1926  First conference of clinic managers in Madison, Wis.
1940  Clinic managers discuss partnerships and the use of air conditioning
1956  ACMPE established to offer certification in practice management
1963  Association adopts the name Medical Group Management Association (MGMA)
1976  MGMA establishes the Harry J. Harwick Scholarship
1990  MGMA reaches its 10,000 member mark
2015  Current president and CEO, Halee Fischer-Wright, MD, assumes duties
2016  MGMA celebrates 90th anniversary
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Build long-lasting professional relationships

At the MGMA 2016 Annual Conference, you’ll acquire the best practices, proven strategies and lasting support you need to grow professionally, lead your organization and flourish in our changing industry.

Connect with renowned experts and a national network of your professional peers from practices of every size, type, region and specialty. Over four days, you — along with 5,000 other medical practice executives, administrators and physicians — will learn about cutting-edge solutions that will help you navigate value-based care, contracting and reimbursement, population health and other complex issues driving our dynamic industry.

Whether relaxing in specialty-specific lounge areas or meeting colleagues on Fisherman’s Wharf, it’s easier than ever to identify and connect with attendees who understand your day-to-day challenges.

Optimize your practice

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 create and maintain effective partnerships between administrative executives and physician leaders. That means you can make better decisions and successfully move your practice forward.

Become a part of something bigger

Become a part of something bigger — an impressive network of industry leaders in which you will feel supported and understood. Professionals join MGMA because of the trusted relationships they forge with other MGMA colleagues. We’re all facing similar organizational challenges. At MGMA16, you’ll have the opportunity to network and brainstorm with the best authorities around: your peers and other industry experts! Share ideas, give constructive feedback and access a wealth of information that can immediately impact your practice.

Join us at MGMA16 to celebrate and expand upon your leadership capabilities. By attending, you’re making an investment in your future. You’re building lifelong professional connections and you’re finding the inspiration you need to move your organization forward.
Join us at MGMA16!

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

You’ll 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.

Today, the lines between the business and the medical functions within a practice are blurred. That’s why every professional involved in your medical practice will benefit from attending MGMA16.

- 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? MGMA16 will unify people and ideas around the future of healthcare. Today. Join us and get equipped for the journey. Be inspired to do great things for your practice and your patients.

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

Mickey Smith
FACMPE, FACHE, FHFMA
Board Chair
Registration information

To optimize your learning experience, we now require all conference attendees to pre-register for their sessions. Please review the session descriptions and reserve your space prior to the conference. Be sure to set your session schedule early as seats may be limited and are available on a first-come, first-served basis.

<table>
<thead>
<tr>
<th>Conference registration</th>
<th>Early Bird Registration on or before Sept. 16</th>
<th>After Sept. 16</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Within MGMA housing block</td>
<td>Outside MGMA housing block</td>
</tr>
<tr>
<td><strong>Full conference registration</strong></td>
<td></td>
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<tr>
<td>MGMA member</td>
<td>$915</td>
<td>$1,065</td>
</tr>
<tr>
<td>New MGMA member (includes MGMA membership and registration fee)</td>
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<td>$1,363</td>
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<tr>
<td>Nonmember</td>
<td>$1,400</td>
<td>$1,550</td>
</tr>
<tr>
<td>Faculty (must be employed as a full-time college or university faculty member and provide verification of status)</td>
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<tr>
<td>Student</td>
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</table>

| Additional registration options | | |
| One day | $640 |
| Two day | $1,280 |
| Exhibit Hall Only (Sunday-Tuesday) – (Includes entry to the Exhibit Hall, Product Sneak Peek and Exhibit Hall Grand Opening) | | $640 |
| Product Sneak Peek – Sunday one day pass for exhibitors from 12:00 pm-6:30 pm. (Includes Product Sneak Peek and Exhibit Hall Grand Opening) | | $375 |
| Spouse/significant other | | $275 |

| Preconference program registration (Separate registration and fees required) | MGMA member | Nonmember |
| Sunday, Oct. 30 | | |
| PRE101 End of Month, Quarter, Year – What to Know to Maximize Your Financial Performance (half day) | $350 | $550 |
| PRE102 Lean Six Sigma Yellow Belt Certificate Program (full day) | $450 | $650 |
| PRE103 Framework for Professional Development: Leadership Skills for Career Advancement (full day) | $450 | $650 |
| PRE104 The Payer Contracting Process: Negotiating and Managing Like a Pro (full day) | $450 | $650 |
| PRE105 ACMPE – Pathway to Certification (two hours) | No charge | No charge |
| PRE106 ACMPE – Pathway to Fellowship (two hours) | No charge | No charge |
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.

**Student and faculty 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 at 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 MGMA16 attendees and does not include attendance at the concurrent sessions or evening events. Additional evening event guest tickets are available for purchase. 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)
- Main stage sessions
- Product Sneak Peek
- Exhibit Hall (including Grand Opening)
- Daily lunches

**Exhibit Hall only registration**

Available for non-exhibiting companies or attendees looking to visit the exhibit floor. This pass is valid Sunday-Tuesday and includes the Product Sneak Peek and Exhibitor B2B hour.

**Product Sneak Peek registration**

The Product Sneak Peek registration is for non-exhibiting companies interested in exhibiting at future conferences. This registration is valid Sunday from 12:00-6:30 pm and includes the Product Sneak Peek and the Grand Opening in the Exhibit Hall.

**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 Friday, Aug. 5, 2016, are entitled to a full refund. Cancellations received between Saturday, Aug. 6, 2016, and Friday, Sept. 16, are entitled to a refund minus a $150 processing fee. NO REFUNDS OR CREDITS will be issued after Saturday, Sept. 17, 2016. Register today at mgma.org/ac16.
Conference headquarters

Located in the heart of San Francisco, the Moscone Center is the largest exhibition complex in the city. Built in 1981 by architects Hellmuth, Obata & Kassabaum, it initially consisted of one single hall, Moscone South. It was later expanded into three main halls: Two underground halls underneath Yerba Buena Gardens, known as Moscone North and Moscone South, and a three-level Moscone West exhibition hall across 4th Street.

Moscone Center North and South
San Francisco

(conference education headquarters)
747 Howard St
San Francisco, CA 94103

Parking

Moscone Center does not include a public parking facility. Listed below are public parking garages in close proximity to the facility, each of which provide certain spaces reserved for use by authorized handicapped individuals.

- Fifth & Mission Parking Garage
  833 Mission St. (between Fourth and Fifth streets, adjacent to Moscone West)
- Hearst Parking Center
  45 Third St. (entrance on Stevenson, two blocks from Moscone South/North)
- Moscone Center Garage
  255 Third St. (Folsom & Howard, across the street from Moscone South's Esplanade Ballroom)
- Museum Parc Garage
  300 Third St. (entrance on Third and on Folsom streets)

Satellite registration

New this year, MGMA will provide satellite registration areas at the headquarters hotels located in the Hilton San Francisco Union Square and San Francisco Marriott Marquis on Saturday, Oct. 29, from noon to 6:00 pm. and at the Hilton on Sunday, Oct. 30 from 7:00 am-12:00 noon. Please stop by and pick up your conference materials before the start of the conference to avoid waiting in line at the Moscone Center.
Hotel information

MGMA has secured room blocks at several hotels in the downtown area for your convenience. During the registration process, be sure to reserve your room and save $200 off your registration fee. We recommend registering early to secure your choice of hotel accommodations.

All hotel reservations require a valid credit card number to guarantee your room. You will be charged one night’s stay if you cancel after the specific hotel’s cancellation cutoff. Any changes or cancellation to your hotel reservation can be made with the MGMA Housing Bureau through Thursday, Oct. 6, 2016. Any changes after Oct. 6, 2016 can be made starting on Wednesday, Oct. 12, 2016, and they must be made directly through the hotel. Rates do not include city and/or sales tax. Applicable sales tax may apply, please check specific hotel for details. All rates are based on single or double occupancy and rooms will be available until the hotel registration deadline, Thursday, Oct. 6, 2016, or until sold out, whichever comes first.

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.

Hotel-related questions

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

General questions

Please call the MGMA Service Center toll-free at 877.275.6462, ext. 1888.
Hotels

San Francisco Marriott Marquis (headquarters hotel)
780 Mission St., San Francisco, CA, 94103
Rate: $315 plus 16.25% tax
Distance from Moscone Center: .3 miles

Hilton San Francisco Union Square (headquarters hotel)*
333 O'Farrell St., San Francisco, CA 94102
Rate: $289 plus 16.45% tax
Distance from Moscone Center: .7 miles

Courtyard San Francisco Downtown*
299 2nd St., San Francisco, CA 94105
Rate: $285 plus 16.45% tax
Distance from Moscone Center: .4 miles

InterContinental San Francisco
888 Howard St., San Francisco, CA 94103
Rate: $299 plus 16.45% tax
Distance from Moscone Center: .2 miles

Parc 55 San Francisco*
55 Cyril Magnin St., San Francisco, CA 94102
Rate: $233 plus 16.45% tax
Distance from Moscone Center: .5 miles

Park Central Hotel San Francisco
50 3rd St., San Francisco, CA 94103
Rate: $295 plus 16.45% tax
Distance from Moscone Center: .2 miles

W San Francisco
181 3rd St., San Francisco, CA 94103
Rate: $299 plus 16.53% tax
Distance from Moscone Center: .1 miles

*A free shuttle service will be provided to and from the Moscone Center from this hotel throughout the duration of the conference, Sunday through Wednesday. Daily shuttle service will not be offered to the hotels that are within a short walking distance of the Moscone Center. Additional information regarding schedules and times will be available prior to the conference.

Airport shuttle

ShuttleFare.com is offering a $5 discount off airport shuttle transportation to and from the airport and your hotel. Once you complete your reservation, an email confirmation will be sent to you. This will be your travel voucher for your airport transportation. It will also include instructions on where to meet your shuttle when you arrive at the airport as well as any important phone numbers for the day of travel. Enter coupon code: MGMA16.
Networking

At MGMA16, 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

All MGMA16 registrants will be added to the MGMA16 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 San Francisco. Seek advice about which sessions to attend. Obtain more information from speakers.

Networking Lounges

Visit the networking lounges for informal networking and take advantage of our new specialty-specific lounges to connect with your peers and build life-long professional relationships.

“Obviously I have learned much from attending the educational sessions. But beyond these sessions, the conference provides the opportunity to connect with other administrators, learn from them and gain resources from which I can draw in the future.”

– Daryl T. Smith, FACMPE, chief operations officer, Wasatch Pediatrics, Salt Lake City
At the conference

**Sunday, Oct. 30**

**Product Sneak Peek (12:00-3:00 pm)**
Stop by the Product Sneak Peek on Sunday to get a head start learning about new, hot products on the market and solutions for your patient engagement, patient communications and patient payment needs. You’ll also have the opportunity to double your winnings by completing your conference Trail Map.

**Specialty-Specific Meet-and-Greets (1:00-2:00 pm)**
There will be a number of Specialty-Specific Meet-and-Greets areas designated at the Moscone Center for attendees to congregate with others in their specialty. Information will be available prior to the conference via the MGMA website and MGMA Community pages.

**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 and get a premium seat for the opening headliner entertainment.

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

**Monday, Oct. 31**

**Specialty Hot Topic Sessions (3:45-5:45 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.

**Black and White Masquerade (7:00-9:30 pm)**
Celebrate Halloween in style at the Black and White Masquerade party. Come dressed in black and white and receive a festive mask when you arrive or bring your own. Enjoy cocktails and hors d’oeuvres as you dance the night away.

**Tuesday, Nov. 1**

**ACMPE Recognition Luncheon and Fellows Convocation (11:30 am-1:00 pm)**
Join your colleagues for a luncheon celebrating 60 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2016 Fellows class. Ticketed event; preregistration required.

**ACMPE Fellows Dinner (6:30-9:30 pm)**
The Fellows Dinner is a private event, by invite only, for ACMPE Fellows, past leaders of the Association and their guests. If you are an ACMPE Fellow, plan to join us for this intimate event which will include an elegant dinner, live band and dancing to connect with your peers and celebrate the achievement that your credentials demonstrate.
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 Fellowship in ACMPE. 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.

Registered attendees of the conference will qualify to earn additional educational credits by watching slidecasts of sessions and taking a post-test. Depending on sessions viewed, learners can earn additional credits at no extra cost.

Sunday, Oct. 30
9:00-11:00 am
PRE105 Workshop: Pathway to Certification through ACMPE: Earning the CMPE Designation
No registration fee, however registration is required.
ACMPE credit: 2 hours

12:30-2:30 pm
PRE106 Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation
No registration fee, however registration is required.
ACMPE credit: 2 hours

“Working on my Fellowship gave me a whole new way of looking at and solving problems. An added learning experience I didn’t expect.”

- Lauren K. Harris, FACMPE
  Clinic Administrator
  Aethena Gynecology Associates
  Vancouver, WA
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, Nov. 1
11:30 am-1:00 pm
ACMPE Recognition Luncheon and Fellows Convocation
Ticketed event: no registration fee, however, registration is required (limit four tickets per registrant). Space is limited.

Join your colleagues for a luncheon celebrating 60 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2016 Fellows class. The luncheon is open to members, students, faculty and anyone interested in pursuing board certification and Fellowship.

6:30-9:30 pm
ACMPE Fellows Dinner
Ticketed event: $125

The ACMPE Fellows Dinner is a private event, by invite only, for ACMPE Fellows, past leaders of the Association and their guests. Members of the 2016 Fellows Class will receive one complimentary ticket to the dinner. Attendees may purchase up to three tickets. Additional tickets may be purchased through the conference registration site.

Are you a candidate for the 2016 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 MGMA16. Once your Fellowship has been confirmed, you’ll receive communication regarding tickets to the ACMPE recognition luncheon and ACMPE Fellows Dinner.

Questions about the Fellowship process or recognition activities?
Contact MGMA toll-free at 877.275.6462, ext. 1888.
Career Center Live

Sunday, Oct. 30 through Wednesday, Nov. 2 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 itinerary builder, mobile app and onsite planner.

Join us for Career Center Live during the following hours:

- **Sunday, Oct. 30:** 8:30 am-3:00 pm
- **Monday, Oct. 31:** 7:00 am-5:15 pm
- **Tuesday, Nov. 1:** 7:00 am-5:15 pm
- **Wednesday, Nov. 2:** 7:00-11:30 am

Job seekers

Bring a hard copy of your resume and sign up on site at Career Center Live 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.

“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
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. 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’ll know more about how your skills, strengths, qualities and interests relate to the world of practice management.

Follow the MGMA16 discussion group in the MGMA Member Community 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 Career Center Live to participate in a mock interview. 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

Come to the Exhibit Hall with your most pressing problem – and you’re sure to leave with a solution. Find top industry professionals for your practice while you explore our 250,000 square-foot Exhibit Hall using the interactive trail map. Experience the convenience of meeting face to face with your current business partners to leverage existing tools and resources.

Explore the latest technologies from EHR leaders, practice management system experts, human resource professionals and more.

Exhibit Hall hours:

- **Sunday, Oct. 30:** 4:30-6:30 pm
- **Monday, Oct. 31:** 9:45 am-4:00 pm
- **Tuesday, Nov. 1:** 9:30 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 and in the New Exhibitor area.

Product Sneak Peek

Don’t like shopping blind? We know that the Exhibit Hall can seem like an endless maze of booths.

This year MGMA is offering the Product Sneak Peek, a special showcase on the first day of the conference that highlights the industry’s premier products and services, allowing you to browse before you “shop” the Exhibit Hall during your time at the conference.

During the Product Sneak Peek, attendees will visit with vendors and demo products from any of the following categories:

- Patient education
- Patient payments
- Patient communications
- New products

You will also have the opportunity to double your winnings by visiting the Product Sneak Peek and collecting your bonus signature on the Trail Map.
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 and Consulting Showcase**
Visit the MGMA Data and Consulting Showcase for personalized feedback from MGMA data analysts and MGMA Health Care Consulting Group principals. Bring your data and discover how to use benchmarking information from MGMA DataDive™ to enhance your organization’s financial performance.

You’ll even be able to schedule one-on-one appointments with our consultants, who will help analyze and interpret your data so you can apply these insights immediately in your organization.

**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.

**MGMA Stat**
Join MGMA Stat, our free text message polling initiative, and get real-time data on the healthcare industry every week at no charge.

Stop by the MGMA Booth to find out more. Text the word mgmastat to 33550 to sign up.

“[Last year] was my first national conference and I was very impressed. I especially liked the Washington updates, given by someone who actually worked in Washington. The ICD-10 and meaningful use sessions gave me plenty of ideas about what we were doing correctly and where we could improve.”

– Denise Bohonek, operations manager, Physicians Management Group LLC, Maryland Primary Care Physicians LLC, Linthicum, Md.
Education overview

MGMA16 is this year's premier event for medical group practice management. Join more than 5,000 medical practice executives, administrators, physicians, vendors, industry experts and powerful speakers to share challenges and discover solutions.

Learning formats

Sessions employ a variety of learning formats to deliver educational content that is meaningful and memorable. Look below the title of each session to see how it is categorized.

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.

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

Extended
The extended learning format is designed for in-depth education about a variety of important practice management topics. Extended sessions are 120 minutes in length and combine traditional and interactive elements.
Content areas

The conference’s sessions are classified according to the content areas below. Each content area reflects current challenges for today’s health business professional and are informed by MGMA’s Body of Knowledge for Medical Practice Management.

Working Within the Value-Based World
Explore the differences between a fee-for-service and a value-based practice environment. Expert discussion will focus on the forces driving practices to consider new contracting methodologies, the operational and cultural issues that must be addressed, new models and partnerships for care delivery, and methods to identify and measure data accurately.

Maximizing the Benefits of Third-Party Relationships
Harness relationships with vendors and other industry partners to provide optimal care in an efficient practice. Discover best practices to optimize all third-party relationships, including, but not limited to, information technology partners, billing and management companies, security partners as well as other healthcare providers and organizations.

People Leadership
Discover the power of leadership. Through personal and professional growth, leaders can improve patient, staff and organizational experiences. These sessions feature tools, ideas and concepts to enhance administrators’ ability to foster cultures that lead to satisfied and engaged patients, staff and physicians.

The Changing Patient Relationship
Investigate the opportunities for patient engagement, access, satisfaction, wellness and personal care as well as staffing solutions centered on patient engagement and technologies designed to improve patient experience and outcomes.

The Independence to Integrated Spectrum
Examine the options on the spectrum from independence to full integration and all the variations in between. These sessions will discuss the forces driving change and the benefits and challenges of each model. Gain insight from other organizations’ experiences as they moved along the spectrum.

Government Affairs
Learn about MGMA’s advocacy efforts in Washington and how medical practices can succeed in an era of significant payment reform. These sessions will focus on hot topics such as the quality, cost and EHR components of Medicare’s new Merit-Based Incentive Payment System (MIPS) as well as opportunities for practices interested in Alternative Payment Models (APMs).
Learning levels

Each session is assigned a learning level based on the difficulty of the educational content. Select sessions suited to your knowledge and experience of medical group practice management.

**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

**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.

Advance preparation

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

Sunday Oct 30. Preconference program clock hour range: ACMPE Credit: 2.5-5  AAPC Credit: 2.5-5  
CPE Credit: 3-6  CEU Credit: 2.5-5

Conference maximum clock hours: ACMPE Credit: 14  AAPC Credit: 11.5  CPE Credit: 16.5  CEU Credit: 14

Earn ACMPE, AAPC, CPE and CEU Credits for attending sessions.

New this year:
- MGMA is offering AAPC credit for select Sessions.
- MGMA will scan your badge and track your sessions and credits for you.
- You will not need to sign in and out each day to obtain credit!
- Earn additional ACMPE, CPE and CEU credits after the conference by watching up to five additional session slidecasts and taking a post-test.

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

Each session lists the type of AAPC credit available. Not all sessions are available for AAPC credit, so be sure to select eligible sessions.

Continuing professional education (CPE): 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-Internet based.
- National Registry of CPE Sponsors ID: #103652

Continuing education units (CEU): Generic CEU certificates of attendance are available to registered attendees for each session that they attend.

For additional information regarding continuing education credit offered at MGMA16, visit mgma.org/ac16 or call 877.275.6462, ext. 1888 or email continuinged@mgma.org.

“The educational opportunity is excellent, with a variety of relevant and timely topics as well as excellent speakers.”

- Carol L Hamerski, CPA, CPC, CPCO
Kemper CPA Group, Mount Vernon, IL
Main stage sessions

Jim Gaffigan*
Jim Gaffigan Headliner Entertainment-Comedy

Sunday, Oct. 30 | 3:00-4:30 pm
Jim Gaffigan is a Grammy nominated comedian, *New York Times* best-selling author, top touring performer, and multi-platinum-selling father of five. The second season of his TV Land Show, ‘The Jim Gaffigan Show’, aired this summer. With multiple projects in motion, Gaffigan is currently traveling the country in a tour bus with his family on behalf of his *Fully Dressed* arena and theater tour. Gaffigan is arguably the hottest touring comedian in the US. Get ready to laugh and have some fun!*

Daniel H. Pink
Daniel H. Pink is the author of five provocative books about the changing world of work, including the long-running *New York Times* best-seller, *A Whole New Mind*, and the #1 *New York Times* best-seller, *Drive*. His books have been translated into 33 languages.

Monday, Oct. 31 | 8:30-9:45 am
The Cascade Effect: How Small Wins Can Transform Your Organization
Overview | Traditional
We’ve all been there. An organization announces a huge, comprehensive, top-down change initiative. And we all know what happens next: almost nothing. The siren call of big, dramatic change is seductive — but the reality of how organizations really transform is more complicated. In his provocative and entertaining presentation, Pink will draw on his National Geographic television program Crowd Control, a wealth of social science evidence and vivid examples from business to show that the most effective path to change is through small experiments that reveal larger truths and small wins that cascade to broader transformation.

This session will provide you with the knowledge to:

- Articulate why context matters more than content in changing behavior — and how to quietly reshape context to achieve your goals
- Identify when to use games — and equally important, when not to use them — to alter behavior
- Recognize how to deepen results and response by moving from impersonal, abstract language to personal, concrete language

*No continuing education credit is available for this headliner entertainment.*
Main stage sessions

Prime Health/MGMA Health Innovation Challenge*

Tuesday, Nov 1. | 4:00-5:15 pm
MGMA and Prime Health have partnered to present — in a “shark tank” format — emerging healthcare technologies that deliver innovative solutions to the business challenges facing medical practices, healthcare systems and patients. Qualified, vetted and curated digital health companies will present innovative products designed to improve care, reduce costs and improve workflow. Session attendees will actively participate in evaluating, rating and ultimately selecting the best emerging digital health technology solution. Join us in the tank!

Anders Gilberg, MGA, Senior Vice President, Government Affairs, MGMA, Washington D.C.
Jennifer McLaughlin, JD, Government Affairs Senior Associate Director, Government Affairs, MGMA, Washington D.C.

Wednesday, Nov. 2 | 8:00-9:30 am
MGMA's View From Washington
Anders Gilberg, MGA, senior vice president, Government Affairs, MGMA, Washington, D.C.
Jennifer McLaughlin, JD, government affairs senior associate director, Government Affairs, MGMA, Washington, D.C.

Government Affairs
Update | Traditional

On the eve of an election that will determine our nation’s 45th President, join senior MGMA Government Affairs staff for a thoughtful dialogue on the current political and regulatory environment in Washington and MGMA’s ongoing efforts to advocate for medical group practices. As a culmination of the AC16 “Under the MACRAscope” educational series, this general session will provide a holistic overview of the trajectory of policies affecting medical practices within the value-based payment reform landscape. Don’t miss this important opportunity to gain expert insight directly from your MGMA advocates in Washington.

This session will provide you with the knowledge to:
- Review the current regulatory and political landscape in Washington for medical practices
- Understand where MIPS and APMs fit in the broader context of Medicare physician payment reform
- Cite key federal health policy issues impacting medical group practices heading into 2017

*No continuing education credit is available for this challenge.
Schedule at a glance

Saturday, Oct. 29

12:00-6:00 pm  Exhibitor registration open
Satellite Registration open at the Hilton San Francisco Union Square
Satellite Registration open at the San Francisco Marriott Marquis
5:00-6:30 pm  Chair’s Reception (invitation only)

Sunday, Oct. 30

7:00 am-12:00 pm  Satellite Registration open at the Hilton San Francisco Union Square
7:30 am-6:30 pm  Conference registration open
9:00-11:00 am  PRE105 – Workshop: Pathway to Certification Through ACMPE: Earning the CMPE Designation
9:00 am-12:00 pm  PRE101 – End of Month, Quarter, Year – What to Know to Maximize Your Financial Performance
9:00 am-2:30 pm  PRE102 – Lean Six Sigma Yellow Belt Certificate Program
PRE103 – Framework for Professional Development: Leadership Skills for Career Advancement
PRE104 – The Payer Contracting Process: Negotiating and Managing Like a Pro
8:30 am-3:00 pm  Career Center Live open
12:00-3:00 pm  Product Sneak Peek
12:30-2:30 pm  PRE106 – Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation
1:00-2:00 pm  Specialty-Specific Meet-and-Greets
1:45-2:45 pm  First-Time Attendee Meet-Up
3:00-4:30 pm  Jim Gaffigan – Headliner Entertainment-Comedy*
4:30-6:30 pm  Grand opening of the Exhibit Hall
## Schedule at a glance

### Monday, Oct. 31

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>6:30 am-5:15 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>6:45-8:30 am</td>
<td>Continental breakfast</td>
</tr>
<tr>
<td>7:00-8:00 am</td>
<td>Early bird sessions – A Series</td>
</tr>
<tr>
<td>7:00 am-5:15 pm</td>
<td>Career Center Live open</td>
</tr>
<tr>
<td>8:00-9:45 am</td>
<td>B2B Hour in Exhibit Hall (exhibitors only)</td>
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</tbody>
</table>

**8:30-9:45 am**  General session – Daniel H. Pink

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>9:45-10:30 am</td>
<td>Book signing – Daniel Pink</td>
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<tr>
<td>9:45 am-4:00 pm</td>
<td>Exhibit Hall open</td>
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<tr>
<td>10:00-11:00 am</td>
<td>Break in the Exhibit Hall</td>
</tr>
<tr>
<td>11:00 am-12:00 pm</td>
<td>Concurrent sessions – B Series</td>
</tr>
<tr>
<td>12:00-1:30 pm</td>
<td>Lunch in the Exhibit Hall</td>
</tr>
<tr>
<td>1:30-2:00 pm</td>
<td>Concurrent sessions – C Series</td>
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<tr>
<td>2:00-2:30 pm</td>
<td>Break in the Exhibit Hall</td>
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<tr>
<td>2:30-3:30 pm</td>
<td>Concurrent sessions – D Series</td>
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<tr>
<td>3:30-3:45 pm</td>
<td>Passing break</td>
</tr>
<tr>
<td>3:45-5:15 pm</td>
<td>E01 Tribal Leadership – Dr. Fischer-Wright</td>
</tr>
<tr>
<td>3:45-5:45 pm</td>
<td>Specialty Hot Topic Roundtables – E Series</td>
</tr>
<tr>
<td>7:00-9:30 pm</td>
<td>Black and White Masquerade</td>
</tr>
</tbody>
</table>
Schedule at a glance

Tuesday, Nov. 1

6:30 am-5:15 pm  Conference registration open
6:45-8:30 am  Continental breakfast
7:00-8:00 am  Early bird sessions – F Series
7:00 am-5:15 pm  Career Center Live open
8:30-9:30 am  Concurrent sessions – G Series
9:30 am-1:30 pm  Exhibit Hall open
9:30-10:30 am  Break in the Exhibit Hall
10:30-11:00 am  Concurrent sessions – H Series
11:00 am-1:00 pm  Lunch in the Exhibit Hall (lunch served 11:30-1:00 pm)
11:30 am-1:00 pm  ACMPE Recognition Luncheon and Fellows Convocation (pre-registration required)
1:15-1:20 pm  Trail Map Drawing in the Exhibit Hall
1:30-2:30 pm  Concurrent sessions – I Series
2:30-2:45 pm  Refreshment break
2:45-3:35 pm  Concurrent sessions – J Series
3:35-4:00 pm  Passing break

4:00-5:15 pm  General session: Prime Health/MGMA Health Innovation Challenge*

6:30-9:30 pm  ACMPE Fellows Dinner (additional fee and pre-registration required)

Wednesday, Nov. 2

7:00-9:00 am  Conference registration open
7:00-8:00 am  Continental breakfast
7:00-11:30 am  Career Center Live open
7:30-8:00 am  MGMA Business Meeting

8:00-9:30 am  General session: MGMA’s View from Washington

9:30-10:00 am  Networking break
10:00 am-12:00 pm  Concurrent Extended sessions – K Series

*No continuing education credit is available for these sessions.
Saturday, Oct. 29

12:00-6:00 pm
Satellite registration open at the
Hilton San Francisco Union Square and
San Francisco Marriott Marquis
Exhibitor Registration open at Moscone Center

5:00-6:30 pm
Chair’s Reception (invitation only)

“I look forward each year to connecting with people who are dedicated to providing excellent healthcare and to constantly look for ways of improving that experience by networking and sharing.”
– Kelly Nelson, CPA, director of finance,
Solutions Practice Management,
Duncan, OK
Sunday, Oct. 30

7:00 am-12:00 pm
Satellite Registration open at the Hilton San Francisco Union Square

7:30 am-6:30 pm
Conference registration open

8:30 am-3:00 pm
Career Center Live open

9:00 am-2:30 pm
Preconference programs
Join us Sunday, Oct. 30 to get a head start on the action.
Kick off your MGMA16 experience, roll up your sleeves and drill down content on core issues. Take advantage of preconference sessions and workshops to foster collaboration and dialogue with colleagues in a focused, intimate environment before the full conference begins.

- Exceptional insight focused on actionable ideas for you to take back to the office
- All preconference programs require preregistration

12:00-3:00 pm
Product Sneak Peek

1:00-2:00 pm
Specialty-Specific Meet-and-Greet

1:45-2:45 pm
First-Time Attendee Meet-Up

3:00-4:30 pm
Jim Gaffigan – Headliner Entertainment-Comedy

4:30-6:30 pm
Grand Opening of the Exhibit Hall
9:00 am-12:00 pm
PRE101 End of Month, Quarter, Year —
What to Know to Maximize Your
Financial Performance

Intermediate | Traditional
Duration: 165 minutes
Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 2.75 | CPE: 3.3 | AAPC: 2.5 Core A
Tina Hogeman, CMPE, MS, MT, CPA, chief financial officer,
MGMA, Englewood, Colo.

Today’s medical practice must know and understand more
than the revenue cycle. Medical practice administrators
are charged with managing the practice, monitoring and
analyzing the performance of the group, and reporting
to the shareholders. There are costs associated with the
delivery of healthcare to each patient. The traditional
financial statements form the basis for budgeting and
comparative analysis, and can help managers identify
problem areas. The key is understanding how resources,
when properly applied, will lead to an optimal bottom
line and successful outcomes. By understanding these
costs, the practice will be able to identify the quality
and performance metrics to prepare for future payment
models. Group-oriented case studies based on the
presenter’s personal, real-world experiences will be
introduced for discussion. Small groups of participants will
review and discuss their approach to problem-solving. All
participants will receive copies of each case to allow them
to ask questions or provide additional recommendations.

This session will provide you with the knowledge to:

- Discover and report key performance indicators
  compared to benchmarks

- Incorporate clear, concise and meaningful information
  as the basis for informed decision-making

- Outline data delivery methods that allow
  shareholders to accurately track the practice’s
  performance

9:00 am-2:30 pm
PRE102 Lean Six Sigma Yellow Belt
Certificate Program

Intermediate | Traditional/Interactive
Duration: 300 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 5 | CPE: 6
Owen Dahl, FACHE, CHBC, LSSMBB, consultant,
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
and financial performance, and 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 session 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

- Determine the root cause of issues in the
  medical practice
Sunday, Oct. 30

Preconference sessions

9:00 am-2:30 pm

PRE103 Framework for Professional Development: Leadership Skills for Career Advancement

Intermediate | Traditional/Interactive
Duration: 300 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 5 | CPE: 6

Bergitta Cotroneo, FACMPE, deputy chief executive officer and EVP, Alliance for Academic Internal Medicine, Alexandria, Va.

Tracy Spears, vice president of healthcare, TSI, Tulsa, Okla.

Sara Larch, FACMPE, lead of physician enterprise and ambulatory services practice, Deloitte Consulting LLP, Haymarket, Va.

Medical practice and health system administrators work in increasingly complex environments, often without strong mentoring and coaching to achieve their personal professional goals. This interactive session will educate attendees about the three essential skills of leadership — communication, talent assessment, and resource acquisition and allocation — to develop leadership skills essential to the professional growth and advancement.

This session will provide you with the knowledge to:

- Point out gaps in the three key leadership and management skill areas that are essential to individual advancement and promotion
- Discover how to source and utilize data and other available organizational intelligence to create an individualized plan for growth and career advancement
- Analyze action plan components, provide and receive feedback from colleagues, and use small group results to inform career action plans

9:00 am-2:30 pm

PRE104 The Payer Contracting Process: Negotiating and Managing Like a Pro

Intermediate | Traditional
Duration: 300 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 5 | CPE: 6 | AAPC: 5 Core A

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

Tackling a project to get your contracts in better order can be incredibly daunting, with many obstacles that can cause practices to derail and fail. Attend this preconference to glean insider tips from an expert who spent 18 years on the payer side of the industry. You’ll learn practical approaches to overcome these challenges and stay on track. This comprehensive program walks you through gathering your contracts and subsequent amendments and related contract fee schedules, inventorying and analyzing findings, creating a renegotiation strategy and timeline, sending proper notice to renegotiate or terminate, modeling and analyzing offers and counteroffers, negotiating and/or managing contract provisions, closing the deals and maintaining contractual relationships going forward. You’ll receive a contract inventory tool to help you launch your project when you return to your office. While basic enough for the beginner, even the seasoned practice administrator can benefit from this in-depth, start-to-finish approach to payer contracting.

This session will provide you with the knowledge to:

- Manage current payer and network agreements
- Create a renegotiation strategy and timeline
- Identify strategies to improve contract terms
9:00-11:00 AM

**PRE105 Workshop: Pathway to Certification Through ACMPE: Earning the CMPE Designation**

Basic | Traditional
Duration: 120 minutes

Available for ACMPE, CEU
ACMPE/CEU: 2

**Tracy Bird FACMPE, CPC, CPMA, CEMC, president, Medical Practice Advisors, LLC, Spring Hill, Kan.**

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

12:30-2:30 pm

**PRE106 Workshop: Pathway to ACMPE Fellowship: Earning the FACMPE Designation**

Intermediate | Traditional
Duration: 120 minutes

Available for ACMPE, CEU
ACMPE/CEU: 2

**Robert Karam, MA, FACMPE, administrator, Paragon Health PC, Kalamazoo, Mich.**

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

3:00-4:30 pm

**Jim Gaffigan, Headliner**

**Entertainment-Comedy**

* Jim Gaffigan

Jim Gaffigan is a Grammy nominated comedian, New York Times best-selling author, top touring performer, and multi-platinum-selling father of five. The second season of his TV Land Show, ‘The Jim Gaffigan Show’, aired this summer. With multiple projects in motion, Gaffigan is currently traveling the country in a tour bus with his family on behalf of his *Fully Dressed* arena and theater tour. Gaffigan is arguably the hottest touring comedian in the US. Get ready to laugh and have some fun!

*No credits will be offered for this presentation.*
Monday, Oct. 31

6:30 am-5:15 pm
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6:45-8:30 am
Continental breakfast

7:00-8:00 am
Early bird sessions – A Series

7:00 am-5:15 pm
Career Center Live open

8:00-9:45 am
B2B Hour

8:30-9:45 am
General session:
The Cascade Effect: How Small Wins Can Transform Your Organization

Overview | Traditional
ACMPE/CEU: 1 | CPE: 1.2

Daniel H. Pink
We’ve all been there. An organization announces a huge, comprehensive, top-down change initiative. And we all know what happens next: almost nothing. The siren call of big, dramatic change is seductive — but the reality of how organizations really transform is more complicated. In his provocative and entertaining presentation, Pink will draw on his National Geographic television program Crowd Control, a wealth of social science evidence and vivid examples from business to show that the most effective path to change is through small experiments that reveal larger truths and small wins that cascade to broader transformation.

This session will provide you with the knowledge to:
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- Identify when to use games — and equally important, when not to use them — to alter behavior
- Recognize how to deepen results and response by moving from impersonal, abstract language to personal, concrete language

9:45-10:30 am
Book signing – Daniel H. Pink

9:45 am-4:00 pm
Exhibit Hall open; MGMA booth and bookstore open

9:45-11:00 am
Networking break in the Exhibit Hall
Concurrent sessions A Series: (Early bird sessions) 7:00-8:00 am

A01 The Exceptional Leader’s Playbook

People Leadership

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Tracy Spears, vice president of healthcare, TSI, Tulsa, Okla.

What are the attributes of an exceptional leader? Do highly productive organizations even need exceptional leaders? Hear from the co-author of “What Exceptional Leaders Know” in this high-energy session that will outline the core competencies of exceptional leaders, the power of transparency in leadership, and how exceptional leaders drive positive change in organizations. The session will share relatable anecdotes to communicate specific strategies you can immediately implement in your organization.

This session will provide you with the knowledge to:
- Outline how to have effective meetings
- Examine the power and importance of transparency in leaders
- Discover why and how exceptional leaders make a difference in your organization

A02 Win at Patient Payments and Make Friends Using Automation

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Ginny Shipp, consultant/executive coach, inSight Solutions, Duluth, Ga

The patient collections challenge is daunting. To start, providers must ask both staff and patients to adopt new behaviors and mindsets. Patients can be overwhelmed with the many forms of rising care costs, such as higher deductibles, larger premiums and greater patient payments. Provider teams — especially revenue cycle and front-office staff — may long for the days when their main patient collections responsibility was collecting copayments and sending patient statements. Amid these challenges lies a key opportunity for providers to leverage automation and technology to assist with the heavy lifting associated with collections. This can be a win-win for both healthcare organizations and patients: Providers can improve their patient collections without adding additional staff, and patients are provided with options and input regarding their cost of care and payment plans.

This session will provide you with the knowledge to:
- Summarize the benefits and importance of incorporating automation into the patient financial responsibility environment
- List different automation tools that can improve patient payments from prior to service to post-service
- Identify how to incorporate automated patient payments technology into your existing workflow
A03 Avoiding the Sand Traps on the Path to PCMH Transformation

Working Within the Value-Based World

Basic | Traditional
Duration: 60 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2 | AAPC: 1 Core A

Steven Blubaugh, MBA, MHA, PCMH, CCE, senior consultant, DHG Healthcare, Atlanta, Ga.

Jennifer Zreloff, MD, medical director, Emory University Hospital Healthcare Network, Atlanta, Ga.

The process to become a patient-centered medical home (PCMH) can take over a year to complete. This long and grueling process will impact all areas of your practice, from scheduling and front-desk operations through how a physician interacts with the patient and care coordination occurs. This transition to becoming a PCMH involves two activities that are occurring simultaneously: the completion of the application and the care transformation and process re-engineering. This session will reveal some of the best practices as experienced by an NCQA PCMH certified content expert and a family practice physician. This session will provide you with best practices to achieve staff and physician buy-in, review steps to conduct an informative gap analysis and use this to develop an action plan, and help maintain momentum throughout the yearlong process.

This session will provide you with the knowledge to:

- Conduct a gap analysis and use that to build an action plan for implementation
- Obtain strategies to achieve staff and physician buy-in
- Maintain momentum and continuous progress during the yearlong application cycle and beyond

A04 Aligning Physician Compensation and Organizational Goals in the Value-Based Era

Working Within the Value-Based World

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Justin Chamblee, CPA, vice president, Coker Group, Dallas, Texas

Jon Morris, JD, MBA, manager, Coker Group, Alpharetta, Ga.

Physician compensation is changing as rapidly as the reimbursement environment, with practically all hospitals and medical practices asking questions surrounding “what should we change” and “when should we change” along with many other questions. The challenges faced by both hospitals and private groups are real, with different approaches to address each. However, in the midst of the challenges are incredible opportunities to further link the method by which physicians are compensated more solidly into the mission of the respective organization. This presentation will highlight the key challenges and then provide practice insights into how to adapt both hospital employed and private practice compensation models to the new realities of medicine today. Further, it will include examples and case studies of how groups are handling these challenges.

This session will provide you with the knowledge to:

- Identify the challenges that clinical integration and new reimbursement schemes pose to physician compensation
- Recognize opportunities that exist to modify compensation plans
- Discuss practice insights necessary to make the required modifications to compensation plans
A05 Which ACO Partnership is Right for My Organization?

The Independent to Integrated Practice Spectrum

Basic | Traditional/Interactive
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Anthony Nguyen, MD, MBA, FACP, senior vice president of population health, UnitedHealthcare Services Inc., Minneapolis, Minn.

Janet Lundbye, MPH, regional vice president of network strategy and value based programs, UnitedHealthcare Networks, Concord, Calif.

Paul Staley, director of operations, Colorado Health Neighborhoods, Englewood, Colo.

Steven Milligan, MD, medical director of ACO management, Colorado Health Neighborhoods, Englewood, Colo.

As providers transition from traditional fee-for-service models to total cost of care models, the focus has been on whether or not accountable care organizations (ACOs) can succeed, at what level and in what type of ACO. There are differing incentives, reporting capabilities and practice support needed. This session will bring together leaders from both UnitedHealthcare and care provider organizations to demonstrate how they successfully partnered and collaborated with multiple ACOs (Medicare, Medicaid and commercial) to significantly improve quality care while reducing costs. Through the collaboration in a commercial arrangement, the ACO physicians were eligible to receive incentives based on measurements in disease management and prevention, patient safety and appropriate care utilization, resulting in a significant bonus under its ACO agreement. The ACO in a Medicare arrangement will discuss the decision made and resources needed to begin a relationship in a Medicare ACO versus a Commercial ACO.

This session will provide you with the knowledge to:
- Understand the strategic direction of how one health insurer is approaching partnerships with multiple types of ACOs
- Articulate the direction, approach and tactics the different types of ACOs used to evaluate new payer models, improve care coordination, measure quality and reduce costs
- Identify the data, analytics and tools necessary to support different ACOs and payer-initiated support processes in place to successfully achieve the Triple Aim

A06 Becoming an Inspired Leader

People Leadership

Advanced | Experiential
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Nancy Babbitt, FACMPE founder, V2V Management Solutions, Cumming, Ga.

Deb Wiggs, FACMPE, transformationist /founder, V2V Management Solutions, Shingle Springs, Calif.

Sarah Holt, PhD, FACMPE, practice executive, Cape Girardeau Surgical Clinic Inc., Cape Girardeau, Mo.

Michelle Wier, CMPE, president, Wier Management Solutions, Lewiston, Idaho

Attend an interactive, story driven session on lessons in leadership. Participate with the panel as they discuss the emotional intelligence and integrity needed to be an innovative leader for healthcare’s future. The collective experience will allow you to leave inspired and equipped to effectively lead people in today’s demanding and ever changing healthcare environment.

This session will provide you with the knowledge to:
- Assess your innovative leadership skills
- Define practical application of emotional intelligence
- Explore your critical thinking and accountability skills
Monday, Oct. 31
Concurrent sessions B Series: 11:00 am-12:00 pm

Concurrent sessions B Series: 11:00 am-12:00 pm

**B01 Improving Medical Practices with APPs, Scribes and Medical Students**

**People Leadership**

Basic | Traditional/Interactive  
Duration: 60 minutes

Available for ACMPE, CPE, CEU  
ACMPE/CEU: 1 | CPE: 1.2

Kyle Matthews, CMPE, chief executive officer, Phoenix Heart PLLC, Glendale, Ariz.

Balancing efficiency, patient needs and overhead is a constant struggle. Utilizing nonphysician providers (NPPs) can be the missing piece of a healthy clinic. This session will provide scenarios for implementing scribes, advanced practice providers (APPs) and medical students. Going beyond ideas, we will explore actual successes and lessons learned. Already have APPs in your practice? Focus will be given to compensation models, governance and clinic models to ensure leaders are equipped with options to ensure the success of NPs and physician assistants in clinic and hospital settings. Attention will be given on how properly deploying NPPs can strengthen an organization participating in bundled payment, ACO and other alternative payment models.

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

- Identify when and how scribes would add to the productivity of physicians
- Explore the organizational and financial structuring of APPs
- Discuss the direct and indirect benefits of incorporating medical students into the practice

**B02 Preparing for the Next Generation of Managed Care Contracting**

**Working Within the Value-Based World**

Intermediate | Traditional  
Duration: 60 minutes

Available for ACMPE, CPE, CEU  
ACMPE/CEU: 1 | CPE: 1.2

Doral Davis-Jacobsen, MBA, FACMPE, chief executive officer, Prosper Beyond, Inc., Asheville, N.C.

Managed care contracting is going through an evolution. This session will describe the continuum of various reimbursement methodology arrangements starting with fee for service (FFS) and concluding with full risk arrangements. It will provide a foundation in terms defining various models for commercial and government payers and move into a more targeted discussion with a case study for each contracting methodology on the continuum. Tactical considerations the administrator must take into account for each type of methodology in order to drive improved quality of care and financial performance and key attributes that successful practices possess relative to succeeding in a transformed environment will be discussed.

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

- Identify various contracting methodologies payers are employing in today’s transformed healthcare environment
- Determine critical practice attributes necessary for a successful contracting arrangement
- Identify barriers and deal breakers for contracting arrangements
Monday, Oct. 31
Concurrent sessions B Series: 11:00 am-12:00 pm

B03 Forensic Analytics for Revenue Cycle: A Post Mortem on the Age and Dollar Paradigm
Maximizing the Benefits of Third-Party Relationships
Advanced | Traditional/Interactive
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2
Mark Rieger, senior director of forensic analytics, Sutter Physician Services, Sacramento, Calif.

Most revenue cycle shops prioritize receivables by age and dollar value. In this session, attendees will follow a case study demonstrating how the application of forensic analytics to the revenue cycle revealed surprising information that turned conventional wisdom about how receivables follow-up should be conducted on its head. Forensic analytics is about root-cause analysis requiring a unique skill set. Attendees will learn how the forensic discovery process utilizes analytics in order to remove bias and bring clarity. Discover the process of building a robust analytics function including technology, personnel and governance. Too often, analytics become a stack of sophisticated reports. Attendees will learn the differences between reports and analytics while learning how to create visualizations that drive daily management methods. This session will illustrate how this data-driven decision-making process was integrated into the company’s Lean initiative with emphasis on how the Lean PDSA process provided valuable feedback to the analytics process.

This session will provide you with the knowledge to:
- Develop a high-performing analytics team
- Eliminate all aged follow-up inventory
- Capitalize on forensic discoveries through the daily management and Lean process improvement methodologies

B04 Tools to Achieve Effective Physician Leader Partnerships
People Leadership
Intermediate | Traditional/Interactive
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2
Allison Winkler, MPH, senior practice development specialist, American Medical Association, Chicago, IL
Bruce Bagley, MD, FAAFP, senior advisor of professional satisfaction and practice sustainability, American Medical Association, Leawood, Kan.

Practice leaders are under more pressure now than ever to lead their teams into a future with many unknowns — changing payment structures, increasing numbers of payers and types of plans, more regulatory burdens and incentive programs to opt into or out of. On top of these external influences, administrators need to fearlessly lead their teams into an unknown environment so they are poised for success as a team. Studies have shown that practices with strong administrator-physician leader partnerships are better-suited for success in today’s healthcare environment. These practices have stronger practice revenue, and they invest more in operating costs, meeting the needs of the physicians and team who provide care to patients. This session will provide learners the tools they need to create impactful administrator-physician leader partnerships to help your practice achieve desired outcomes from both the physician and administrative leader perspective.

This session will provide you with the knowledge to:
- Incorporate tactics and strategies to create and strengthen partnerships with physician leaders
- Practice different communication channels and styles to effectively collaborate with physician leaders
- Implement a shared decision-making and co-leadership structure in your practice
B05 The Relationship Between the VA Health System and Providers

The Changing Patient Relationship

Intermediate | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Bryan Soronson, MPA, CRA, FACMPE, senior administrator, Department of Neurology, School of Medicine, University of Maryland, Baltimore, Md.

For the last 70 years, the Veterans Administration (VA) has partnered with academic medical centers (AMCs) for the delivery of healthcare, funding of research and training of residents and fellows. The VA employs full- and part-time physicians, contracts with AMCs for clinical care and purchases clinical care through the Veterans Choice program and traditional fee-for-service (called fee basis) options. The administrative burden of working with the VA can be overwhelming. This presentation will detail current programs and their administrative burdens. This session will illustrate the overarching goals and identify the roles of both academic and nonacademic physicians in the new Consolidate Community Care Program that was recently released. This session will highlight the top 10 relationship lessons learned from both sides of the acquisition table and review ways of looking beyond the money to successfully merging values, culture, mission and vision.

This session will provide you with the knowledge to:

- Outline details about contracting with the VA, salary support provided to physicians, VA research programs and resident training
- Examine the proposed Choice consolidation program, which will transform the delivery of healthcare to veterans
- Analyze why so much time is spent dealing with the VA regarding contracting, credentialing, IT, timely reimbursement and compliance

B06 The Quality Network Model: A New Kind of MSO

The Independent to Integrated Practice Spectrum

Advanced | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

David Moye, MBA, senior vice president, physician services, Intermedix, Fort Lauderdale, Fla.

Squeezed ever tighter by rising costs, declining reimbursement, mounting administrative burdens and looming healthcare reform, independent physicians find they are increasingly forced to consider affiliation with a hospital or risk closing their doors. However, loss of clinical control, stress due to bureaucracy and an average salary decrease of 11%, according to the 2015 Medscape Physician Compensation Report, can be a high price for independent physicians. Amid today’s challenges, physicians seek ways to maintain independence as well as financial well-being. Our presentation will provide a look at a new model of Management Service Organization (MSO) that allows independent physicians to maintain their autonomy and thrive in today’s healthcare environment with centralized billing, practice management and data analytics services and tools. Attendees will learn benefits gained by physicians, challenges faced when establishing the model in new regions and which environments the model has achieved the most success.

This session will provide you with the knowledge to:

- Evaluate alternatives to traditional employment options for independent physicians
- Assess how a new model can reduce your administrative burden to focus on delivering quality care
- Discuss the complexities of starting an MSO
B07 Improved Patient Engagement Through Improved Patient Experience

The Changing Patient Relationship

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Stephen Dickens, JD, FACMPE, senior consultant in organizational dynamics, State Volunteer Mutual Insurance Co., Brentwood, Tenn.

As we move deeper into payment reform and embrace the concept of value over volume, patient experience is going to become an increasingly important aspect of the new payment model. While the industry has focused for years on patient satisfaction, many practice executives and physicians do not understand the difference between patient satisfaction and patient experience. To achieve a positive patient experience requires patients to become engaged in their care. Engaging patients in their care extends far beyond the physician-patient interaction. It requires all members of the staff to connect with patients in new, different and deeper ways. Even those staff who never see a patient impact the patient experience and have an opportunity to set the practice up for success. This session focuses on bringing together all members of the team to craft the best patient experience possible.

This session will provide you with the knowledge to:
- Understand and articulate the significance of a positive patient experience to both reimbursement and patient outcomes
- Restate the barriers to creating a positive patient experience
- Demonstrate best practices to engage staff and patients in creating positive patient experiences while improving patient compliance

B08 Case Studies in Billing Gone Badly

Maximizing the Benefits of Third-Party Relationships

Intermediate | Traditional
Duration: 60 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2 | AAPC: 1 Core A

Charles Wolf, MD, CHC, CPC, senior compliance executive, Healthicity, Salt Lake City, Utah

Physicians are busy providing quality care for their patients while the pressures to remain financially solvent are intense. Making time to build an effective billing compliance program is not always in the forefront. However, if not addressed, it could run into a variety of compliance problems. Using the case study method, this session will examine court documents that tell the story of “Billing Gone Badly” in some practices. Most practices do not scheme to bill fraudulently and think “it only happens to fraudsters.” But what do the transcripts from actual cases show? What do the legal complaints filed in courts demonstrate about what went wrong? What best practice principles can be gleaned by dissecting the details of a few cases of “Billing Gone Badly”? Practices need to avoid altogether the legal and administrative burdens that come with “Billing Gone Badly.”

This session will provide you with the knowledge to:
- Examine court and investigative documents of physician practice cases where it appears the billing had gone badly
- Leverage the hard lessons learned by others to mitigate billing compliance problems in your practice
- Formulate compliance program strategies to protect your practice today

12:00-1:30 pm

Lunch in the Exhibit Hall
Concurrent sessions C Series: 1:30-2:00 pm

**C01 Twenty Tips for Medical Practice Compliance**

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 30 minutes
Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6 | AAPC: 0.5 Core A, CPCO and CPMA


With compliance plans made mandatory in the coming years under the Patient Protection and Affordable Care Act (ACA), practice administrators know that having a compliance plan is essential, but most wonder what to include. Attend this session for a comprehensive look at medical practice compliance programs. Learn about the probability of being investigated for violating a federal regulation, probability of receiving a fine for violation and the severity of the fines under the laws. Use this knowledge to build a complete compliance plan for your practice.

**This session will provide you with the knowledge to:**
- Identify 10 tips to prevent compliance violations
- Illustrate 10 tactics to communicate the importance of compliance plans to providers
- Describe high-risk areas of federal laws, such as the False Claims Act, HIPAA, OSHA and human resources regulations

**C02 Ten Things I Wish I Knew Before Our Acquisition**

The Independent to Integrated Practice Spectrum

Intermediate | Traditional
Duration: 30 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Linda Zinkovich, RN, chief operating officer, Orlando Health Physician Associates, Orlando, Fla.

From hospitals buying physician practices to larger physician groups acquiring smaller ones, clinical integration continues to boom as providers grapple with mandates to achieve efficiencies while improving care and competitive position. Great focus and attention have been placed on the financial and legal aspects of these transactions. What too often gets lost in the short-term number crunching and contracts, however, are the long-term human relationships. Energy is poured into the wedding rather than the marriage. This session will highlight the top 10 relationship lessons learned from both sides of the acquisition table. You will learn how to look beyond the money to successfully merging values, culture, mission and vision. Learn practical tips for redefining roles; adjusting to new environments and systems; achieving compromise; and ensuring smooth transitions for physicians, staff, administration and patients alike.

**This session will provide you with the knowledge to:**
- Utilize skills to make better decisions throughout the acquisition process
- Discover how to transition to the new corporate structure with minimal conflict
- Produce strong working relationships throughout the new organizational chart
C03 The Value of Group Purchasing to Reduce Costs

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Brennan O’Brien, vice president, MGMA BestPrice, Englewood, Colo.

Group purchasing organizations (GPOs) are often overlooked or misunderstood. This session will outline how medical groups can leverage GPOs to drive down their costs and streamline their purchasing process. We will explore how GPOs work, the difference in committed and uncommitted models, the relationship GPOs have with medical supply distributors, and how to determine the GPO that will bring the most value to your practice. Real case studies will outline the actual savings of various sized groups across numerous specialties and the spend categories where a group purchasing organization brought value and delivered tangible savings.

This session will provide you with the knowledge to:
- Understand the definition of group purchasing
- Demonstrate how to take advantage of a GPO program
- Identify the savings that can occur for your group

C04 Population Health — Making it Count

Working Within the Value-Based World

Intermediate | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Kate Konitzer, MS, chief informatics architect, MCIS Inc., Marshfield, Wis.

Kori Krueger, MD, MBA, director of institute for quality, innovation and patient safety, Marshfield Clinic, Marshfield, Wis.

Along with changes at the federal level, practices are preparing to move from fee-for-service to value-based care. Incorporating a Population Health Management (PHM) strategy is a way to facilitate the required changes. PHM can help your practice focus on appropriate patient cohorts to improve outcomes and lower overall costs. Key considerations for implementing a strategy include identifying cohorts, selecting quality measures, and developing actionable interventions to improve health outcomes. Learn how to implement these approaches and successfully position your practice to work with payer groups and meet government regulations.

This session will provide you with the knowledge to:
- Prepare your practice for value-based care utilizing a PHM strategy
- Use strategies to identify population cohorts and appropriate quality measures
- Determine actionable care interventions for quality improvement
C05 Plate Spinning … Getting Things Done in the Midst of Chaos

People Leadership

Basic | Traditional/Interactive
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Katie Lawrence, CMPE, MHA, director of integration and optimization, Greenville Health System, Greenville, S.C.

Administrators juggle human resource management, EHRs, provider recruitment, revenue cycle management and much more. Administrators often leave meetings not only with less time remaining in the day but generally with more tasks to complete as well. Without a plan for managing daily tasks and endless streams of communication, repeating this cycle can leave a leader feeling exhausted and simultaneously unaccomplished. Through this one-hour interactive session, attendees will learn solid techniques for organizing their most valuable commodity: their time. Leaders will learn to utilize simple tools and will gain a number of organizational strategies for keeping track of a multitude of priorities. Leaders will gain control of their daily schedules and will end the cycle of reactivity, affording them time to focus on priorities that matter most to them and their organization.

This session will provide you with the knowledge to:
- Examine why multitasking is generally more counterproductive than focusing on a single task
- Utilize simple organizational tools that can be put into action immediately
- Prioritize the next day’s work through mindful preparation

C06 Think Your ICD-10 Transition Was a Success? You Could Be Wrong!

Maximizing the Benefits of Third-Party Relationships

Advanced | Traditional/Interactive
Duration: 30 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6 | AAPC: 0.5 Core B, CPPM

Susan Whitney, CPC-I, senior content manager, MGMA, Englewood, Colo.

The long-awaited and long-overdue transition to ICD-10 is over. Many say it came and went without a blip on the radar. A “nonevent” in our practice, some administrators say. Claims getting paid mean success, right? Not so fast. Last year, Medicare rolled out a one-year, denial-free grace period to assist payers with the transition into ICD-10 coding, and many payers followed suit, meaning many claims were not denied that in the future could be. With this one-year grace period coming to a close, practices need to review their current coding patterns and denials, and prepare themselves for more stringent coding and payment guideline changes sure to come.

This session will provide you with the knowledge to:
- Critique current coding patterns in your practice since ICD-10 implementation
- Formulate a process to address the current data that needs attention
- Develop a plan for moving forward with a truly successful implementation of ICD-10 that will sustain itself as new payment models emerge

Monday, Oct. 31 Concurrent sessions C Series: 1:30-2:00 pm
C07 It’s a Party — BYOD! Personal Device Compliance in Your Medical Practice

Maximizing the Benefits of Third-Party Relationships

Intermediate | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Eric Christensen, director of client services, Healthcare Compliance Pros, South Jordan, Utah

Join your colleagues in a discussion about how to implement proper Bring Your Own Device (BYOD) and social network policies into your organization. Today’s environments are moving steadily toward mobile device implementation and access to protected health information. Understand the implications and strategies to make a “no, you can’t” into a “yes, you can and this is how.” Social networking, text messaging and email are all on your employees’ devices. Learn how to use them while remaining compliant.

This session will provide you with the knowledge to:
• Identify how to implement BYOD and social networking policies in your organization, and how these resources can be leveraged to improve patient care and employee satisfaction
• Sample mobile device policies and example security protocols for BYOD in use today for compliant practices
• Engage your employees and providers in how mobile devices can be used to streamline operations, all within a compliant program

C08 Front-Loading Your Revenue Cycle Staff
The Changing Patient Relationship

Intermediate | Traditional/Interactive
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

William Augustine, CPB, director of revenue cycle, Asante Physician Partners, Medford, Ore.

It’s an industry truism that it takes three times as much energy to fix something than to do it right the first time. Then why put the critical task of “getting it right the first time” on the least-experienced revenue cycle employees? Many practices lose time, money and quality by having more-experienced employees in the back office fixing the mistakes of the least-experienced people on the front end. This presentation will show how to improve both collections and the patient experience of care by placing experienced revenue cycle staff into front-end patient information teams. Participants will discuss cost, staffing, time/training commitments and impact on the patient experience of care. Participants will learn a staffing model and organizational plan that they can adapt for use in their own revenue cycle functions.

This session will provide you with the knowledge to:
• Examine the benefits of front-loading revenue cycle staff
• Structure an organizational plan to benefit existing practice collections
• Discover ways to enhance patient experience of care through improved revenue cycle functioning

2:00-2:30 pm
Break in Exhibit Hall
Concurrent sessions D Series: 2:30-3:30 pm

D01 Building the Primary Care Office of the Future

Working Within the Value-Based World

Intermediate | Traditional/Interactive
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Meryl Moss, MPA, EMHL, chief operating officer, Coastal Medical Inc., Providence, R.I.

As of October 2015, Coastal Medical's accountable care organization (ACO) quality score placed it in the top 1% in the nation, third out of 333 MSSP ACOs in the nationwide. The group also realized a $15.3 million savings in the overall cost of care across all of their shared savings contracts, generated 151 new clinical jobs in their organization and created numerous innovative clinical programs designed to deliver care to patients where they need it, when they need it and how they need it. This session will explore how Coastal leveraged participation from all levels of their organization to completely reinvent what it means to care for patients in the primary care practice of the future. After a companywide collaborative process, new clinical programs, workflows and care delivery systems have emerged that have greatly improved patient outcomes and changed the entire face of the company.

This session will provide you with the knowledge to:
- Identify workflow and process that do not support the strategic
- Assemble collaborative companywide teams
- Develop a culture of change in the day-to-day work

D02 Avoiding Denials Related to Credentialing and Product Participation

Maximizing the Benefits of Third-Party Relationships

Intermediate | Traditional/Interactive
Duration: 60 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2 | AAPC: 1 Core A

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

While your payer contracts drive the amount that your practice should be reimbursed for covered services, all too often practices forget to maximize payer contracts' potential revenue by ensuring that all providers are credentialed and linked to the contracts and products associated with the agreements. Participation, or “par,” means that a provider is not only contracted but also credentialed and linked to the contract and products. Any missing piece in this formula may lead to denials. This session will walk you through a research project to verify the current status of each existing provider in a practice, how to fix the gaps and how to ensure that new providers are par to avoid claims denials.

This session will provide you with the knowledge to:
- Describe how to verify the current status of credentialing and product participation
- Implement a credentialing project utilizing evidence-based findings
- Detail the nuances of government vs. commercial payers, direct vs. delegated and the roles of credentialing-related portals
D03 Eliminate the Waiting Room

The Changing Patient Relationship
Intermediate | Traditional/Interactive
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Cheryl Becker, RHIA, CPHQ, manager of clinic operations, Aurora Medical Group, Green Bay, Wis.

No one likes to wait, especially in a doctor’s office full of contagiously sick patients. Pediatric waiting rooms pose additional issues with noise and privacy. How do you design a workflow without a waiting room, where patients make their own way through the halls and exam rooms are ready for them, and where providers and staff easily know where to go next? In this session, you will learn about an innovative care-delivery model and the technology that supports it, including self-rooming workflow and an automated communication system that serves as “air traffic control” for the clinic. Every step of the patient experience is shared in real time, including time spent alone or with caregivers, who has seen the patient, and who needs to see the patient next. The end result is a calm, quiet, healthier clinic that enables a more efficient flow of patients and a collaborative care environment.

This session will provide you with the knowledge to:
- Outline the mechanics of a successful self-rooming workflow
- Leverage technology that supports self-rooming and efficient, team-based collaborative care
- Discover how to exceed patient expectations by providing efficient care with no waiting room and minimal wait time

D04 Tactics & Training for Engaging & Inspiring Your Healthcare Team

People Leadership
Basic | Traditional/Interactive
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Joe Mull, MEd, president, Joe Mull & Associates, Elizabeth, Pa.

Motivation is among the most elusive “soft skill” that every practice manager and physician must have. The good news is it’s easy to learn how to nurture a psychological and emotional commitment to the job, get people to give their all, care more and try harder every day. Research in employee engagement, organizational development and workplace psychology suggests that physicians and managers must regularly deploy seven behaviors to build healthcare teams that work hard, get along and wow patients. This session gives participants more clarity on what they can do to get the most out of their teams and strategies to seamlessly integrate these behaviors into their daily work. Facilitated by the former head of learning and development for one of the largest physician groups in the United States and author of the book Cure for the Common Leader: What Physicians and Managers Must Do to Engage and Inspire Healthcare Teams.

This session will provide you with the knowledge to:
- Describe the conditions research suggests most influence an employee’s emotional and psychological commitment to their work
- Explain actions and associated tactics healthcare leaders should use regularly to increase employee engagement in the workplace
- Articulate an engagement action plan unique to their team needs and provider environment
D05 Under the MACRAscope: MIPS Quality, Cost and Practice Improvement Activities

Government Affairs

Update | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Jennifer McLaughlin, JD, government affairs senior associate director, Government Affairs, MGMA, Washington D.C.
Suzanne Falk, government affairs associate director, Government Affairs, MGMA, Washington D.C.
Mollie Gelburd, government affairs associate director, Government Affairs, MGMA, Washington D.C.

The Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) permanently eliminated the SGR’s annual threat of physician payment cuts and enacted significant reforms to Medicare physician quality reporting requirements. MACRA created two value-based payment tracks — the Merit-Based Incentive Payment System (MIPS) and Alternative Payment Models (APMs). At the outset, the majority of physicians will default into the MIPS track. In this session, a panel of MGMA Government Affairs staff will focus on the quality, cost, and practice improvement components of MIPS. These components are expected to comprise three-quarters of the total MIPS calculation, which will determine whether physicians earn a Medicare bonus or face a penalty starting in 2019. Join your MGMA Government Affairs team for this timely discussion and let them help you navigate the transition to MIPS.

This session will provide you with the knowledge to:
- Distinguish between MIPS and current quality and cost programs, including PQRS and the Value-Based Payment Modifier
- Understand the potential financial upside and downside of MIPS participation
- Familiarize yourself with the MIPS implementation timeline

Related sessions: Under the MACRAscope: MIPS and EHRs, Under the MACRAscope: Group practice perspectives on APMs, MGMA’s View from Washington – Wednesday

D06 Enhancing the Patient Experience in a Consumer-Driven Healthcare Market

The Changing Patient Relationship

Advanced | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Karen Shaffer-Platt, vice president of revenue cycle/patient concierge services, University of Pittsburgh Medical Center, Pittsburgh, Pa.
Edward McQuade, MBA, CMPE, executive administrator, University of Pittsburgh Physicians, Pittsburgh, Pa.

With healthcare costs on the rise and an increase in premiums, deductibles, coinsurance and copayments, patients are beginning to shop around for the most affordable pricing for healthcare. Patients want convenient access to care without sacrificing quality. The University of Pittsburgh Medical Center has implemented a patient-centric, consumer-focused model that digitally integrates services to provide patients with convenient and transparent access to care. Centralized scheduling provides a single contact for patients to schedule testing across subspecialty services in a single phone call. Advanced price estimation software provides patients with on-demand price quotes. Enterprisewide customer relationship management technology ensures every staff member knows our patients’ preferences before they arrive. Patients can self-check-in online or upon arrival via our self-service PC stations rather than waiting in line. This session will explore many of these initiatives and the success associated with them.

This session will provide you with the knowledge to:
- Establish operational best practices to create a single point of contact for scheduling
- Examine factors to consider when designing a self-service model
- Assess key performance indicators to ensure success
**D07 The Administrators Role in the Integration and Affiliation Process**

The Independent to Integrated Practice Spectrum

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Ann McFarland, FACMPE, director of consulting and management, Indio, Calif.

If integration or affiliation of your independent practice is in your future, your role and participation in all phases of the process are essential. This session will identify the management/administrative skills required for a successful outcome as well as lead you through the multiple phases in which you will be involved — from initial discussion to the letter of intent, due diligence, negotiations, and transition and onboarding.

This session will provide you with the knowledge to:

- Articulate the role of the administrator during acquisition/affiliation discussions
- List a step-by-step due diligence process to follow during acquisition/affiliation negotiations
- Identify additional skills required in an integrated system relationship

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**D08 Faculty Relations: The Intersection of Academic Clinical Administrative Services and Human Resources**

People Leadership

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Anna Roman, PhD, MPA, vice president and chief operating officer, UPMC Medical Education, executive director, UPMC Health Services Division Education Service Line, UPMC Physician Services Division, Pittsburgh, Pa.

Department chairs and academic clinical administrators are often faced with difficult and challenging conversations with faculty members throughout the year, but in particular, during the annual review process. These conversations often include such issues as meeting productivity requirements, demonstrated unprofessional conduct and a lack of departmental citizenship. Navigating institutional human resource policies while maintaining a collegial environment can be taxing. Through a series of case studies, participants will consider various strategies for handling professionalism issues in the clinical, teaching and research environments. These include the cost of conflict in the workplace, physician engagement and strategies for addressing problematic physician behavior.

This session will provide you with the knowledge to:

- Develop a strategy to address professionalism issues and improve communication
- Discuss effective interaction with institutional human resources department and inside legal counsel
- Apply performance improvement plan strategies to your institution

3:30-3:45 pm
Passing break
Hot Topic sessions E Series: 3:45-5:45 pm

3:45-5:15 pm

E01 Tribal Leadership

People Leadership

Intermediate | Traditional
Duration: 90 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 1.5 CPE: 1.8 | AAPC: 1.5 Core B CPPM

Halee Fischer-Wright, MD, MMM, FAAP, CMPE, president and chief executive officer, MGMA, Englewood, Colo.

Culture within organizations is the most important factor that affects quality, satisfaction, and financial outcomes. This session focuses on how to identify the culture present within your organization, and how to improve it using techniques derived from the latest research. Topics include assessing current culture, aligning the culture based on values and team excellence. The result of this session is an understanding of how culture affects organizations, the leverage points to improve culture, and how to create high performance teams.

This session will provide you with the knowledge to:
- Discover the culture within your own organization
- Utilize stage-specific techniques to elevate the culture in your organization
- Leverage the values to form high-performance teams to create alignment of your organization

E02 Specialty Hot Topic Session: Academic

Working Within the Value-Based World

Intermediate | Interactive
Duration: 120 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Bryan Soronson, MPA CRA FACMPE, senior administrator, Department of Neurology, School of Medicine, University of Maryland, Baltimore, Md.

Jay Barnes, MBA CMPE, clinical business administrator, Department of Neurology, School of Medicine, University of Maryland, Baltimore, Md.

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. The sessions will begin with a look into how delivering the triple aim and shifting towards value based care is affecting each specialty.

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
Monday, Oct. 31 | Hot Topic sessions E Series: 3:45-5:45 pm

**E03 Specialty Hot Topic Session: Orthopedics**

Intermediate | Interactive  
Duration: 120 minutes  
Available for ACMPE, CPE, CEU  
ACMPE/CEU: 2 | CPE: 2.4

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. The sessions will begin with a look into how delivering the triple aim and shifting towards value based care is affecting each specialty.

- 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

**E03 Specialty Hot Topic Session: Surgery**

Intermediate | Interactive  
Duration: 120 minutes  
Available for ACMPE, CPE, CEU  
ACMPE/CEU: 2 | CPE: 2.4

Amy LaGrange, FACMPE, CPC, MBA, practice administrator, Ellis Medicine, Schenectady, N.Y.

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. The sessions will begin with a look into how delivering the triple aim and shifting towards value based care is affecting each specialty.

- 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

**E03 Specialty Hot Topic Session: Urology**

Working Within the Value-Based World

Intermediate | Interactive  
Duration: 120 minutes  
Available for ACMPE, CPE, CEU  
ACMPE/CEU: 2 | CPE: 2.4

Sandra George, MBA CMPE, practice administrator, Urologic Specialists of Oklahoma Inc, Tulsa, Okla.

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. The sessions will begin with a look into how delivering the triple aim and shifting towards value based care is affecting each specialty.

- 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
E04 Specialty Hot Topic Session: Family Practice
Intermediate | Interactive
Duration: 120 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4
Jennifer Souders, FACMPE, CPC, practice administrator, Hilltop Family Physicians, Parker, Colo.

Join your Family Practice colleagues for an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges important to practice administrators. A brief presentation on how Triple Aim strategies are impacting Family Practice practices will kick-off the session. Come prepared with questions and concerns regarding practice management issues.

- Summarize key solutions used by other Family Practice executives
- Describe how Triple Aim is impacting Family Practice groups
- Identify colleagues you can contact after the conference to continue problem solving

E04 Specialty Hot Topic Session: Pediatrics
Intermediate | Interactive
Duration: 120 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Join your Pediatrics colleagues for an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges important to practice administrators. A brief presentation on how Triple Aim strategies are impacting Pediatric practices will kick-off the session. Come prepared with questions and concerns regarding practice management issues.

- Summarize key solutions used by other Pediatric practice executives
- Describe how Triple Aim is impacting Pediatric practices
- Identify colleagues you can contact after the conference to continue problem solving

E04 Specialty Hot Topic Session: Internal Medicine
Working Within the Value-Based World
Intermediate | Interactive
Duration: 120 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4
Jean Hansen, MBA FACMPE, chief executive officer, Datafile Technologies, Kansas City, Mo.

Join your Internal Medicine colleagues for an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges important to practice administrators. A brief presentation on how Triple Aim strategies are impacting Internal Medicine practices will kick-off the session. Come prepared with questions and concerns regarding practice management issues.

- Summarize key solutions used by other Internal Medicine practice executives
- Describe how Triple Aim is impacting Internal Medicine practices
- Identify colleagues you can contact after the conference to continue problem solving
E05 Specialty Hot Topic Session:
Gastroenterology
Working Within the Value-Based World
Intermediate | Interactive
Duration: 120 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4
Kerri Gantt, CMM LHRM FACMPE, administrative director,
Gastroenterology Associates of SW Florida, Ft Myers, Fla.
David Harano, MBA MHA, chief executive officer, Gastro One,
Germantown, Tenn.
Join your colleagues for an interactive peer-learning
session that will give you the opportunity to discuss
current topics, trends and challenges important to
gastroenterology practice administrators. A brief
presentation on how Triple Aim strategies are impacting
gastroenterology practice will kick-off the session. Come
prepared with questions and concerns regarding practice
management issues.
- 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

E06 Specialty Hot Topic Session:
Hospital Affiliated Practices
Working Within the Value-Based World
Intermediate | Interactive
Duration: 120 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4
Pamela Ballou-Nelson, RN MSPH PhD PCMH CCE, senior
consultant, MGMA, Englewood, Colo.
Ken Hertz, FACMPE, principal consultant, MGMA,
Englewood, Colo.
Join your colleagues for an interactive peer-learning
session that will give you the opportunity to discuss
current topics, trends and challenges important to
practices that are affiliated with hospitals. A brief
presentation on how Triple Aim strategies are impacting
hospital affiliated practice will kick-off the session. Come
prepared with questions and concerns regarding practice
management issues.
- 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
E07 Specialty Hot Topic Sessions: OB/GYN

Working Within the Value-Based World

Intermediate | Interactive
Duration: 120 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Samantha Beatty, CMPE, director of operation, Womens Healthcare Associates LLC, Portland, Ore.

Join your OB/GYN colleagues for an interactive peer-learning session that will give you the opportunity to discuss current topics, trends and challenges important to practice administrators. A brief presentation on how Triple Aim strategies are impacting OB/GYN practice will kick-off the session. Come prepared with questions and concerns regarding practice management issues.

- Summarize key solutions used by other OB/GYN practice executives
- Describe how Triple Aim is impacting OB/GYN practices
- Identify colleagues you can contact after the conference to continue problem solving

E08 Specialty Hot Topic Session: Anesthesia

Working Within the Value-Based World

Intermediate | Interactive
Duration: 120 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Genie Blough, MBA, FACMPE, principal, G Blough Associates, Mobile, Ala.
Shena Scott, MBA, FACMPE, executive administrator, Brevard Physician Associates, Melbourne, Fla.

Learn from a seasoned anesthesia practice administrator and the premier anesthesia consultant about changes on the anesthesia horizon and how to adapt your practice for success. Topics include: physician compensation systems within emerging payment models, preparing physicians for changes in the way anesthesia care is delivered, and building successful governance models. This combination traditional and interactive session will provide take away tools to prepare your practice for 2017 and beyond.

- Understand changes on the horizon for anesthesia and how to prepare your practice for success
- Recognize how to update your compensation system for payments based on quality of care
- Demonstrate ways to adapt how your practice delivers anesthesia care by interacting with your peers

7:00-9:30 pm

Black and White Masquerade

Come dressed in black and white and choose your colorful mask at the door. Enjoy cocktails and hors d’oeuvres as you dance the night away.
Tuesday, Nov. 1

6:30 am-5:15 pm
Conference registration open

7:00 am-5:15 pm
Career Center Live open

7:00-8:00 am
Continental breakfast

9:30 am-1:30 pm
Exhibit Hall open

4:00-5:15 pm
General session:

Prime Health/MGMA Health Innovation Challenge*

MGMA and Prime Health have partnered to present — in a “shark tank” format — emerging healthcare technologies that deliver innovative solutions to the business challenges facing medical practices, healthcare systems and patients. Qualified, vetted and curated digital health companies will present innovative products designed to improve care, reduce costs and improve workflow. Session attendees will actively participate in evaluating, rating and ultimately selecting the best emerging digital health technology solution. Join us in the tank!
Concurrent sessions F Series (Early bird): 7:00-8:00 am

**F01 Someone from the OIG is Here to See You**  
**Maximizing the Benefits of Third-Party Relationships**

Basic | Traditional/Interactive  
Duration: 60 minutes

Available for ACMPE, CPE, CEU  
ACMPE/CEU: 1 | CPE: 1.2

Kyle Matthews, CMPE, chief executive officer, Phoenix Heart PLLC, Glendale, Ariz.

What would you do tomorrow if you heard that someone from the Office of Inspector General (OIG) was at the door? Would you be prepared? Would you have any idea what to expect? What would you tell your physicians? After going through the audit process, I can tell you that everything I expected to happen was wrong. In this session, we will go through the entire continuum of the audit process. We will focus on the cause of the audit and what you can do today to lessen the chances of you being greeted by the OIG. If you are the subject of an audit, we will discuss the questions you should ask of your legal counsel, how to prepare your physicians and how to ensure you take the leadership role through the entire process.

This session will provide you with the knowledge to:
- Identify common causes for OIG audits
- Analyze the practice manager’s readiness for government inquiries
- Provide leadership lessons to be implemented in the event of an audit

**F02 Emotional Intelligence: Your #1 Competitive Advantage Today**

People Leadership

Intermediate | Traditional  
Duration: 60 minutes

Available for ACMPE, CPE, CEU  
ACMPE/CEU: 1 | CPE: 1.2

Shelly Waggoner, MS, CEBS, SHRM-SCP, vice president of human resources, MGMA, Englewood, Colo.

In today’s competitive workforce, emotional intelligence (EQ) has become the new IQ. While IQ has always been the indicator of success in business, EQ has risen to the top as one of the most important skillsets in business today. In this session, you will learn the meaning of EQ, how to increase your overall EQ and how to leverage it to maximize your overall effectiveness. EQ will give both you and your practice the edge you have been looking for to reach your fullest potential and lead the competition today.

This session will provide you with the knowledge to:
- Discover the definition of EQ and why it is preferred over IQ today
- Utilize EQ to increase your communication effectiveness
- Incorporate key concepts of EQ and integrate tips for increasing and leveraging EQ to reach your potential
F03 A Model for Independent Practices to Thrive in Value-Based Care

Working Within the Value-Based World

Intermediate | Traditional/Interactive
Duration: 60 minutes
Available for ACMPE, CPE, CEU, AAPC
ACMPE/CEU: 1 | CPE: 1.2 | AAPC: 1 Core A

Michael Funk, FACHE, CMPE, vice president of provider development center of excellence, Humana Inc., Louisville, Ky.
Kevin McAdams, vice president, Transcend, Louisville, Ky.
Eric Jenkins, vice president of operations, care delivery organization, Humana, Louisville, Ky.
Kevin Chauhan, MD, board certified internal medicine, Chauhan Medical, Orange City, Fla.

This interactive session will provide a learning lab approach on how independent practices can thrive in value-based care. The session will include presentations by practice groups who have embraced this payer Management Service Organization model to remain independent, yet, have access to the resources and capabilities that help these practices to successfully transition from fee for service to value-based care. This session is designed to create a learning environment that allows audience participation in defining their obstacles to transitioning and hearing firsthand how this model can assist in overcoming those barriers. The payer will provide an introduction of the model’s basic components but the core of the presentation will be based on practice experience, thus, practices talking to practices and sharing their learnings and experience.

This session will provide you with the knowledge to:

- Demonstrate one model for independent practices to succeed in the new world of value-based care
- Observe practices that have adopted this model to remain independent, yet transform to value-based care
- Discover a roadmap for value-based care transformation

F04 Changing Care Delivery Through Retail Partnerships

The Changing Patient Relationship

Basic | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

John Budd, MBA, manager, ECG Management Consultants, Fredericksburg, Va.
Malita Scott, senior manager, ECG Management Consultants, Seattle, Wash.
Asif Shah Mohammed, MBA, senior manager, ECG Management Consultants, Seattle, Wash.

The advent of disruptive competition from retailers such as Target, Walgreens and CVS, responding to patient demands for enhanced access to convenient care is changing the nature of population health management. The potential for alignment and partnership with these entities is creating exciting new models for care transformation and cost reduction that could change the ways in which patients access and receive care. The need for providers to rethink the channels through which they traditionally provide treatment and monitor patient care has become paramount to long-term sustainability. For large retailers, the ability to align their brand with quality local providers has prompted many large chains to move away from the wholly owned retail clinic to partnership models with community providers. To select the best model, medical groups and integrated systems must have an articulated vision, develop new planning competencies and understand the infrastructure requirements for a truly integrated retail care model.

This session will provide you with the knowledge to:

- Summarize the forces driving the opportunities for retail health alignment
- Review current retail health alignment models
- Identify the key decision-making criteria when deciding if a retail health partnership is right for your organization
F05 Case Study in Implementing Service Lines in an Academic Medical Center

The Independent to Integrated Practice Spectrum

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Kelley Suskie, MHSA, FACMPE, lab/path service line administrator, University of Arkansas for Medical Sciences, Little Rock, Ark.

Paula White, FACMPE, integrated revenue cycle officer, University of Arkansas for Medical Sciences, Little Rock, Ark.

Follow one academic medical center’s (AMC’s) journey in implementing a successful service line structure. In this session, we will describe the University of Arkansas for Medical Sciences AMC (location, missions, size, structure) and provide defined examples of service lines in AMCs (will include member polling data). We will look at how the UAMS Medical Center & College of Medicine were previously structured to support patient care and provide the rationale for restructuring the healthcare delivery system. We will explore the new paradigm for AMCs, provide an in-depth study of one service line and one core service area, and discuss planning and implementation.

This session will provide you with the knowledge to:

- Describe at least two reasons why an AMC would look to restructure as a solution to the challenges of the current healthcare environment
- Define the term “integrated revenue cycle” at the end of the presentation
- Identify the impact to the clinical delivery system of moving to a service line structure for one clinical service unit: pathology
Concurrent sessions G Series: 8:30-9:30 am

G01 Carving Up and Drilling Down: Business Intelligence for Revenue Cycle Management

Maximizing the Benefits of Third-Party Relationships

Intermediate | Traditional/Interactive
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

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

Customized. Automated. Fast. Do these words describe your business intelligence (BI)? Are you relying on inflexible, canned reports cluttered with a lot of unnecessary information? Do you find yourself starting from scratch every time you need an updated report? Do BI projects take days, weeks, months, years? This session will describe and demonstrate BI tools that produce customized reports on revenue cycle management, from appointments through denials. It is easy for managers and staff to see exactly what they need to see without relying on the IT department for new reports. The BI tools are easily automated and reports come to your email, Web page or electronic device. Spreadsheets automatically refresh data as they open. Spend your time analyzing data, not recreating it. This session will also describe a model for quickly developing tools and reports that deliver customized, automated BI in no time!

This session will provide you with the knowledge to:
- Communicate your BI vision to IT staff by speaking their language and view example after example of revenue cycle tools currently used by practices nationally
- Demonstrate different BI tools that deliver customized, automated data quickly and effectively
- Formulate practical ideas you can apply and use to catch the vision of what BI should mean to your unique practice’s revenue cycle

G02 Experiences with Payer Tactics in Contract Negotiation and Management

Maximizing the Benefits of Third-Party Relationships

Intermediate | Traditional
Duration: 60 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2 | AAPC: 1 Core A


Why is it so difficult to communicate and negotiate with your payers? Do all practices face similar challenges when negotiating with payers? Delayed responses, lack of communication, lack of urgency and hidden contract clauses are just a few examples of the strategies that payers may use to wear you down to accept their “best offer.” Learn to advocate for your practice despite payer apathy or obstinacy using proven techniques from a veteran contract negotiator. Hear several “don’t-miss” examples of actual payer responses from real-life negotiations.

This session will provide you with the knowledge to:
- Predict typical health plan responses to a request to negotiate your contract terms
- Recognize that “best and final” offer doesn’t always mean “best and final”
- Construct strategies to deal with payer tactics in the negotiation process
G03 Emory Healthcare’s Journey
to Value-Based Care

Working Within the Value-Based World

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Traci Galatas, corporate director, Emory Healthcare Network, Decatur, Ga.

Richard Gitomer, MD, president and chief quality officer, Emory Healthcare Network, Atlanta, Ga.

Kristie Koch, director of value management, Emory Healthcare Network, Decatur, Ga.

Emory Healthcare (EHC) has experienced success in the fee-for-service environment. In 2011 EHC leadership began to believe that the oft-threatened transition to value-based care was approaching and began the transformation journey to a value-based delivery model. Using the Emory Healthcare Network (EHN) as an example, this panel discussion will highlight EHC’s decision-making process and key governance, management, and clinical elements that an organization might want to consider in its journey to value. The EHN is in its third year of operation under value-based contracts and demonstrated a reduction in the cost trend and improvement in quality through the first year. The key elements will be highlighted in a series of short, didactic presentations by the panel members and further amplified in a question-and-answer session between the panel and the participants.

This session will provide you with the knowledge to:
- Describe one organization’s path to value-based arrangements
- Identify key elements of the administrative infrastructure necessary for clinical integration
- Review the development, execution and oversight of a population management program

G04 Bringing Specialists into
Your Medical Neighborhood

The Independent to Integrated Practice Spectrum

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Nicole Deaner, MSW, regional director, HealthTeamWorks, Lakewood, Colo.

Visits to specialists compromise more than half of all ambulatory care visits in the United States. What does that mean to your practice? The typical primary care provider is coordinating care with 229 physicians in 117 practices! During this interactive session, participants will hear from an industry expert (Kari Loken) on how to establish relationships, improve communication, implement care compacts, develop a sustainable process to track specialty care coordination and increase accountability in the medical neighborhood. Additionally, participants will learn about methods for prioritizing outreach and how the care team can support this process. These strategies allow providers time to do what they do best: provide collaborative patient care. Participants will acquire tools to use to prioritize, measure and develop formal relationships with their specialty neighbors.

This session will provide you with the knowledge to:
- Discover the value of improving care coordination with specialty providers and the benefits it brings to the patient, staff, providers and your specialty partners
- Compare which specialties to approach
- Utilize tools and techniques to improve relationships with specialty providers and practices
G05 Developing Powerful Physician Leadership and Engagement

People Leadership

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Marc Mertz, MHA, FACMPE, vice president, GE Healthcare Camden Group, El Segundo, Calif.

Peter Valenzuela, MD, MBA, CMPE, chief medical officer, Sutter Medical Group of the Redwoods, Santa Rosa, Calif.

The number of physicians and medical groups employed by hospitals continues to grow as organizations seek to create integrated delivery networks. Many hospital-employed groups struggle to achieve the desired level of success and often generate significant financial losses. The lack of active physician engagement and leadership in the hospital-employed structure is a major contributing factor. In private practice, physicians are actively involved in leading the vision, culture and operations of the group. In employed groups, however, the hospital or health system assumes most control. This results in physicians often reverting to more of an employer/employee mindset. Hospitals need to create a sense of physician ownership to engage them in improving the clinical, operational and financial performance. This session reviews real-life examples of how hospitals have created physician group organizational structures that give physicians active roles in leadership and management and drive improved results.

This session will provide you with the knowledge to:

- Discover employed medical group governance and management structures that facilitate more active physician involvement and engagement
- Examine leadership and management roles for physicians
- Integrate a physician leadership development program to support physicians in new roles

G06 How to Activate Patients and Increase Outcomes and Satisfaction

The Changing Patient Relationship

Advanced | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Pamela Bollou-Nelson, RN, MSPH, PhD, PCMH CCE, senior consultant, MGMA, Englewood, Colo.

The growing number of people with chronic diseases has led to increased discussions on improving patient experience and quality outcomes by actively engaging patients in their own healthcare. Making patients active players in the delivery of care is a possible solution to reducing healthcare costs. A more active and literate patient, able to engage in the management of care might help reduce the length of hospitalizations and poor clinical outcomes. The increased interests toward the engagement of patients in their health are also the result of managerial and economic considerations driving our health system to a value-based payment focus. This session will explore patient engagement definitions and the implementation of engagement strategies at the practice level. The following questions will be explored: What do we know about activated patients? How does activated engagement impact outcomes and cost? How do we measure activation? What is the Patient Activation Measurement (PAM) tool?

This session will provide you with the knowledge to:

- Examine why activated engagement is important and assess the difference between engaged, compliant and activated
- Discuss what we know about activated and engaged patients
- Produce activated engagement strategies at the practice level
G07 Engaging Patients and Building Community for Practice Growth

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Andrea Eliscu, president, Medical Marketing Inc., Orlando, Fla.

The most powerful voice in healthcare today belongs to the patient. Not only can patients choose to engage or disengage from your practice, thanks to technology and social media, they can more easily and rapidly share their experiences and opinions with others. Your success and reimbursement are increasingly dependent on delighting and retaining patients. As a result, today’s healthcare providers have an unprecedented need and opportunity to attract and build loyal relationships with patients and also with staff, referral sources and the community. Learn how to deliver a more personal and memorable patient experience through communication, marketing and creative community involvement. Andrea will share best practices from forward-thinking healthcare organizations throughout the country that are embracing and incorporating these tenets into their practices to engage patients, strengthen satisfaction and, ultimately, achieve market leadership.

This session will provide you with the knowledge to:
- Discover the relationship of community involvement and patient engagement
- Review marketing and communication strategies for medical practices
- Identify innovative strategies to build strong relations in your community

G08 Under the MACRAscope: MIPS and EHRs

Government Affairs

Update | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Robert Tennant, MA, director of health information technology policy, Government Affairs, MGMA, Washington D.C.

The Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) permanently eliminated the SGR’s annual threat of physician payment cuts and enacted significant reforms to Medicare EHR requirements. MACRA requires that a Merit-Based Incentive Payment System (MIPS) include an EHR usage component known as Advancing Care Information (ACI) to replace Meaningful Use. This session will outline ACI, worth 25% of the MIPS calculation, which is a complex set of requirements that involve eligible clinicians achieving both a “base” score and a “performance” score in order to achieve success. Session participants will receive an overview of the key regulatory provisions of ACI, an analysis of the challenges associated with this MIPS component, and a discussion of potential ACI implementation strategies.

This session will provide you with the knowledge to:
- Distinguish the requirements related to the ACI component of MIPS
- Understand how ACI is expected to impact your medical group
- Recognize the challenges associated with ACI and tactics to help overcome them

Related sessions: Under the MACRAscope: MIPS Quality, Cost and Practice Improvement Activities, Under the MACRAscope: Group practice perspectives on APMs, MGMA’s View from Washington — Wednesday

9:30-10:30 am
Break in the Exhibit Hall

9:30-1:30
Exhibit Hall open (last chance!)
Concurrent sessions H Series: 10:30-11:00 am

H01 Effectively Recruiting Providers in a Post-Reform Environment

People Leadership

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Jim Stone, president, The Medicus Firm LLC, Dallas, Texas

The Patient Protection and Affordable Care Act continues to present unique challenges and unintended consequences to the physician workforce, which require adjustments to your approach to physician recruitment and retention. This presentation will cover the following factors: projected shortages; changes in physician reimbursement; changes in practice structures and employment models; practice changes, including patient volume; patient documentation; care team; billing; coding; additional stress on physicians; ways to prevent/reduce physician burnout and attrition; changes to payers and insurance plans; and how physicians are responding to these changes. Post-reform uncertainty is causing a lot of stress on physicians. Keeping lines of communication open, engaging physicians and gathering feedback may help alleviate some of the impact on your physician staff. Learning from trends and anticipating future workforce challenges are paramount to maintaining a successful, satisfied team of providers.

This session will provide you with the knowledge to:

- Identify how recruitment strategies will need to change in the future
- Describe how the physician recruiting process will need to adapt to successfully identify, attract, recruit and retain physicians in a post-reform environment
- Recognize how your team and staff will need to adapt to the post-reform changes and challenges

H02 30 More Cost-Saving Ideas to Implement in the Medical Practice

Maximizing the Benefits of Third-Party Relationships

Basic | Rapid Fire
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Michael O’Connell, MHA, FACMPE, FACHE, member, ACMPE Certification Commission, Garfield Heights, Ohio

2017 budgeting for medical practices is just around the corner. Are you struggling to find additional ways to make the practice more cost-efficient? Are you trying to determine what additional efforts can be considered to finalize the budget? Many medical practice administrators have strategically worked with physician leadership, administrators and caregivers to address cost repositioning, value-based purchasing and care affordability through development and implementation of a comprehensive plan, resulting in significant cost savings. This session will provide an additional 30 cost-saving efforts, beyond those presented last year, that have been implemented by administrators throughout the United States. These ideas are as diverse as the different medical specialties. Their innovation, creativity and practicality provide substantial efforts for consideration. All of the ideas have been fully vetted without compromising the patient experience, quality, safety or employee engagement. It is hoped that this session will provide participants at least one idea to consider for implementation.

This session will provide you with the knowledge to:

- Review 30 different cost-savings efforts implemented at various group practices
- Describe how these cost-saving ideas were vetted and approached toward implementation
- Recognize the feasibility on whether any of these cost savings can be applied in your medical practice
H03 Empowering Medical Assistants to Improve Primary Care

People Leadership

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Jessica Longley, MS, executive director of education and provider markets, National Healthcareer Association, Leawood, Kan.

Running a healthcare practice presents unique challenges — managers seek efficiency and productivity, while employees value career advancement, fulfillment and work-life balance. Most importantly, patients expect (and deserve) a high quality of care. Emerging healthcare trends focus on empowering the medical assistant — oftentimes the most underutilized and unrecognized direct patient care provider. Positioning the medical assistant as the heart of the care team can significantly improve productivity, quality care and cost-efficiency, at the same time creating a compelling career ladder for healthcare professionals. In this session, the presenter will provide three practical ways to incorporate these emerging trends within practices to positively impact both employee and patient outcomes.

This session will provide you with the knowledge to:

- Incorporate medical assistants’ education and training enhancements to develop standardized clinical competencies
- Discuss how to redesign the role of the medical assistant in the care team
- Develop professional development opportunities for employee success

H04 Ensuring Data Security Through Better Vendor Compliance

Maximizing the Benefits of Third-Party Relationships

Advanced | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Lee Barrett, executive director, Electronic Healthcare Network Accreditation Commission (EHNAC), Farmington, Conn.

Today’s compliance officers and information security officers are on the front lines of data security, enforcing policies, procedures and controls to mitigate risk of breach or cyberattack. Mitigating risk is the name of the game. More than 90% of healthcare organizations and almost 60% of their business associates have experienced a data breach. Virtually 80% of healthcare organizations have experienced multiple breaches since 2010. According to the Office for Civil Rights, theft accounts for almost half of all cybercrime in healthcare. While credit card records are worth $1 on the black market, healthcare records command more than five to 10 times as much because the rich data provides fertile ground for fraud. Healthcare organizations cannot totally eliminate all risk of an incident/data breach, but in this session, the presenter will outline and review proactive steps that can be taken to significantly mitigate the risk of a cyberattack or breach.

This session will provide you with the knowledge to:

- Evaluate ways to create, implement and monitor stringent compliance policies and practices as well as looking at ways to enhance privacy, security and compliance staffing
- Recognize the importance of annual risk assessments, intrusion detection, staff training, etc., to determine vulnerabilities and close the gaps
- Adjust to the shifting cybercrime landscape, following roadmaps created by the Office of the National Coordinator for Health Information Technology and others to build security and risk-sharing into their infrastructure
H05 Putting ‘Fair’ Back Into Fair Market Value

The Independent to Integrated Practice Spectrum

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Jeffry Moffatt, CPA, ABV, CITP, CVA, healthcare valuation and physician practice consultant, Blue & Co LLC, Indianapolis, Ind.

From practice acquisitions, employment agreements, call coverage arrangements, clinical co-management, etc., all are bound by regulations and guidance relating to the value of payments from hospitals to physicians and other providers. The standard of fair market value can in some cases seem to be an obstacle to implementing agreements that in almost any other industry would be based upon bona fide business decisions. In this session, we will discuss strategies to develop agreement structures that help hospitals and physicians fully realize value for all parties concerned (i.e., win-win) while remaining compliant with fair market value and commercial reasonableness standards.

This session will provide you with the knowledge to:
- Understand fair market value and commercial reasonableness standards as they apply to the valuation of healthcare transactions and agreements
- Identify the advantages and disadvantages of various levels of hospital-physician integration
- Recognize general and specialty-specific value drivers in the development of successful hospital-physician alignment initiatives

H06 Accurately Valuing Work RVUs

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 30 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6 | AAPC: 0.5 Core A

William Jessee, MD, FACMPE, FACPM, FACPE, managing director and senior advisor, Integrated Healthcare Strategies, Fripp Island, S.C.

Despite recent movement toward value-driven physician payment, most physician compensation plans are still driven primarily by production, primarily measured in terms of work RVUs (wRVUs). Benchmark data on compensation earned per wRVU produced are available from MGMA and other survey resources. However, those data are often misused by hospitals and medical groups in determining the value of a wRVU for physician compensation. Since the benchmarks are calculated from total compensation rather than just clinical compensation, they often overstate the value of a wRVU. This presentation will explore the reasons why the benchmarks should not be the sole determinant of the value of a wRVU and will present an alternative approach to calculating a “true” wRVU value, based on actual payment rates in the market.

This session will provide you with the knowledge to:
- Describe three reasons why benchmark data on physician compensation per wRVU can produce excessive compensation rates
- Calculate more accurate wRVU values based on payer rates in their market
- Explain how they value a wRVU in such a fashion as to obtain physician agreement to that value
H07 The 7 Deadliest Communication Sins in Medical Practices

People Leadership

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Skip Weisman, the leadership and workplace communication expert, Weisman Success Resources, Inc., Poughkeepsie, N.Y.

Recent reports by Towers Watson and Siemens in two different employee research projects have shown that the average employee in the average workplace wastes a minimum of 40 minutes per day due to poor and ineffective communication. Communication is the “soft” skill that comes with hard costs when business leaders are unaware of how communication is impacting their workplaces. There are seven common communication mistakes taking place in every work environment every day that is at the core of virtually every problem, stress and frustration. This interactive, engaging and entertaining session will bring these seven communication mistakes to light, provide insights into the causes along with simple solutions so medical group practice managers can begin creating a culture of high-performance communication.

This session will provide you with the knowledge to:

- Identify common mistakes in interpersonal communication
- Determine three primary causes of these damaging communication habits
- Provide example solutions to begin building a culture of high-performance communication

H08 The Future of Healthcare Delivery is Telemedicine

The Changing Patient Relationship

Basic | Traditional
Duration: 30 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.5 | CPE: 0.6

Cynthia Kincade, CMPE, vice president of client solutions, Itentive Healthcare Solutions, Columbus, Ohio
Lindsey Lanning, RHIA, RN, BSN, CCDS, healthcare informatics coordinator, Itentive Healthcare Solutions, Itasca, Ill.

With an ever-evolving patient-clinician relationship, it is important to take a look at new opportunities to provide clinical support and engage your patients. As healthcare delivery evolves, telemedicine will be at the forefront of this movement. This presentation will introduce the fundamentals of telemedicine and the different modalities and delivery mechanisms available. Challenges and benefits associated with overcoming geographical barriers will be addressed along with looking at how telemedicine can increase access while decreasing travel and stress for patients. We will look at the use of tools such as wearable devices and mobile health apps that make it possible to transmit patient data to a physician and connect with patients in ways that were previously impossible. We will briefly touch on the latest legislation governing telemedicine across the country by state and across state lines, even taking a look at telemedicine coverage for patients.

This session will provide you with the knowledge to:

- Summarize the fundamentals of telemedicine — how it improves patient engagement and increases access and quality of care
- Identify strategies on how to integrate telemedicine into your practice by gaining physician buy-in and highlighting the ability to reduce or contain costs
- Clarify current and potential federal and insurance regulations pertaining to telemedicine
Tuesday, Nov. 1
Concurrent sessions I Series: 1:30-2:30 pm

11:00 am-1:00 pm
Lunch in the Exhibit Hall
(lunch served from 11:30 am-1:00 pm)

11:30 am-1:00 pm
ACMPE recognition luncheon and Fellows convocation (tickets required)

1:15-1:20 pm
Trail Map drawing in the Exhibit Hall

1:30 pm
Exhibit Hall closes

Concurrent sessions I Series: 1:30-2:30 pm

101 Happy Physicians and Healthy Patients with Direct Primary Care

The Changing Patient Relationship

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Clint Flanagan, MD, chief executive officer, Nextera Healthcare, Dacono, Colo.

The Direct Primary Care (DPC) model gives family physicians a meaningful alternative to fee-for-service insurance billing typically by charging patients a monthly, quarterly or annual fee (i.e., a retainer) that covers all or most primary care services, including clinical, laboratory and consultative services, and care coordination and comprehensive care management. Because some services are not covered by a retainer, DPC practices often suggest that patients acquire a high-deductible wrap-around policy to cover emergencies. DPC benefits patients by providing substantial savings and a greater degree of access to, and time with, physicians.

This session will provide you with the knowledge to:
- Describe the DPC business model
- Identify DPC’s influence on the patient care experience.
- Analyze DPC’s impact on reducing the cost of healthcare
I02 Implementing a Credit-Card-on-File Program

Maximizing the Benefits of Third-Party Relationships

Basic | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Joe Clark, CMPE, chief executive officer, Sierra Pacific Orthopedics, Fresno, Calif.

Increased patient financial responsibility and large deductibles have created cash shortfalls for medical practices. It’s time to change medical practice and patient culture. High-deductible plans require practices to gamble on back-office collections or gain the security of the multiple credit sources patients already have in their wallets when scheduling an appointment. The program will focus on reviewing the current climate, staff training and the mechanics of implementing this process in your practice.

This session will provide you with the knowledge to:
- Identify financial risk practices now face due to increasing patient responsibility and higher deductibles
- Illustrate importance of staff training prior to, during and after credit-card-on-file implementation
- Review the implementation process of a credit-card-on-file program

I03 Improving Quality and Lowering Costs with Advanced Practitioners

People Leadership

Basic | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Trish Anen RN, MBA, NEA-BC, executive sponsor and co-founder, The Center for Advancing Provider Practices (CAP2); vice president of clinical and advisory services, Illinois Health and Hospital Association, Chicago, Ill.

Benjamin Chaska, MD, MBA, CPE, FAAFP, FACPE, physician enterprise executive and chief medical officer, Catholic Health Initiatives ND/MN Division, Fargo, N.D.

Michelle Edwards, DNP, APRN, FNP, ACNP, FAAP, national vice president of advanced practice, Catholic Health Initiatives, Englewood, Colo.

Rising physician shortages in primary care have dramatically increased the need for advanced practitioners (APs), who include advanced practice registered nurses (APRNs) and physician assistants (PAs). This session will present recent findings from the Center for Advancing Provider Practices (CAP2) ambulatory and leadership assessments, highlighting the essential role of APCs in primary care and other ambulatory settings. CAP2, a collaboration between VHA-UHC Alliance NewCo, Inc. and MCHC, is a unique, comprehensive database that helps healthcare organizations assess, manage and optimize the use of APs on provider teams. CAP2 data represents more than 200 organizations in 31 states with 25,000 APs. We will focus on how Catholic Health Initiatives (CHI) developed a long-term strategy to implement an innovative, team-based model of care.

This session will provide you with the knowledge to:
- Describe how CHI implemented collaborative team-based primary care with advanced practitioners
- Develop organizational strategies and structures for long-term sustainability of AP models programs
- Discuss CAP2’s latest assessments of AP utilization and leadership structures
Tuesday, Nov. 1
Concurrent sessions I Series: 1:30-2:30 pm

I04 Improving Risk Adjustment Scores and Physician Reimbursement Through Documentation
Working Within the Value-Based World
Intermediate | Traditional
Duration: 60 minutes
Available for AACP, ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2 | AACP: 1
All specialties except CASCC, CIRCC and CEMC
Kimberly Hopey, PhD, RN, director of professional services, Nuance Communications, Inc., Atlanta, Ga.

As ambulatory care grows and value-based payment expands across the care continuum, so does Centers for Medicare & Medicaid Services (CMS) and payer scrutiny of professional provider services. To improve risk adjustment scores, quality and financial outcomes, practice managers are looking to eliminate deficiencies in documentation, coding and billing. But outpatient clinical documentation improvement (CDI) is more complex to implement than inpatient, with different coding requirements and payment methodologies as well as higher patient volumes and shorter encounter times. In this session, practice managers will hear how Providence Southwest planned a CDI initiative for value-based and risk-adjusted payment methodologies. Practice managers will learn the specific ways they can tailor that model within their own physician practices to gather tangible results, including risk scores, quality data outcomes and revenue impact.

This session will provide you with the knowledge to:
- Identify regulatory mandates, clinical documentation requirements and reimbursement guidelines for outpatient practices
- Detail Providence Southwest’s implementation for outpatient CDI
- Transfer Providence Southwest’s CDI program processes and strategies to your physician practice

I05 Managing Population Health with Team-Based Care
Working Within the Value-Based World
Intermediate | Traditional
Duration: 60 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2
Elisha Jewett, MPH, program manager and practice facilitator, HealthTeamWorks, Golden, Colo.

This session presents strategies for primary care practices to succeed in value-based contracts and initiatives that require a focus on cost containment and quality for the attributed patient population. The discussion will include defining the practice population and subpopulations; selecting high-value areas of focus; and developing team-based care strategies, including identifying external resources and partners to execute effective population health management. Data from the Comprehensive Primary Care Initiative, which utilizes population-based enhanced payment, will be included. In April 2015 President Obama signed into law the Medicare Access and CHIP Reauthorization Act (MACRA), which adjusts fee-for-service payments based on performance. The National Committee for Quality Assurance (NCQA) proposed five principles for optimal future state under MACRA, and the first principle calls for dedicated and well-organized primary care teams that support population health management.

This session will provide you with the knowledge to:
- Leverage your care team for population health management
- Examine your value-based contracts to select high priority areas of population health management
- Utilize community resources and partnerships to support and enhance your population health management
I06 Physicians or Hospitals? Leading the Way in Maximizing Value-Based Reimbursement

The Independent to Integrated Practice Spectrum

Intermediate | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Aimee Greeter, MPH, senior manager, Coker Group, Alpharetta, Ga.

In today’s healthcare environment, physicians and health systems are examining their role in the transformation to clinical integration and value-based reimbursement. Hospitals have traditionally led transformation efforts, but physicians are now investigating and demonstrating a willingness to develop their own clinically integrated networks (CINs). This session will focus on the two approaches to CIN development: hospital-led and physician-developed. It will describe the rationale behind physicians’ decisions to develop their own CINs and explain how technology, quality and finance remain a the center of the development process, regardless of the approach.

This session will provide you with the knowledge to:
- Analyze different structural models for CINs and their impact on successful transformation to value-based reimbursement
- Examine the role of physicians in both hospital-sponsored and physician-sponsored CINs
- Outline how health information technology contributes to the success of a CIN, regardless of developmental approach

I07 Performance and Practices of Successful Medical Groups

The Changing Patient Relationship

Interactive | Intermediate
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Jennifer Souders, FACMPE, CPC, practice administrator, Hilltop Family Physicians, Parker, Colo.


Michael Shadley, chief executive officer, Illinois Gastroenterology Institute, Peoria, Ill.

What makes a medical practice successful? Learn about the criteria [and data] used to define MGMA Successful Groups in this unique session that showcases how your colleagues achieved this honorable distinction for their practices. Get practical tips on how these organizations improved performance in areas of patient satisfaction, and productivity, capacity and staffing. This is a true “we did it, now let us help you do it” session.

This session will provide you with the knowledge to:
- Identify what it means to be an MGMA Successful Medical Group
- Outline steps and process you can initiate to move your practice
- Incorporate tips for success given by your colleagues into your practice
I08 Improving the Patient Experience in Patient-Centered Healthcare
The Changing Patient Relationship

Basic | Traditional
Duration: 60 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 1 | CPE: 1.2

Ron Howrigon, president, Fulcrum Strategies, Raleigh, N.C.

With recent changes in healthcare, along with the development of accountable care organizations and narrow networks, medical practices are now faced with the challenge of having to compete for the “right” patients. Much of this competition will revolve around what services are offered and the patient’s overall experience. Simply providing quality healthcare is no longer enough to keep patients satisfied. Providing quality customer service is also necessary. The presenter is a former insurance executive turned physician advocate who spent 18 years working for various payers. This session will explore the concept of patient-centered healthcare delivery, and attendees will learn why this approach is critical for the success of any medical practice. Explore real-life examples of patient-centered care currently taking place, including what to do and what not to do, and explore how a practice can begin making the transition to patient-centered care.

This session will provide you with the knowledge to:

- Understand the economics of the “right” patient mix
- Recognize the current models of patient-centered care delivery
- Identify steps and strategies for transforming a medical practice to provide patient-centered care

2:30-3:00 pm
Networking break
Concurrent sessions J Series: 2:45-3:35 pm

**J01 Integrating Behavioral and Medical Care: Improving Patient Outcomes**

**The Independent to Integrated Practice Spectrum**

Intermediate | Traditional
Duration: 50 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1

Marcia McCall, MBA, CMPE, RYT, counselor-in-training, Wake Forest University, Winston-Salem, N.C.

Despite medical practices’ best efforts to provide excellent care and promote patient wellness, patient mental health problems can cause, worsen or limit recovery from illness. Substance abuse, anxiety, depression and eating disorders are but a few of the conditions that can undermine wellness. Because only 10% of patients referred to mental health providers follow through, practices and hospitals are adopting “integrated care” — multidisciplinary teams of mental health and medical care providers. Greater patient wellness through integrated care results in substantial overall cost savings, a finding supported by research. Although many models of integrated care exist, a common one is to co-locate behavioral health counselors within primary care practices or on hospital inpatient units. At Wake Forest Baptist Medical Center, integrated care counseling for trauma inpatients has operated for over a decade.

This session will provide you with the knowledge to:
- Discover and examine the types and prevalence of mental health issues providers are likely to encounter in medical practices and hospital inpatient settings
- Analyze common integrated care models, the biopsychosocial approach and research supporting the cost-effectiveness of integrated care
- Outline the successes and challenges experienced by Wake Forest Baptist Medical Center while adopting integrated care in ambulatory practices and inpatient settings

**J02 Engaging Staff in Process Improvement**

**People Leadership**

Intermediate | Traditional
Duration: 50 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1

Erica Cumbee, MPA, faculty, Virginia Mason Institute, Seattle, Wash.

Around the world, healthcare organizations are leading Lean training and workshops, but few have tapped the wealth of ideas in the minds of their front-line staff as a part of their daily practices and behaviors, what the Japanese refer to as kata. This interactive workshop is designed for executive leaders, directors and frontline supervisors and uses hands-on exercises to show participants how to set expectations for staff engagement, recognize operational issues in real time, inspire staff accountability and build a framework to successfully implement improvements. Participants will leave the workshop with a clear framework to develop standard work for managing their daily operations using visual displays that track real-time operations. They will understand the importance of a daily huddle kata that utilizes metrics to monitor their organization’s health, perform root-cause analysis and engage their teams in developing action plans.

This session will provide you with the knowledge to:
- Describe the importance of developing daily improvement practices and behaviors that effectively engage front-line staff
- Identify Lean methods that can support a patient-centered culture and promote joy in the workplace
- Identify leadership behaviors that build an organization’s ability to implement and sustain a Lean culture
J03 Optimizing Referrals with Care Coordination Centers

Working Within the Value-Based World

Intermediate | Traditional
Duration: 50 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1


Jim Boswell, MBA, executive vice president and managing partner, client advisory services, IKS Health, New York City, N.Y.

This presentation will provide a best practice blueprint for integrating primary and specialty care through the development of a care coordination center (CCC). Through this center, organizations can optimize their fee-for-service volumes by streamlining referral and scheduling processes based on algorithms that take into consideration patient need as well as provider employment, affiliation, performance quality, availability and insurance. A CCC can reduce logistical burdens experienced with increasing patient volumes and revenue resulting in improved productivity as well as provider and staff satisfaction. The use of integrated technology platforms improves quality of care by facilitating bidirectional sharing of clinical data, enhancing automated cross-continuum reporting and improving communication between providers.

This session will provide you with the knowledge to:

- Discuss CCC foundational elements under a fee-for-service model
- Identify disease management and population health protocols that have been effectively managed through the CCC
- Determine methods to avoid operational disruptions in CCC development processes

J04 Physician Practice Collaboration — An Alternative to Merger or Acquisition

The Independent to Integrated Practice Spectrum

Intermediate | Traditional
Duration: 50 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1

Keith Chew, MHA, CMPE, senior vice president and managing director, Integrated Medical Partners, Chatham, Ill.

Times have been challenging for independent physician practices. Not only are reimbursements at an all-time low, but also operating expenses are at an all-time high. As a result, consolidation has been the prevailing trend in the pursuit of greater economies of scale. However, a new alternative for independent physician practices has emerged that helps to achieve the same goal. Physician practice “collaborations” are joint ventures with one or more like-minded practices that can offer the ability to stay independent but with greater practice autonomy and less risk. In this session, we will provide the blueprint for implementing and managing a successful joint venture, and hear the firsthand experience from the physician perspective.

This session will provide you with the knowledge to:

- Analyze the strategic options for independent physician practices
- Apply the framework to create a successful collaboration
- Compare the pros and cons from the physician perspective
J05 Skills for Picking Yourself Up When You Let the Patient Down
The Changing Patient Relationship
Basic | Traditional
Duration: 50 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1
Kristin Baird, RN, BSN, MHA, consultant, Baird Group, Fort Atkinson, Wis.

Every day you and your team come to work with the best intentions, but try as you might, there are often things that go wrong, resulting in frustrated or angry patients. How you handle service missteps will determine whether or not you enhance or erode patient trust and your medical practice’s reputation. This session focuses on the essential skills needed to develop a culture of service recovery. You will learn how to perform effective service recovery and review tools for teaching service recovery skills to your staff. Attendees will learn the three components of a successful service recovery system. In addition, four steps for service recovery will be reviewed that you can teach to all staff members so they feel prepared and empowered to take action.

This session will provide you with the knowledge to:
- List the cost of service failures
- Recognize the three components needed to create a service recovery culture
- Review the four As of service recovery that every staff member should know and practice regularly

J06 Aligning Strategic Focus with Talent Management
People Leadership
Intermediate | Traditional/Interactive
Duration: 50 minutes
Available for ACMPE, CPE, CEU
ACMPE/CEU: 0.75 | CPE: 1
Jack Militello, PhD, senior executive fellow, University of St. Thomas, Minneapolis, Minn.
Michael (Mick) Sheppeck, PhD, professor of human resources, University of St. Thomas, Minneapolis, Minn.

Organizations function effectively because they put together different characteristics in complementary ways. This presentation introduces an alignment model that informs leaders how to configure their organization’s market approaches, business design and human assets for effective strategic performance. Participants will be introduced to an understandable model for market strategy based on the work of Michael Treacy and Fred Wiersema. Participants will choose one of three market-focused strategies that best fit their organization’s operating behaviors. Short healthcare case studies will highlight each of the three options. Participants will then walk through with the instructor the six organizational surveys found in the course workbook. The instructor will provide a brief explanation for each of the survey items. As he does so, participants mark each item as it best applies to their organization. When completed, participants will chart their alignment in the score sheet found in the workbook. A general discussion will follow within which participant will discuss the implications of the alignment scoring and identify any action steps they would take to enhance the alignment. If a participant would like a detailed assessment of his or her organization’s alignment, the instructors will provide them with additional surveys and submission instructions. The instructors will respond with a detailed organizational assessment with suggested action plans.

This session will provide you with the knowledge to:
- Identify a market-focus strategy that fits the operations of your organization
- Chart the alignment connection of talent management activities to a market-focused strategy
- Create action items that more strongly link behaviors in your organization to your desired strategy
**J07 Engaging and Informing Today’s Patient**

**People Leadership**

Basic | Traditional/Interactive  
**Duration:** 50 minutes  
**Available for ACMPE, CPE, CEU**  
**ACMPE/CEU:** 0.75 | **CPE:** 1  

Rob Pickell, chief marketing officer, Kareo, Irvine, Calif.  
Daniel Soteldo, chief marketing officer, Westgate Skin & Cancer, Austin, Texas  

Patients have come a long way since the days when the doctor’s word was as good as gold. Armed with smartphones and the ability to swipe “no” to any physician with mediocore online reviews or dig up medical research to challenge the most well-meaning clinician, patients are becoming true consumers of medicine. And since they’re footing a greater portion of their healthcare bill, they’re also becoming more particular and value conscious. How does a small practice keep up amid the reality of limited IT budgets, regulatory compliance burdens and increasing competition? This information-packed session will shed light on consumer trends as well as the latest tools and techniques one private practice used to more than double its business in less than two years, boost patient satisfaction and online ratings, and improve billing transparency — all without going broke on new technology purchases.

**This session will provide you with the knowledge to:**
- Improve online ratings and visibility through proactive practice marketing  
- Implement new technology to scale your business, improve billing processes and increase pricing transparency  
- Utilize tools such as user-friendly patient portals and text-based reminders to engage patients

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**J08 Under the MACRAscope:**

**Group Practice Perspectives on APMs**

**Government Affairs**

**Update | Traditional**  
**Duration:** 50 minutes  
**Available for AAPC, ACMPE, CPE, CEU**  
**ACMPE/CEU:** 0.75 | **CPE:** 1 | **AAPC:** 1 Core A, CPCO and CPMA  

Anders Gilberg, MGA, senior vice president, Government Affairs, MGMA, Washington, D.C.  
Stephen Nuckolls, chief executive officer, Coastal Carolina Health Care, P.A., New Bern, N.C.  

The Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) permanently eliminated the SGR’s annual threat of physician payment cuts and enacted significant reforms to Medicare physician quality reporting requirements. MACRA created two value-based payment tracks – the Merit-Based Incentive Payment System (MIPS) and Alternative Payment Models (APMs). As an substitute to the top-down approach of MIPS, physician practices may choose to participate in APMs to qualify for new incentives beginning in 2019. Despite limited early options, the Medicare APM landscape is expected to rapidly evolve over the next several years as APM options expand. In this interactive session, panelists who lead organizations participating in existing Medicare value-based payment models will discuss the new APM pathway and potential strategies for successful participation based on their current program experiences.

**This session will provide you with the knowledge to:**
- Understand the fundamental rules applicable to APMs under Medicare  
- Gain a deeper understanding of potential opportunities and challenges presented by Medicare APM participation  
- Participate in a Q&A with practice leaders about potential strategies to successfully navigate the APM alternative

*Related sessions: Under the MACRAscope: MIPS Quality, Cost and Practice Improvement Activities, Under the MACRAscope: MIPS and EHRs, MGMA’s View from Washington – Wednesday*
4:00-5:15 pm

Prime Health/MGMA Health Innovation Challenge*
MGMA and Prime Health have partnered to present — in a “shark tank” format — emerging healthcare technologies that deliver innovative solutions to the business challenges facing medical practices, healthcare systems and patients. Qualified, vetted and curated digital health companies will present innovative products designed to improve care, reduce costs and improve workflow. Session attendees will actively participate in evaluating, rating and ultimately selecting the best emerging digital health technology solution. Join us in the tank!

*Not available for continuing education credit.

6:30-9:30 pm

ACMPE Fellows Dinner
Additional fee required
wednesday

Nov. 2
Wednesday, Nov. 2

7:00-9:00 am
Conference registration open

7:00-8:00 am
Continental breakfast

7:00-11:30 am
Career Center Live open

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 2016-2017 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.

8:00-9:30 am
General session:
MGMA's View from Washington
Government Affairs
Update | Traditional

ACMPE, CPE, CEU
ACMPE/CEU: 1, CPE: 1.5

Anders Gilberg, MGA, senior vice president, Government Affairs, MGMA, Washington, D.C.

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

On the eve of an election that will determine our nation’s 45th President, join senior MGMA Government Affairs staff for a thoughtful dialogue on the current political and regulatory environment in Washington and MGMA’s ongoing efforts to advocate for medical group practices. As a culmination of the AC16 “Under the MACRAscope” educational series, this general session will provide a holistic overview of the trajectory of policies affecting medical practices within the value-based payment reform landscape. Don’t miss this important opportunity to gain expert insight directly from your MGMA advocates in Washington.

This session will provide you with the knowledge to:
- Review the current regulatory and political landscape in Washington for medical practices
- Understand where MIPS and APMs fit in the broader context of Medicare physician payment reform
- Cite key federal health policy issues impacting medical group practices heading into 2017

Related sessions: Under the MACRAscope: MIPS Quality, Cost and Practice Improvement Activities, Under the MACRAscope: MIPS and EHRs, Under the MACRAscope: Group practice perspectives on APMs

9:30-10:00 am
Networking break
Concurrent sessions K Series: 10:00 am-12:00 pm

K01 Transforming the Physician Practice Model in a Competitive Market

Maximizing the Benefits of Third-Party Relationships

Intermediate | Extended
Duration: 90 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Denise Cissell, CMPE, MSBC, regional client executive, MedSynergies, Louisville, Ky.
David Cook, CPA, MBA, CMPE, chief operating officer Louisville market, KentuckyOne Health Medical Group, Louisville, Ky.

Learn how a large healthcare system successfully focused on its mission and met industry challenges while delivering high-quality patient care by sharing multiple back-office functions. Discover how two companies launched a Management Services Organization to handle these functions for 500 providers, allowing them to bring in more patients, close care gaps and improve financial performance. Leaders saw eye-opening financial and productivity data from its own system that motivated the need for improvement. In this presentation, experts will highlight specific clinics that have used proven processes to surpass improvement goals in patient volumes and the bottom line by building trust through relationships and training designed to help staff change how they complete daily tasks. This session will describe the ongoing efforts, progress and goals in all of their 175 clinics.

This session will provide you with the knowledge to:
- Identify top financial drivers by exploring a five-step process to identify and meet revenue cycle targets
- Determine patient time-of-service collection strategies to increase overall collections
- Increase patient volumes and close care gaps using patient outreach. One clinic boosted revenue by $400,000 in one month and saw the patients who need care most.

K03 Transforming Healthcare Through the Conscious Leadership Model

People Leadership

Intermediate | Extended
Duration: 90 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Carole Christmas Hoffer, FACMPE, MA, optimization manager, University Medical Group, Simpsonville, S.C.
Sharon L. Wilson, FACHE, director for conscious leadership development, Greenville Health System Academy of Leadership and Professional Development, Greenville, S.C.

Never before has so much rapid change occurred in healthcare. This accelerated pace is becoming the "new normal" as healthcare organizations become change agents in the dynamic healthcare terrain. To lead these changes, healthcare leaders must possess a cutting-edge leadership toolkit to take charge as transformational trailblazers. How do we cultivate an organizational culture that encourages staff and leaders to embrace the challenges of accelerated change? One organization is making a business case for conscious leadership, with a measurable impact on employee and patient engagement and satisfaction. This program is an interactive learning experience. Attendees will glean an intermediate knowledge of conscious leadership concepts and takeaway toolkit to impact a positive culture change in their organization. Toolkit includes the following takeaway coaching/leadership tools: Above and Below the Line Drift skill card, Shift tool from Pseudo to Authentic Teams and Conscious Leadership Commitment tool. Conscious Leadership enables leaders to stop reacting and transform healthcare.

This session will provide you with the knowledge to:
- Connect with key concepts: above and below the line, the four ways of being in the world, drama triangle and pseudo vs. authentic teams
- Identify triggers and practice shift from a “To Me” to “By Me” creative approach
- Learn how to use your conscious leadership toolkit to impact staff behaviors
K04 Implementing Effective Leadership Strategies for Success

People Leadership

Advanced | Extended/Interactive
Duration: 90 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Ronald Menaker, EdD, MBA, CPA, FACMPE, assistant professor of healthcare systems engineering, College of Medicine, Mayo Clinic, Rochester, Minn.

Michael O’Connell, MHA, FACMPE, FACHE, member, ACMPE Certification Commission, Garfield Heights, Ohio

This workshop is a development experience designed to expose participants to leadership principles and practices used by two seasoned medical practice leaders and how to build capacity in applying tools to the participants’ daily work environments. This deep dive session integrates large group experiential learning activities with small group discussion and work. Participants are assigned to a table of co-learners to share and provide support throughout the workshop. Each group has the opportunity to participate in sharing applications of their learning, identify best practices and ask for help and clarification. Learning about these tools and when to use them helps to develop the ideas needed to create the solutions and results required for the medical practice leader during this time of healthcare transformation. The co-presenters will review the leadership capabilities of inspiring values; engaging colleagues; bold and forward thinking; and driving results along with building on strengths, blazing the trail, raising the bar, upending the pyramid and running to great purpose. Attendees will hear about how best to develop leadership and perspectives on different leadership theories and practical application of those theories in daily practice management.

This session will provide you with the knowledge to:

- Examine the business need for development of leadership capabilities
- Compare what we already know about what makes a great leader to practical application of leadership tools and principles
- Integrate tools for looking at challenges and goals, and explore examples of when and where to apply the tools

K05 Can This Practice Be Saved?

The Independent to Integrated Practice Spectrum

Advanced | Extended/Experiential
Duration: 90 minutes

Available for AAPC, ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4 | AAPC: 2 Core B, CPPM

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

Participants will be divided into challenge teams based on three specific and unique stakeholder personas. Each challenge team will be presented with details of its persona, a scenario, financial and market data and other pertinent information. Then the fun begins! The challenge teams will go head to head to try and 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
- Produce solutions in new and different ways
K06 Patient Engagement Lessons from Innovative Disrupters

Working Within the Value-Based World

Basic | Extended
Duration: 90 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Joshua Penn, MD, FACC, RVT, cardiologist, Diagnostic Partners, Los Angeles, Calif.

Joseph Essas, chief technology officer, Opentable.com, San Francisco, Calif.

Eric Evans, interim chief executive officer and adjunct professor, Mass Medical Angeles, Harvard Medical School, Cambridge, Mass.


Tony Eades, chief executive officer, Brand Manager, Bella Vista, Australia

Angela Birmingham, SVP, bank operations, oversight, service and technology, Charles Schwab & Company, San Francisco, Calif.

The way people consume media and information, the way they buy things and the way they interact with businesses have all undergone major shifts in the past decade. IT systems in hospitals and practices have facilitated information flow between institutions and providers, but patients have largely been left out. Trillions spent on EHR systems have led to some improvements (along with frustration and lowered productivity), but patient-facing tools from the largest vendors remain primitive (looking at you, EPIC and Allscripts). Join this panel discussion with executives from leading-edge Silicon Valley to discover how these companies have dramatically transformed entire industries by fundamentally changing the way businesses interact with their customers. We will explore these innovations and give practical, actionable examples of how these transformational practices can be used in today’s medical practices.

This session will provide you with the knowledge to:

- Utilize social media to drive better communication, reputation management and patient satisfaction
- Facilitate patient interaction in social media while retaining control
- Apply software and virtual assistants to automate office processes and reduce costs

K07 Building Effective Dyad Teams

People Leadership

Intermediate | Traditional/Interactive
Duration: 90 minutes

Available for ACMPE, CPE, CEU
ACMPE/CEU: 2 | CPE: 2.4

Timothy Hewitt, FACHE, CMPE, physician practice administrator, MountainView Regional Medical Center, Las Cruces, N.M.


Las Cruces Physician Services and MountainView Regional Medical Center engaged their provider group and administrative management team to jointly guide the direction of the organization. Blending objective, data-driven insight with facilitated interaction, fresh thinking and exposure to best practices, they tackled challenges and opportunities together to develop a “physician-led/professionally managed” strategy. Tools and techniques reviewed in this session will demonstrate an approach to planning that is laser-focused while ensuring that all voices are heard and that resulting strategies will drive the desired outcomes. The program will include interactive polling, group exercises and a case study. The program will be organized as a hands-on workshop to increase the participants’ knowledge of the three stages of effective strategy facilitation: discovery, team-building and groundwork.

This session will provide you with the knowledge to:

- Identify the common barriers to full and equal engagement in strategic planning
- Bridge generational, gender and personality differences to solve problems in teams
- Focus teams on effective communication and actionable goals
Thanks to our volunteers

Thank you to the many dedicated volunteers who invested hours of planning to help create a world-class MGMA Annual Conference experience.

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About MGMA

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.