challenges facing practice managers are finding a fair basis for comparing physician productivity and using that to develop defensible and compliant compensation models. In this session, attendees will learn how to calculate productivity for individual providers, measure the resources that they consume and determine what percent of total practice expense is their responsibility. Using the Harvard/RUC Time Study, attendees will learn how to develop benchmarks for minutes per wRVU, charges per minute and other calculations to validate fair market value estimations. This includes developing compliance risk assessments by measuring total assessed time for each provider. Attendees will receive a complete toolbox, including documentation, worksheets, templates and everything else necessary to conduct a comprehensive provider productivity analysis.

**This session will provide you with the knowledge to:**
- Differentiate productivity in relation to compensation and profitability
- Simulate resource consumption using the Resource-Based Relative Value Scale
- Implement productivity benchmarks

**Gen Y: The New Physician, Employee and Patient Threat to Your Practice**

**Team-Based Operations and Staff Development**
Advanced | Interactive


For years we have discussed the behaviors and values of the Generation Y, or Gen Y, the demographic cohort whose members are now becoming our physicians, employees and patients. On the physician/employee side, misidentifying the unique needs of this group can lead to increased turnover, lower employee satisfaction and even lawsuits. Among patients, ignoring Gen Y demands can result in decreased patient satisfaction and, ultimately, lost loyalty to the practice. This session will identify the unique needs of Gen Y and will feature role-play activities to help participants better understand the real world of Gen Yers in specific scenarios. Attendees will interact with a Gen Y practice executive to identify what works, critique current communication methods and integrate new management methods into their organizations to meet the needs of this critically important audience.

**This session will provide you with the knowledge to:**
- Evaluate human resource policies, protocols and support systems geared toward Gen Y staff
- Predict the needs of Gen Y physicians entering the workforce
- Transform your practice to grow the Gen Y patient demographic
8:00-9:00 AM – continued

**Working Smarter, Not Harder**
Leadership and Professional Development
Intermediate | Traditional

*Ellie Rajcevich, MPA, practice development advisor, Professional Satisfaction and Practice Sustainability, American Medical Association*

Integrated leadership and a team approach are key to success in practice improvement. This session will highlight the new AMA Practice Transformation series, which offers innovative strategies that will allow physicians and their teams to redesign the office-based practice. Practice redesign involves creating efficient administrative and clinical workflows in processes such as prescription management, visit preparation and documentation, and patient rooming and discharge. Each has the potential to reduce or eliminate barriers to providing quality care and achieve Triple Aim outcomes — better care, better health and lower cost.

**This session will provide you with the knowledge to:**

- Utilize integrated leadership effectively
- Develop and implement operational changes in your practice that can improve efficiency and patient access
- Strengthen practice workflows through

9:00 AM-1:30 PM

**Exhibit Hall open; MGMA booth and bookstore open**

9:00-10:15 AM

**Networking break in the Exhibit Hall**

9:15-9:30 AM

**MGMA session in the Exhibit Hall: Lean Leadership**

Initiating and leading process improvement within your organization is critical to long-term sustainability. Get a 15-minute overview of the MGMA Lean Leadership online course, which will help you set your organization apart by understanding the scope, methods and tools needed to implement Lean concepts in your healthcare setting.

9:45-10:00 AM

**MGMA session in the Exhibit Hall: Data Tools**

*Rachel Weber, data analyst I, MGMA, Englewood, Colo.*

See demonstrations of powerful benchmarking tools that are free to MGMA members, including the RVU Calculation Tool, the MGMA DataDive™ Member Community, and the Evaluation and Management Profile Tool.
10:15-11:15 AM

**FEATURED SESSION**

### Designing Care Around the Patients

**Academic Practice**

Intermediate | Traditional

Elizabeth Wildman, MBA, chief of finance and administration surgical sciences, Vanderbilt Medical Center; and David A. Wyatt, MPH, RN, CNOR, associate operating officer, Perioperative Enterprise, associate nursing officer, Surgery Patient Care Center, Vanderbilt University Hospital and Vanderbilt Medical Group, both of Nashville, Tenn.

Patient care centers (PCCs) have recently re-emerged as a possible solution to the challenges facing healthcare. This session will detail one organization’s experience in aligning all care models across the continuum based on disease groupings and care modalities, in which the organization’s PCC leadership team, physician, nurse and administrator, work in partnership to redesign and refine care pathways to build skills, improve competencies and enhance care. The session will discuss the journey of the surgery PCC, including both successes and challenges given the unique environments (inpatient, clinic, operating room, etc.), department structure, regulatory requirements, staffing models, leadership strengths and other considerations. Wildman will also share lessons learned and key strategies to enhance her group’s effectiveness in delivering value by addressing the principles that they’ve incorporated and initiatives they’ve undertaken in the first 18 months, along with their outcomes.

This session will provide you with the knowledge to:

- Discuss new approaches to aligning the multiple steps in a care-delivery process to more seamlessly treat patients
- Explore the challenges and advantages of moving from a traditional academic medical center (AMC) model to a management model across the continuum
- Examine co-management as a possible tool for success for AMCs

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### Meaningful Use Today and in the Future

**Featured speaker session**

Basic | Traditional

Robert Tennant, MA, director, HIT policy, MGMA Government Affairs, Washington, D.C.

Participation in the CMS meaningful use EHR incentive program has proven extremely demanding for medical groups. This session will walk participants through a review of the current meaningful use environment including an analysis of the Stage 2 flexibility regulation as well as the requirements for meeting Stage 3 of the program. In addition, an update will be provided regarding any major changes to the program implemented by the government that will impact groups. Finally, a number of helpful tips and successful strategies will be explored in an effort to assist practice executives meet the meaningful use challenge.

This session will provide you with the knowledge to:

- Understand the Stage 2 flexibility regulation and how it will impact medical groups
- Assess the Stage 3 regulation and what it means for the future of the program
- Identify real-world tips and strategies for meeting the meaningful use challenge
**10:15-11:15 AM – continued**

**Coach Them Up or Coach Them Out**

Leadership and Professional Development  
Intermediate | Traditional

*Tracy Spears, vice president, Transworld Systems Inc., Tulsa, Okla.*

As a leader, it’s your responsibility to coach people up to your expectations, as their progress cannot happen without you assuming a proactive role. In this session, Spears will guide attendees through the process of setting expectations among team members and will describe the crucial coaching conversations that must take place.

**This session will provide you with the knowledge to:**

- Incorporate crucial conversations with your team members
- Implement job-performance expectations while improving motivation
- Employ decisive action as a leader rather than leaving performance to chance

**Coding Compliance for the IDS Environment**

Integrated Delivery Systems  
Basic | Traditional

*Nancy Enos, FACMPE, CPMA, CPC-I, CEMC, consultant, Enos Medical Coding, Warwick, R.I.*

The relationship between a hospital and physician practice can often lead to important coding and compliance risks falling through the cracks. Day to day operational issues in hospital based clinics can have a negative impact on charge capture and documentation completion, leaving the system open to penalties in the event of a compliance investigation. Many hospitals fail to provide auditing and monitoring, and education to providers. These are two key ingredients in a Corporate Compliance Program.

**This session will provide you with the knowledge to:**

- Discover how administrators of physician practices can work with hospital administration to create a culture of compliance for the physician practices
- Outline the importance of individual physician coding benchmarking to assess risk
- Analyze physician compensation plans that are incentive based and how to avoid coding fraud and abuse

**Practice Management Hot Topics: Six Critical Legal Developments**

Compliance and Risk Management  
Intermediate | Traditional

*Judith Holmes, JD, president, Compliance Clinic LLC, Golden, Colo.*

This session will identify recent trends, laws and guidelines that affect healthcare practices. Topics will include new Equal Employment Opportunity Commission guidelines for dealing with the Pregnancy Discrimination Act, coping with the ever-expanding breadth of the Americans with Disabilities Act, managing employees’ workplace use of social media and other digital communications, avoiding wage and hour traps, coping with marijuana and other drugs in the workplace, and understanding new restrictions on the use of background and credit checks in the hiring process. Hear from an employment law and healthcare attorney as she details the new developments and suggests practical, cost-effective ways to implement necessary changes to ensure your practice's compliance. This interactive session will include time for questions from attendees, all of whom will receive a risk-reduction kit containing sample policies, checklists, helpful articles and resource lists.

**This session will provide you with the knowledge to:**

- Identify and discuss new legal developments that impact healthcare practices
- Examine how the new developments will affect hiring, management and termination policies and procedures
- Discuss strategies to incorporate new developments into your practice's culture, daily operations and employee handbook
Key Population Health Opportunities Amidst the Value-Based Care Transformation

New Horizons
Advanced | Traditional

G. Anton Decker, MD, MBCh, MRCP, FACP, MHA, CPE, president, Mercy Health Physicians, Cincinnati.

This session will identify the strategic opportunities for care coordination and market share growth that are emerging along with the transition to value-based care. Dr. Decker will explore the key capabilities required for marketing success within new systems of care, including clinically integrated networks (CINs) and payer/provider partnerships, and will discuss the evolving benefits of new technology in population health management analytics, care coordination and customer relationship management integration. The session will also address key capabilities required for success, including essential acute and post-acute collaborations, organized systems of care, and partnerships built through essential governance structures. Mobilize your employed medical group to accelerate transformation in your organization.

This session will provide you with the knowledge to:

- Analyze the trends, requirements, challenges and opportunities of the new value-based care environment
- Describe key capabilities required for success in a value-based care environment
- Review examples of new care models, including narrow networks, CINs, post-acute care networks and payer/provider partnerships

Creating a High-Performing Medical Group through Assessment, Planning and Action

Strategies for Practice Prosperity

Advanced | Traditional

Marc Mertz, MHA, FACPME, vice president, The Camden Group, El Segundo, Calif.; and Peter Valenzuela, MD, MBA, CMPE, chief medical officer, Sutter Medical Group, Santa Rosa, Calif.

To be successful in tomorrow’s healthcare environment, medical groups must fire on all cylinders. High-performing groups have effective governance and management structures, build strong physician/administrator leadership, align incentives, design patient-oriented operations, maximize revenue and implement quality management and control programs. This session will discuss strategies for assessing a medical group’s current state, developing plans for improvement and taking action to improve performance. The presenters will demonstrate these concepts using a case study of Sutter Medical Group of the Redwoods. As this hospital-affiliated multispecialty group grew rapidly, financial performance, physician satisfaction, patient access and clinical operations all suffered. A newly recruited chief medical officer began his tenure with a comprehensive assessment process that engaged both physicians and management. The results led to a detailed performance-improvement action plan that has had a significant, positive impact on the group.

This session will provide you with the knowledge to:

- Identify the key attributes of high-performing medical groups
- Lead a process of comprehensively assessing your practice’s strengths and weaknesses
- Discuss key strategies for leading and implementing change within a medical group, including the role of physician leaders
Can Improved Access Lead to Improved Performance Metrics?

Patient Care Delivery
Intermediate | Traditional

Kimberly Bridges, RN, BSN, vice president, Community Memorial Hospital, Ventura, Calif.; and Rosalie Wagner, RN, CMPE, senior principal, VHA, Overland Park, Kan.

With healthcare’s shift to pay-for-performance reimbursement from government programs and insurance carriers, providers in clinically integrated networks now have a significant financial stake in maintaining a healthy patient population. In addition, patients’ satisfaction with their primary care provider links closely with how quickly their health problems are addressed. Knowing that primary care patient volumes are likely to increase, today’s medical practices face the challenge of seeing more patients. This change, combined with today’s consumerism mindset, makes timely access to primary and preventive care essential to a network’s success. Follow the journey of a southern California medical group as it sought to implement advanced access tied to improved performance metrics and clinical outcomes.

This session will provide you with the knowledge to:

- Analyze and select appropriate benchmarks to measure progress
- Utilize data and pilot tests to bring physicians on board
- Examine what worked and what didn’t in this setting

Soup to Nuts — The Recipe for Finding, Analyzing and Renegotiating Payer Agreements

Negotiation
Advanced | Traditional

Penny Noyes, CHC, president, Health Business Navigators, Bowling Green, Ky.

You know that you need to tackle your practice’s payer agreements — after all, they’re the foundation of your practice revenue. But getting started is daunting. Attend this session to learn the tried-and-true ingredients of a successful payer contracting project. Finding the agreements, addenda, fee schedules and products in which your practice participates sounds easy, but in reality it’s complicated. Inventory and analyze what you have found in a practical and useful way, and create and execute your strategy in a systematic manner. Initiate a renegotiation, model and evaluate offers, and see your plan to the end, overcoming the typical objections and providing payers with reasons to respond favorably. Top it off with the amended agreement process and terms that lead to improved revenue.

This session will provide you with the knowledge to:

- Examine and inventory your current contracts and rates
- Determine if and when rates deserve renegotiation
- Assess and complete the renegotiation process
10:15-11:15 AM – continued

Creating Accountability for Service Excellence – What You Permit You Promote
Leadership and Professional Development
Intermediate | Traditional
Kristin Baird, RN, BSN, MHA, consultant, Baird Group, Fort Atkinson, Wis.

Everyone wants a high-performing team — one that consistently delivers a superb, memorable patient experience. But in reality, inconsistent staff behaviors can cause patient satisfaction scores to plummet and patients to run toward your competitors. If you’ve ever been guilty of letting the “little things” slide, you may be permitting a less-than-desirable patient experience. Find out what you can do to consistently enhance the patient experience. Service excellence won’t happen by chance; rather, you must purposefully create it by design. This session will feature information and ideas that you can apply immediately to create a culture of greater accountability for the patient experience.

This session will provide you with the knowledge to:
- Design a high-performing team by first defining the leader’s role in creating a culture of accountability
- Identify three simple questions that can guide your service-accountability game plan
- Establish metrics for measuring service excellence

Improving Patient-Provider Communication
Patient Care Delivery
Intermediate | Traditional
Krista Hirschmann, PhD, director, MATRIC Center for Interprofessional Collaboration, Lehigh Valley Health Network, and assistant professor, USF Morsani School of Medicine, Allentown, Pa.

Active, effective communication between patients and providers improves patient satisfaction and clinical outcomes. This session will assist medical teams in their transition to new care models. By creating and implementing strategic and staffing plans, a more patient-centric, coordinated-care model can be achieved.

This session will provide you with the knowledge to:
- Characterize the importance of working with community stakeholders to achieve communication goals
- Examine the strategies and tactics to begin and sustain communication among patients, practices, hospitals, employers and payers
- Outline ideas and strategies with other participants for use in your own practice
Managing Population Health Strategies in IDS

Declining revenues make it more difficult to care for patients in traditional ways. A strategic project was initiated at the Sanger Heart and Vascular Institute to decrease the cost of care to the organization and patient, improve appropriate care scores, maintain or improve patient satisfaction, and improve access to cardiovascular services. The organization deployed a population health model for cardiovascular regional care coordination utilizing virtual care technology that increased adherence to appropriate care metrics with sustainable performance through implementation of standard workflows.

This session will provide you with the knowledge to:

- Utilize data warehouse reports to search for patients who “fall out of care”
- Examine the staffing model and team needed for coordination by place of service
- Integrate standard workflows to sustain practice performance

MGMA session: But I’m Not Being Compensated for the Work I Do

How often do you hear “I’m not paid for the work I do based on the wRVUs I produce?” See a demonstration of the Pay to Production Plotter, found in MGMA DataDive™, that will help you to address this directly and show your physicians how they stack up to national data.

MGMA session: Data at Your Fingertips: New MGMA DataDive™ Platform

Learn how the new and improved MGMA DataDive™ can work for you as you navigate benchmarking your practice against the most robust data in the industry.

MGMA session: But I’m Not Being Compensated for the Work I Do

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11:30 AM-1:00 PM
**ACMPE recognition luncheon and Fellows convocation**
Pre registration required; ticketed event.

11:15 AM-12:45 PM
**Lunch in the Exhibit Hall**

12:30-12:45 PM
**MGMA session in the Exhibit Hall: Moving Beyond Data into Knowledge**
Michelle Greene, data analyst II, MGMA, Englewood, Colo.; and Derek Kosiorek, CPEHR, CPHIT, principal, MGMA Health Care Consulting Group, Englewood, Colo.

The information age has produced an overabundance of information. Administrators and practice executives are inundated with data that can overwhelm the decision-making process rather than help it. This session will show ways to make sense of data and empower you to move data and information into knowledge and wisdom.

12:45-1:00 PM
**MGMA session in the Exhibit Hall: Membership Matters**
Derrol Moorhead, senior manager, membership operations, MGMA, Englewood, Colo.

Stop by and discover all that MGMA membership has to offer. We will share tips, tricks and tools for getting the most value from mgma.org and the MGMA Member Community, including a handy takeaway to assist you when you return to the office.

1:00 PM
**Trail Map Drawing in the MGMA booth and bookstore**

**Concurrent sessions G series:**
1:15-2:15 PM

**FEATURED SESSION**

*A Roadmap to Decency: Rising to Meet America’s Healthcare Challenge*

Featured speaker session
Overview | Traditional
Susan Dentzer, senior policy adviser to the Robert Wood Johnson Foundation, Washington, D.C.

Major change is afoot in U.S. healthcare amid efforts to achieve the Triple Aim of better health, better care and lower costs. At the same time, healthcare is buffeted by crosswinds, including coverage expansion that entails care for many more sick people; payment and delivery system reforms even much of the system remains rooted in fee-for-service payment; the imperative of focusing on population health even before payment models evolve to support it; and advances in science and technology that augur sweeping change in what constitutes care and how it will be provided. In this session, Dentzer will explore these topics and offer case examples of how various medical groups, health systems and communities are negotiating these crosswinds and surmounting challenges to stay focused on Triple Aim goals.

This session will provide you with the knowledge to:
- Identify specific areas of challenge facing practices
- Recognize what to look for when focusing on Triple Aim goals
Repositioning the Quaternary Academic Ambulatory Hub for the Future

Michael Paksztas, AIA, principal, healthcare practice leader, CannonDesign,

To be successful in a healthcare environment where growth, cost sensitivity and ambulatory care model evolution are all imperative, many academic medical centers are evolving their care-delivery models while also undertaking new building or renovation projects. This session will examine the experience of the University of Minnesota Health and discuss best practices and tools that practices can use to integrate the process of designing a new ambulatory care-delivery model with the facility design process. You will learn the benefits of an interprofessional care model, innovative applications of existing and emerging ambulatory technologies, P3 process improvement methods for testing new operational models, tools to gauge patients’ priorities and preferences, and strategies to maximize the return on investment of capital assets. The speaker will also provide samples of tools used during the University of Minnesota Health project.

This session will provide you with the knowledge to:

- Identify key steps in the process of redesigning a care model that informs the facility design process
- Determine ambulatory care environment attributes and operational processes that support an interprofessional care model
- Establish buy-in from key stakeholders for operational and facility changes that impact process, experience and culture

Washington Update

Jennifer McLaughlin, JD, senior government affairs representative, MGMA Government Affairs, Washington, D.C.

It is more important than ever for medical practice administrators to have up-to-date information on the actions of Congress and federal administrative agencies. This presentation will provide critical information on legislative proposals under consideration in Washington, D.C., and timely regulatory issues — including proposed Medicare policy changes — that may affect reimbursement in 2016. Other highlights include MGMA’s advocacy objectives, details on federal quality reporting programs and resources available to help group practices successfully navigate numerous changes and federal initiatives.

This session will provide you with the knowledge to:

- Discuss regulatory and legislative changes affecting medical groups
- Identify proposed changes in Medicare reimbursement and program policies
- Access the resources available to assist group practices
1:15-2:15 PM – continued

**Emerging Medicare Payment Models**

**Government Affairs**

Intermediate | Traditional

Allison Brennan, MPP, senior advocacy advisor, and Sara Brown, MPA, government affairs representative, both MGMA Government Affairs, Washington, D.C.

In the wake of historic legislation repealing the Sustainable Growth Rate (SGR) formula, Medicare physician payment was set on a path of considerable change for the coming years. This session will review the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA), which permanently replaced the SGR with a more stable, predictable physician payment system designed to incentivize the use of alternative payment models. Additionally, this session will provide a timely look at existing Medicare Part B payment initiatives and demonstrations, such as accountable care organizations, value-based payments, shared savings, and bundled payments, some of which may be considered alternative payment models under MACRA.

This session will provide you with the knowledge to:

- Articulate the Medicare payment changes that will impact medical practices in the future
- Determine when to expect implementation of new payment models and initiatives
- List the key elements of pending Medicare payment models and programs

**Negotiating to be HEARD**

**Negotiation**

Intermediate | Interactive

Mary Redmond, owner, Fearless Negotiator LLC, Kansas City, Kan.

Negotiations in a healthcare setting can take the form of securing the best price on new office lab equipment or a top-tier records management software system, getting a great deal for your employees on a healthcare insurance plan or structuring a new real estate lease with your landlord. This session will explore tactics for getting more from each negotiation without damaging relationships, deciphering body-language secrets that can help provide the advantage in a negotiation, and getting more of what you want and need for your business. Redmond will share her HEARD negotiation strategy, which includes five easy steps for becoming a fearless negotiator: Homework, Explore, Assess, Recommend and Document.

This session will provide you with the knowledge to:

- List the steps of the HEARD approach to negotiating
- Describe the most common negotiation mistakes and how to avoid them
- Identify tactics to uncover the other party’s concerns and objections in a negotiation
1:15-2:15 PM – continued

**The Time is Now — Integrating Behavioral Health and Primary Care**

New Horizons
Intermediate | Traditional

**Donna Izor, MS, FACMPE, owner, West Pinnacle Consulting, Biltmore Lake, N.C.**

The partnership of behavioral health and primary care is gaining national recognition as a means to improve population health while decreasing costs. Primary care patients often do not seek care for behavioral health services due to time constraints or refuse referrals due to social stigma. Yet research shows that mental health problems are two to three times more common in patients with chronic medical illnesses such as diabetes, arthritis, chronic pain, headaches, back and neck problems, and heart disease. Patients with severe mental illness can be a challenge for the practice and may have high no-show rates, refuse follow-up care or act out in other ways. This session will focus on options to effectively treat your patients’ behavioral health needs while considering patient engagement, provider and staff comfort, and financial sustainability.

**This session will provide you with the knowledge to:**

- Identify the need for an integration of behavioral healthcare within the primary care population and its impact on practice operations
- Evaluate options to care for patients with behavioral health needs
- Define operational considerations such as integrating a new clinician, managing funding and maintaining sustainability

**Helping Independent Doctors Stay That Way**

**Strategies for Practice Prosperity**

Update | Traditional

**Marni Jameson, executive director, Association of Independent Doctors, Winter Park, Fla.**

All across the country, hospitals are buying up independent physician practices at a brisk pace. While the temptation among independent practitioners to become employed is understandable, the trend toward consolidation is driving up healthcare costs and compromising quality of care. It’s also costing practice managers and administrators their jobs while robbing physicians of their autonomy. This session will explore why practice managers can and should fight to help their doctors stay independent and will offer tips and strategies for doing so.

**This session will provide you with the knowledge to:**

- Articulate the many dynamics driving the trend toward hospitals purchasing physician groups
- Describe the consequences of hospital-physician consolidation and its impact on practice dynamics such as cost, care quality and jobs
- Discover ways to insulate physicians from being acquired and help them stay independent
1:15-2:15 PM – continued

**Using a Patient Portal to Improve Patient Engagement**

**Patient Care Delivery**

Basic | Traditional

*Tiffani Mauro, MAS, CMPE, chief operating officer, Orthopaedic Specialists of North County, Oceanside, Calif.*

Your practice’s patient portal can be a very effective tool to engage patients and improve office workflows, but only if it’s well-utilized among patients. This session will provide marketing tools and techniques to increase the volume of enrollment in the portal, leverage portal functionality and communication to reduce telephone call volume, and decrease patient wait times in the office. Ultimately, your patient portal can increase patient satisfaction through timely responses, increase staff satisfaction by reducing voice mail, and increase manager satisfaction by reducing overtime and, potentially, staffing costs.

**This session will provide you with the knowledge to:**

- Utilize your patient portal to effectively engage patients
- Discover tools and techniques to increase your practice’s patient portal registration
- Demonstrate improved office workflows, patient satisfaction and employee satisfaction through the use of a patient portal

**Better Data, Reporting, Decisions and Results**

**Revenue and Cost Strategies**

Intermediate | Interactive

*Mona Reimers, FACMPE, CPC, director, revenue services, Orthopaedics Northeast PC, Fort Wayne, Ind.*

Data is the new currency, with administrative simplifications providing even more reportable data. Practices that find new and creative ways to use this data as well as that from their practice management, EHR and other systems, will be able to out-strategize their competitors and improve stakeholder satisfaction. Artfully using data can increase revenue, lower overhead costs, fuel strategies and become the backbone of compliance programs. This interactive session will discuss how to create grassroots projects and customize data solutions. The presenter will demonstrate how better data-reporting tools can reduce staff errors and improve patient throughput, allowing for an easy return on investment by reducing paid staff hours, rework and missed opportunities while improving customer service.

**This session will provide you with the knowledge to:**

- Describe how to leverage existing data to eliminate staff time, reduce re-work and cut costs
- Prepare data from various sources for better reports and dashboards
- Prescribe how to lead new projects with staff, managers and technology vendors
1:15-2:15 PM – continued

**Finance and Patient Impact: Research Results of White Coats vs. MBA Leadership**

**Strategies for Practice Prosperity**

Advanced | Traditional

*Kenneth Hertz, FACMPE, principal, MGMA Health Care Consulting Group; and Kristina B. Ziehler, MPH, senior manager data solutions, MGMA, both of Englewood, Colo.*

Healthcare organizations are increasingly led by physicians in leadership positions. Results from the MGMA Research Team wanted to answer the following question: “What is the impact of the choice of leadership for your organization, either an MBA or White Coat (Physician) Leader, on the financial performance and patient outcomes?” The future of healthcare will require both nonclinical and clinical leadership. This session will provide insights from one-on-one (qualitative) questions and financial impact pulled from MGMA’s Cost Data Survey into research that has yet to be published. We know the value in the dyad of physician and administrative leadership, but what are the outcomes of one over the other? This session will be informative, thought-provoking and futuristic in nature by what the research will provide.

**This session will provide you with the knowledge to:**

- Understand industry trends in employed physician leadership and governance models
- Be able to assess and compare their specific situation to the industry research findings
- Effect modifications within their system to maximize financial performance as well as patient outcomes

**Patient-Centered Care: Innovative Data Sharing and Support for Clinical Outcomes**

**Patient Care Delivery**

Advanced | Traditional

*Kerri Balbone, national vice president, provider relations, and Bill Hagan, MD, chief growth officer, UnitedHealthcare, Phoenix, both of UnitedHealthcare, Cypress, Calif.*

UnitedHealthcare is currently working with a select group of practices to implement the patient-centered care model (PCCM), designed to improve care quality and coordination for high-risk patients with multiple chronic conditions and co-morbidities. This can ultimately drive utilization and cost savings for practices, as well as provide patient-centered medical home (PCMH) and accountable care organization (ACO) practices with additional training, resources and support to enhance population health management with specific attention to these highest-risk patients. Among other resources, training and personnel, the model provides innovative reporting tools and delivery processes to give practices more clinically actionable data. This session will examine the components of the PCCM and the results of implementing this innovative care model, including measures of clinical integration, medical-behavioral integration, health status change, real-time data exchange, referral management and member awareness.

**This session will provide you with the knowledge to:**

- Describe one health insurer’s endeavor to implement an innovative clinical care model
- Explain the core elements of the PCCM and its training support tools
- Identify practice-transformation elements and enhanced care-management capabilities that can benefit patients and translate to greater shared-savings potential
2:30-3:00 PM

Innovative Delivery Models — Lay Healthcare Workers Transforming Patient Care

New Horizons
Basic | Traditional

Melissa Hutchison, scientific advisor, and Amanda Hunt, researcher, both of the Care Copilot Institute, Minneapolis

This session will share the importance of lay healthcare workers (LHWs) in the future of healthcare delivery by highlighting two models implemented within Allina Health, an integrated healthcare system. Allina Health and the University of Minnesota conducted a randomized, controlled trial of chronic-disease patients to determine whether integrating care guides — a type of LHW — in the primary care setting is an effective, low-cost way to improve clinical outcomes. The care guide is an active member of the care team who is easily accessible to patients and providers, builds longitudinal relationships, supports traditional clinic roles and enhances care delivery. Patients working with care guides were 31% more likely to meet evidence-based goals and 21% more likely to quit using tobacco than usual-care patients. The care guide model was then adapted to support patients with serious illnesses. This session will detail additional outcomes and identify pertinent implementation and evaluation tools.

This session will provide you with the knowledge to:

- Articulate the increasing importance of LHWs in care delivery
- Summarize two successful care models currently in practice that primarily focus on patient relationships
- Identify resources available for implementation and evaluation within your practice

The Burning Platform for Engaging Physicians

Leadership and Professional Development
Overview | Traditional

Michael Oleksyk, MD, CMPE, chief medical officer/vice president of medical affairs, Baptist Health Care, Pensacola, Fla.

The evolution of healthcare mandates that leaders work closely with physicians to create high-performing organizations that place the patient at the center of our work. This requires fostering buy-in and role modeling of consistent and effective patient-centered care strategies that align physician behaviors with organizational goals. Attendees will develop an understanding of why organizations must build physician engagement and develop skills to support key initiatives. The speaker will share strategies to overcome barriers, improve patient-centered communication and hold Vital Conversations™ to create and reward accountability. This session will review essential skills, best practices and success strategies for aligning physicians and empowering them to improve patient care. Participants will learn how to engage physicians in sustaining a patient-centered culture with the highest-quality clinical outcomes.

This session will provide you with the knowledge to:

- Articulate how to foster buy-in and role modeling in physicians within their facilities
- Describe how to align and engage physicians in sustaining a patient-centered culture featuring highest-quality outcomes
- Understand skills, best practices and success strategies to empower physicians to improve patient care
2:30-3:00 PM – continued

*Optimizing a Patient-Centered Approach to Primary Care*

**Lean Learnings**
Intermediate | Traditional

*Emma Mandell, MBA, manager, ECG Management Consultants Inc., Boston*

This session will highlight the optimization and transformation of processes and performance at Bassett Primary Care in Cooperstown, N.Y., to ensure a patient-centered, team-based care model. The clinic recently established an optimization and improvement plan that sought to develop a patient-centered, team-based care model that provides comprehensive, coordinated care to all patients while leveraging Lean techniques and patient-centered medical home (PCMH) concepts. Implementing a future-state model, the clinic has already seen improvement in patient satisfaction, patient access, patient flow, EHR documentation, advanced registered nurse practitioner (ARNP) integration and economic stability.

**This session will provide you with the knowledge to:**
- Describe key components of a patient-centered, team-based care model, including improvement opportunities
- Leverage Lean tools to optimize and improve care-delivery processes and develop a PCMH model
- Articulate the importance of care redesign and the potential repercussions of postponement

*Body Language: See What Others are Saying*

**Negotiation**
Intermediate | Interactive

*Mary Redmond, owner, Fearless Negotiator LLC, Kansas City, Kan.*

Recognizing the subtle and not-so-subtle differences in how people negotiate can make or break your next communication. People approach others at work, play and home differently because of their gender, culture, customs and socialization, and no matter how much we try to control body language, it leaks out and provides insight into our inner thoughts and feelings. Learning to accurately read body language can lead to greater success in both professional and personal exchanges.

This session will address how to maximize your ability to read what others are thinking and react appropriately to their words and actions. Attendees will also gain tips on modifying their silent signals to improve communication so that others will listen.

**This session will provide you with the knowledge to:**
- Identify which body language signals show compassion, demonstrate power and build teams and rapport
- Leverage your voice to gain more respect and attention for your ideas in group settings
- Analyze mixed messages to help identify when someone verbally says yes but really means no
2:30-3:00 PM – continued

**Are You a True Medical Group or a Group-Up™?**

**Strategies for Practice Prosperity**

Overview | Traditional

*Marshall Baker, MS, FACMPE, chief executive officer, Physician Advisory Services Inc., Boise, Idaho*

Many medical groups have come together for business reasons, such as improving contracting leverage with payers. Unfortunately, some have not been able to effectively transition to a “true” group practice model, including making changes to practice governance, structure, and administrative and business operations for agility in decision-making, long-term strategy and financial sustainability. Attend this session to learn effective governance models for medical groups involving executive committee and/or board composition and expectations, how to construct a decision matrix that details how and by whom key decisions will be made, and the administrative and business infrastructure necessary to achieve optimal patient flow and financial performance. As we transition to value-based healthcare, these elements must be aligned internally and externally to ensure competitive advantage.

**This session will provide you with the knowledge to:**

- Examine positioning strategies for small, independent practice groups transitioning to a larger, consolidated group
- Reorganize your governance structure from a “house of representatives” to a corporate culture
- Establish the runway for standardization of policies, processes and protocols

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**Optimizing Your EHR to Engage Providers in HCC Capture**

**Revenue and Cost Strategies**

Intermediate | Interactive

*Steven Strode, director, Clinovations, Village of Lakewood, Ill.; and John Trudel, MD, director of risk revenue programs and assistant medical director of informatics, Reliant Medical Group, Worcester, Mass.*

Hierarchical Conditions Categories (HCC) is a Centers for Medicare & Medicaid Services risk-adjustment payment model designed to capture disease and demographic risk factors found in the Medicare population. Medicare uses HCCs in many applications to evaluate patient complexity and ultimately determine accurate and fair reimbursement based on Medicare enrollees’ demographics and severity of illness. These applications include the Medicare Advantage (MA) population, Medicare Shared Savings Program (MSSP) participants, and value-based purchasing (VBP), among others. Inaccurate or ineffective documentation of these codes may lead to significant foregone revenue. By optimizing your EHR to identify patients with specific risk factors, health systems can target these individuals with outreach and care-coordination services. This session will examine various optimization strategies and discuss how to engage providers in accurately documenting their patient population’s HCC codes within an EHR, thereby accurately reflecting the complexity of your practice’s patients and the corresponding revenue.

**This session will provide you with the knowledge to:**

- Discuss optimization solutions for your existing EHR system to automate and streamline HCC code documentation
- Examine potential annual net revenue opportunities after implementing an optimization strategy
- Discuss workflow strategies to engage clinicians and set your practice up for success
Give Your Website a Checkup —
Techniques for a Strong Web Presence
Strategies for Practice Prosperity
Intermediate | Traditional

Derek Kosiorek, CPEHR, CPHIT, principal, MGMA Health Care Consulting Group, Englewood, Colo.

A professional, attention-attracting website is a must today. Patients and partners rely on you to provide relevant and timely information to meet their ever-evolving needs. The presenter will provide relatively simple changes you can utilize to improve the usability, navigation, content and visual appearance of your practice website.

This session will provide you with the knowledge to:
- Characterize attributes that contribute to a strong web presence
- Assess your current website for strengths and weaknesses
- Determine the value of an editorial calendar and implement techniques to immediately improve your content and website

Creating Lasting Physician-Hospital Integration — A Case Study
Strategies for Practice Prosperity
Intermediate | Traditional


As hospital purchases and affiliations with medical groups increase, the complexities of integrating two separate organizations are daunting. The institutional mission of the alignment is a growing concern for hospitals and medical groups. In this session, participants will learn how a large, 100-provider, faith-based multispecialty practice integrated with a community hospital. Participants will learn how the medical group and the hospital addressed issues of legal structure, governance, compensation, valuation, management structure and culture, and how these two organizations successfully integrated.

This session will provide you with the knowledge to:
- Describe the key components guiding successful integration
- Assess the characteristics of potential partners
- Analyze the impact of strategy, governance, culture, compensation and communication
2:30-3:00 PM – continued

Pump Up Your Patient Portal
Strategies for Practice Prosperity
Intermediate | Traditional

Rosemarie Nelson, MS, consultant, Jamesville, N.Y.

Your patient portal can deliver improved service to your patient, increasing patient satisfaction while reducing burdens on your staff members. Explore successful models for implementation strategies to increase patient participation. Learn how to boost your usage rates and improve engagement with your patients.

This session will provide you with the knowledge to:
- Identify how the portal can improve patient access to your practice
- Identify how the proper use of your portal can optimize staffing resources
- Describe how increased access can improve patient satisfaction.

3:00-3:30 PM

Coffee break

3:30-5:00 PM

Keynote session: The Radical Leap — Extreme Leadership: Your Radical Leap Forward at Work and Beyond†
Overview | Traditional

Steve Farber, organization founder, The Extreme Leadership Institute, author of The Radical Leap, The Radical Edge and Greater Than Yourself, San Diego

In this chaotic age, healthcare leaders must demonstrate unprecedented levels of passion, determination, foresight, dedication and fearlessness. Join expert leadership coach and consultant Steve Farber as he discusses how to use the LEAP framework — Love, Energy, Audacity and Proof — to radically improve your organization and your life.

This session will provide you with the knowledge to:
- Explain how fear can be used to your advantage
- Identify engagement strategies for yourself and others, even in troubled times
- Discover techniques to inspire yourself and others

6:30-11:00 PM

ACMPE Fellows dinner

Preregistration required. Ticketed event for ACMPE Fellows only.

†MGMA awards will be presented during the session.
## Wednesday, Oct. 14

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00-9:00 AM</td>
<td>Conference registration open</td>
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<tr>
<td>7:00-8:00 AM</td>
<td>Continental breakfast</td>
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<tr>
<td>7:30-8:00 AM</td>
<td>MGMA business meeting</td>
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### Concurrent sessions | 8:00-9:00 AM

- **8:00-9:00 AM**
  - Learning from Disney — Going from Good to Great in Patient Perceptions
  - The Management Effectiveness Curve: How Mindset Impacts Management Behavior
  - Are You Ready for Patient Pricing Transparency?
  - Our Medical Group has Grown! Now What?

### Extended concurrent sessions | 9:15 AM-12:00 PM

- **9:15 AM-12:00 PM**
  - 120 Years of Leadership in Two Hours
  - Basic Statistics for the Practice Manager Certificate
  - Provider Onboarding and Credentialing Certificate
  - Recruit, Retain and Optimize Staff Resources Certificate
  - Can This Practice be Saved — Moving Forward
  - How to Avoid Post-Integration Trauma and Drama
  - Patient Engagement: Effects of Noncompliant Patients on Patient-Centered Care
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Are You Ready for Patient Pricing Transparency?
Our Medical Group has Grown! Now What?
Physician Compensation Plan Design, Data Benchmarking and Implementation
How to Maximize Advanced Practitioners in the IDS Environment
Extended concurrent sessions: 9:15 AM-12:00 PM
9:15 AM-12:00 PM
120 Years of Leadership in Two Hours
Basic Statistics for the Practice Manager
Certificate Provider Onboarding and Credentialing Certificate
Recruit, Retain and Optimize Staff Resources Certificate
Online Learning Experience
Can This Practice be Saved?
Can This Practice be Saved — Moving Forward
How to Avoid Post-Integration Trauma and Drama
Patient Engagement: Effects of Noncompliant Patients on Patient-Centered Care
Wednesday, Oct. 14

7:00-9:00 AM
Conference registration open

7:00-8:00 AM
Continental breakfast

7:30-8:00 AM
MGMA business meeting

Actively engage with your Association leadership. Join the current Board of Directors as they present the slate of Board nominees and ask for MGMA members to vote on the new members of the 2015-2016 Board of Directors. In addition, you'll hear from current and future Board leaders regarding how they are working to represent you and lead MGMA into the future.

Concurrent sessions I series: 8:00-9:00 AM

FEATURED SESSION

Learning from Disney – Going from Good to Great in Patient Perceptions

Featured speaker session
Overview | Traditional

Fred Lee, speaker and author, Bozeman, Mont.

A nationally recognized expert and consultant in patient relations and service excellence, Lee will discuss the process of leveraging a comprehensive cultural change, based on Baldrige Award criteria, which will build patient loyalty through dedication to exceptional service, continuous improvement and effective feedback systems. He will share important insights from his Disney-inspired book, in which he asserts that we cannot take our patients' perceptions from good to great by focusing primarily on patient satisfaction or service excellence.

This session will provide you with the knowledge to:

• Articulate why focusing primarily on service excellence and patient satisfaction cannot take patient perceptions from good to great
• Demonstrate the lack of correlation between patient satisfaction and financial performance
• Identify the single-most important variable in taking patient perceptions from good to great
The Management Effectiveness Curve: How Mindset Impacts Management Behavior

Leadership and Professional Development
Intermediate | Traditional

Jennie Hitchcock, CMPE, CSS-P, president, Compass International Resources, Knoxville, Tenn.

How have some practices experienced success and growth in recent times while others have suffered? The answer lies in the effectiveness of their leadership and management personnel. Regardless of size, specialty or geography, the mindset of medical practice owners and managers determines the focus of their day-to-day work, with their resulting behaviors and habits creating the organization's outcomes. The ability to change and grow one's mindset can be elusive, but it is possible. This session details the Management Effectiveness Curve, a structured approach to evaluating your management mindset and its progression. The Management Effectiveness Curve provides a context for managers and owners of physician organizations to evaluate their current mindset based on how they spend their time and energy, as well as how to advance their thinking and focus to create success.

This session will provide you with the knowledge to:
- Outline successful leaders’ three key strategies for advancing their mindset and improving organizational outcomes
- Participate in a structured way of thinking about mindset that can be evaluated on the spot
- Discover how successful owners and managers spend their time and what this reflects about their mindset

Are You Ready for Patient Pricing Transparency?

New Horizons
Intermediate | Traditional

Cheri Kane, MSA, FACMPE, CHFP, FHFMA, director, PriceWaterhouseCoopers LLP, Louisville, Ky.; and Stacey Lee, MPH, experienced associate, PriceWaterhouseCoopers LLP, Boston

Employers and patients are pressuring providers to provide price transparency. Do you know what pricing transparency means and how it will affect your practice? This session will discuss current federal and state legislation and their possible impact on your practice’s future. It will define what pricing transparency means to providers, payers, employers and patients. In addition, Kane will discuss how employers and payers are changing their benefit and reimbursement methodologies and what information your practice must have to respond to these changes and remain competitive in the market.

This session will provide you with the knowledge to:
- Discuss current legislative changes regarding price transparency and their impact on providers
- Assess changing employer benefit structures and how they impact your patients and practice
- Develop a pricing transparency checklist for your practice
8:00-9:00 AM – continued

**Our Medical Group has Grown! Now What?**

Revenue and Cost Strategies  
Advanced | Traditional

*Tawnya Bosko, consultant, TCG, Kent, Ohio; and Marc Mertz, MHA, FACMPE, vice president, The Camden Group, El Segundo, Calif.*

This session will address best practices in integrating physicians into larger groups or hospital systems and effectively managing the physician enterprise post-affiliation or merger/acquisition. Healthcare reform was designed to incentivize closer financial and clinical affiliation among providers. As a result, there has been significant consolidation of medical practices into either larger groups or hospital systems. According to the American Medical Association, as of 2012, 53% of physicians were self-employed, as opposed to 76% of physicians being self-employed in 1983. Simultaneously, MGMA reports that annual financial losses per provider (hospital/IDS/multispecialty) have increased from $143,834 in 2013 to $235,866 in 2014, representing a 64% increase. The effect of consolidation and increasing losses per provider will dramatically impact hospitals’ performance and the success of larger, independent groups unless they implement a proactive, post-affiliation strategy for effective financial management and integration.

**This session will provide you with the knowledge to:**

- Identify solutions for effectively integrating physicians and techniques for successful post-affiliation management
- Examine best practices in benchmarking, monitoring performance and correcting deficiencies
- Create strategies to support a financially viable medical group in a time of transition

**Physician Compensation Plan Design, Data Benchmarking and Implementation**

Strategies for Practice Prosperity  
Intermediate | Traditional

*Frank Ford, MBA, MHS, FACMPE, president, Ford Zipf & Associates, Concord, N.C.; and Meghan Wong, MS, senior manager data solutions, MGMA, Englewood, Colo.*

Medical practice executives across the country are dealing with a changing environment, which includes population management, pay for performance, and mergers and acquisitions. While the challenges faced by most administrators are similar, the specific needs and priorities of each group are different. This session will present a methodology to evaluate, develop and implement a physician compensation plan, including a review of available resources from MGMA.

**This session will provide you with the knowledge to:**

- Discover the process of physician compensation plan evaluation and development utilizing available resources
- Employ a methodology for integrating a value-based incentive component into a physician compensation plan
- Outline the steps necessary for approval and implementation of a new compensation plan

**How to Maximize Advanced Practitioners in the IDS Environment**

Integrated Delivery Systems  
Advanced | Traditional

*David Gans, MSHA, FACMPE, senior fellow industry affairs, MGMA, Englewood, Colo.*

Successful utilization of non-physician practitioners is dependent on many variables. This session will discuss how advanced practitioners can enhance patient satisfaction, improve patient access, free physicians from lower intensity activities, and reinforce the patient-provider relationship. The speakers will identify benchmarks for compensation and productivity in order to set performance expectations and recognize the work performed regardless of the direct income to practice.

**This session will provide you with the knowledge to:**

- Appraise the need for NPPs based on patient population and demand
- Determine the optimal number of NPPs by location
- Measure productivity and model optimal compensation
Extended concurrent sessions: 9:15 AM-12:00 PM

9:15 AM-12:00 PM

FEATURED SESSION

120 Years of Leadership in Two Hours
Featured speaker session
Advanced | Deep Dive

Nancy Babbitt, FACMPE, consultant, speaker and author, Babbitt & Associates, Cumming, Ga.; Sarah Holt, PhD, FACMPE, practice executive, Cape Girardeau (Mo.) Surgical Clinic Inc.; Tracy Spears, vice president, Transworld Systems Inc., Tulsa, Okla.; and Debra Wiggs, FACMPE, MGMA-ACMPE board chair, senior principal consultant, Wier Management Solutions, Bellingham, Wash.

Attend a participatory, anecdotal session featuring lessons in leadership. Listen in on panel members’ discussions of what they wish they’d known early in their careers, what they would do differently and what their best decisions have been. Join an interactive session featuring seasoned leaders who will share the important lessons that they’ve learned over the course of their careers.

This session will provide you with the knowledge to:

- Apply leadership lessons to enhance your career
- Prepare for career challenges
- Develop critical thinking and accountability skills

Basic Statistics for the Practice Manager
Certificate Session
Basic | Learning Format

Frank Cohen, MBB, MPA, director of analytics, Doctors Management LLC, Spring Hill, Fla.

This session is designed for individuals who are new to practice management, those who have been in practice management for three years or less, and those who want to improve their understanding of and ability to use analytics to meet their daily practice needs. Attendees should have a foundational knowledge of the general types of data collected in a medical practice.

The words “analytics” and “metrics” strike fear in the hearts of many mathphobics, but the writing is on the wall: The medical practice is a business and we must have the analytical skills necessary to treat it as such. Understanding basic statistics — such as central tendencies, variability, hypothesis testing, confidence intervals, correlation and regression analysis — is critical for any business manager and is especially relevant for practice administrators. In this half-day session, we will look at the basic statistical knowledge needed to conduct critical, common and comprehensive practice analyses. To ensure that you can use the information to benefit your organization, Cohen will show how all of these statistical techniques can be used in Microsoft Excel. Attendees will receive a complete tool box, including documentation, worksheets, templates, sample reports and all pertinent data files necessary to apply the information gleaned in this workshop.

This session will provide you with the knowledge to:

- Identify the basic tenets of statistics and statistical theory
- Define mean, median and other central measurements
- Define standard deviation, inter-quartile ratios and other measurements of variability
- Explain the difference between data analysis and statistics
- Describe hypothesis testing and other tests of statistical significance
- Articulate how to build relationships through regression analysis

Note: Obtaining a certificate for this session will require the successful completion of an assessment of learning at the conclusion of the session.
9:15 AM-12:00 PM – continued

Provider Onboarding and Credentialing
Certificate session
Intermediate | Interactive and Traditional
Karen L. Covelli, account executive and senior credentialing manager, Physicians’ Ally, St. Augustine, Fla.

This session is designed for individuals who are new to practice management, those who have been in practice management for three years or less, and those who are new to the aspects of onboarding and credentialing providers in their practice. Attendees should have a foundational knowledge of many aspects of provider recruiting and human resources.

Effective provider onboarding and navigation are the foundations on which long-term strategic physician integration and retention goals are achieved. Having in place a process that reduces “ramp-up” time and focuses on key issues like credentialing, marketing, understanding financials, EHR implementation and cultural integration is key to success. Learn how to utilize processes and partnerships to bring new providers into a practice while quickly filling their schedule and assimilating them into the organizational culture. You will walk away with a certificate that reflects your foundational knowledge that will allow you to apply a few key factors to deliver an expedited return on investment by successfully onboarding and credentialing new providers.

This session will provide you with the knowledge to:

- Explain the overall effect of provider employment on credentialing
- Formulate options for credentialing and privileging low- and no-volume practitioners
- Identify best practices for aligning privileges with competency
- Describe a specific challenge that affects the credentialing processes
- Utilize onboarding checklists
- Formulate a plan to decrease lost revenue caused by onboarding delays
- List the differences between onboarding a new graduate and an established provider

Recruit, Retain and Optimize Staff Resources
Certificate session
Intermediate | Interactive and Traditional
Rosemarie Nelson, MS, consultant, Jamesville, N.Y.

This session is designed for individuals who are medical practice administrators who are interested in finding ways to improve the staffing at their practice. Attendees should have a foundational knowledge of the core business functions of a medical practice.

Why do some medical groups succeed when others struggle? Your people are your greatest asset. Your staff members have the power to make your medical practice successful, or not! Recruitment and retention without ongoing development and optimization will not lead to that success. Optimizing staffing resources begins with identifying the right people for the right role. Optimizing staffing resources includes modifying roles to accommodate the right skills and experiences. How do you tweak your organizational chart and your operations to fully optimize staff?

This session will provide you with the knowledge to:

- Discuss roles necessary to deliver access and care to your patients
- Identify and recruit a winning team
- Outline the activities associated with changing models of care and the impact on staffing
- Identify steps to evaluate and transition staff within your practice
- Utilize performance plans to manage underperforming or problem employees

Note: Obtaining a certificate for this session will require the successful completion of an assessment of learning at the conclusion of the session.
9:15 AM–12:00 PM – continued

Online Learning Experience

Learning Lab
Intermediate | Online

This session is designed for individuals seeking to learn more about the topics described below and try MGMA’s online learning experience in a risk-free environment. Bring your laptop and log in for one of the following MGMA online learning courses.

In the Benchmarking online course, you will be introduced to the theory of benchmarking and learn how to effectively measure and utilize key metrics to improve business practices in a healthcare setting. You will discover how utilizing benchmarking data can improve both practice operations and revenue.

In the Customer Service online course, you will learn how customer service can enhance your value to patients. The program will help you create action plans to improve interactions and overall customer service in your practice.

This session will provide you with the knowledge to:

- Achieve specific learning objectives as outlined for each course (Visit mgma.org/store/education/online for details.)
- Assess the effectiveness of online learning for your learning style

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Can This Practice be Saved?

Learning Lab
Advanced | Interactive Experiential

Will Latham, MBA, CPA, president, Latham Consulting Group, Chattanooga, Tenn.

Seasoned practice administrators with at least 10 years’ experience may participate in this session; a master’s degree, Certified Medical Practice Executive (CMPE) status or Fellowship in the American College of Medical Practice Executives are strongly recommended.

Participants will be divided into challenge teams based on three specific and unique stakeholder personas. Each challenge team will be presented with details of their persona, a scenario, financial and market data, copies of employment contracts and other pertinent information. Then the fun begins! The challenge teams will go head to head to try to negotiate a way forward for a private practice facing changing physician employment arrangements, lifestyle considerations and an evolving market environment. Can this practice be saved? Find out by participating in or observing this unique session.

This session will provide you with the knowledge to:

- Propose and test innovative solutions in a safe environment
- Evaluate issues from multiple perspectives
- Reflect on solutions in new and different ways

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^ This session is not available for CPE credit.
9:15 AM-12:00 PM — continued

**Can This Practice be Saved — Moving Forward**

Learning Lab
Advanced | Interactive Experiential

Joan Hablutzel, MBA-HA, CMPE, senior industry analyst, MGMA, Englewood, Colo.

This opportunity for advanced experiential learning is designed for a limited number of attendees who either observed or participated in the Can This Practice be Saved? session at MGMA13 or MGMA14.

At the beginning of this session, participants will be divided into teams. Each team will be presented with details about a practice scenario as well as details about personas involved. The scenarios are based on the findings from the past “Can This Practice Be Saved?” sessions. The teams will try and navigate a future plan and course of action for the practice based on the scenarios and situations presented to them. This session provides a new set of challenges and critical thinking tasks that piggyback on the session “Can This Practice be Saved?”

This session will provide you with the knowledge to:

- Propose and test innovative solutions in a safe environment
- Evaluate issues from multiple perspectives
- Reflect on solutions in new and different ways

**How to Avoid Post-Integration Trauma and Drama°**

Integrated Delivery Systems
Intermediate | Traditional

Tim Godfrey, MBA, FACHE, CMPE, senior director of practice management; and Dan Sykes, MBA, vice president of practice management, both of LifePoint Hospitals, Brentwood, Tenn.

Integrated delivery systems require a great deal of commitment, leadership and business acumen to be successful and profitable for all stakeholders. Although each component of the IDS relationship may be reviewed during financial discussions and forecasting, not every practice is successful after an acquisition. Without mutual due diligence and clear expectations, the relationship will suffer when revenues do not meet the budget. This session will look at examples of successful and unsuccessful integrations.

This session will provide you with the knowledge to:

- Address the warning signs during the due diligence process
- Examine successful methods for communicating expectations
- Discuss lessons learned from unprofitable relationships

**Patient Engagement: Effects of Noncompliant Patients on Patient-Centered Care°**

Patient Care Delivery
Intermediate | Traditional

David Gans, MSHA, FACMPE, senior fellow, Industry Affairs, MGMA, Englewood, Colo.

Patients’ full participation in their health is vital to achieving improved outcomes. It is important to understand where your patients are coming from, both culturally and psychosocially, because patients need knowledge, skills, tools and emotional support to participate in their own care. In order to reduce noncompliance, staff need to recognize the diverse abilities of patients that create barriers to utilizing technology and communication venues.

This session will provide you with the knowledge to:

- Determine the impact of noncompliance on patient care and the practice
- Recognize barriers to quality interactions and possible solutions
- Facilitate better patient experiences through improved communication and understanding

°Splitting one time slot.
Thanks to our volunteers

Thank you to our Annual Conference Committee and Board chair and volunteers. Many dedicated volunteers invested hours of strategic planning to create a world-class MGMA Annual Conference experience.

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Debra J. Wiggs, FACMPE
MGMA-ACMPE Board Chair
Senior Principal Consultant, Wier Management Solutions
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The Medical Group Management Association (MGMA) equips practice administrators and executives with the knowledge and tools to lead high-performance physician group practices in a complex and evolving healthcare environment. As the leading association for practice administrators for nearly 90 years, MGMA provides the education, advocacy, data and resources that healthcare organizations need to deliver the highest-quality patient care. MGMA also produces the most credible medical practice economic data in the industry and provides industry-leading board certification and Fellowship programs through the American College of Medical Practice Executives (ACMPE).

MGMA and its 50 state affiliates comprise more than 33,000 administrators and executives in 18,000 healthcare organizations in which 385,000 physicians practice. MGMA represents physician groups of all sizes, types, structures and specialties, and has members in every major healthcare system in the nation. MGMA is headquartered in Englewood, Colo., with a Government Affairs office in Washington, D.C.

Visit mgma.org for more information.
Register early and save

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MGMA15

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