



mgma17

EMPOWER

MGMA 2017 ANNUAL CONFERENCE
OCT. 8-11 | ANAHEIM, CA

MGMA[®]

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Bring challenges, make connections, gain insights,
explore ideas, collect facts, find inspiration.

Leave empowered.

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BUILD LONG-LASTING PROFESSIONAL RELATIONSHIPS

At the MGMA 2017 Annual Conference you'll build the personal connections you need to support your growth professionally, capitalize on opportunities, and further your career and practice objectives. There is no better conference to connect with former co-workers, subject matter experts, and a national network of colleagues from practices of every size, type, region and specialty.

LEARN AND APPLY THE SUCCESS OF OTHERS

This is your opportunity to learn best practices from the practice administrators who have done it themselves. Learn how they have managed change and increased collaboration between administrative executives and physician leaders. Over the course of four info-packed days, you'll get the tools, insights and real-world advice you need to introduce new ideas, motivate performance and advance your practice.

BECOME A PART OF SOMETHING BIGGER

People enjoy MGMA conferences because of the trust, support and relationships they share with colleagues. By attending this year in Anaheim, you'll have the opportunity to invest in your career, share ideas, offer feedback, and access the information and inspiration you need to move your organization forward.



ENJOY MGMA17 IN SUNNY SOUTHERN CALIFORNIA!

This year in Anaheim, you'll hear from world-class experts on the latest in healthcare trends, innovation and leadership.

You'll meet the people who run highly effective practices and discover how they deliver an artful balance of business focus and patient care.

The personal, highly interactive format of this conference gives you the perfect opportunity to share common challenges and discuss proven solutions. Most importantly, you'll feel empowered to engage, ask questions and walk away with the inspiration and information you need to do great things for your practice and your patients.

And because collaboration is key in any practice, we encourage you to invite any other team players or practice leaders who can benefit from the customized tracks below:

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

Attend MGMA17 to empower yourself and your organization to move forward.

REGISTRATION INFORMATION

CONFERENCE REGISTRATION	ON OR BEFORE AUGUST 29		AFTER AUGUST 29
	WITHIN MGMA HOUSING BLOCK	OUTSIDE MGMA HOUSING BLOCK	STANDARD RATE
MGMA Member	\$995	\$1,145	\$1,195
New MGMA Member (includes MGMA membership and registration fee)	\$1,293	\$1,443	\$1,493
MGMA Nonmember	\$1,480	\$1,630	\$1,680
Faculty (must be employed as a full-time college or university faculty member and provide verification of status)	—	\$350	—
Student (must be enrolled at least part time in a college or university program and provide verification of status)	—	\$350	—
One day	—	\$640	—
Two day	—	\$1,280	—
Exhibit Hall Only (Sunday-Tuesday)	—	\$640	—
Spouse/significant other	—	\$275	—

PRECONFERENCE PROGRAM REGISTRATION (separate registration and fees required)	MGMA MEMBER	NONMEMBER
SUNDAY, OCT. 8		
PRE101 Preconference: Use ROI-based Marketing to Win New Patients (3 hours)	\$359	\$559
PRE102 Preconference: How to Turn Around the Culture in Your Practice (3 hours)	\$359	\$559
PRE103 Preconference: Change Management (half day)	\$399	\$599
PRE104 Preconference: Lean Six Sigma White Belt Certificate Program (full day)	\$459	\$659
PRE105 Workshop: Gaining Board Certification Through ACMPE - Getting Started (2 hours)	\$10*	\$10*
PRE106 Workshop: Pathway to Fellowship - Earning the FACMPE Designation (2 hours)	\$10*	\$10*

*non-refundable printed materials fee

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. Children under the age of 18 are not permitted at conference events.

Register today at mgma.org/mgma17.



REGISTRATION INFORMATION

STUDENT AND FACULTY REGISTRATION

To qualify for the student registration category, you must be enrolled at least part time in a college or university program. 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 MGMA17 attendees. Registration does not include attendance at the concurrent sessions and/or to the Party on the Plaza. Continuing education credit is not available for this registration fee category. Spouse/significant other registration includes admission to the following:

- All General Sessions
- Access to the Exhibit Hall including the Grand Opening
- Product Sneak Peek
- Daily conference meals, including Sunday Grand Opening, Monday breakfast and lunch, Tuesday breakfast and lunch, Wednesday breakfast

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. As a reminder, children under the age of 18 are not permitted on the Exhibit Hall floor at any time during the show. Your support and compliance are greatly appreciated.

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 July 18, 2017, are entitled to a full refund. Cancellations received between July 19, 2017, and Aug. 29, 2017, are entitled to a refund minus a \$150 processing fee. **NO REFUNDS OR CREDITS** will be issued after Wednesday, Aug. 30, 2017.

MGMA 2017 MONDAY LIVE

If you're not able to attend in person, register for MGMA 2017 Monday Live. One general and five featured sessions will be streamed live.

Individual registration

- MGMA Member \$350
- MGMA Nonmember \$450

Team registration

- 5-14 registrations: save 5%
- 15 registrations or more: save 15%

Register for Monday Live at mgma.org/monday-live.

CONFERENCE HEADQUARTERS

The MGMA 2017 Annual Conference will be held at the Anaheim Convention Center in the heart of Southern California.

Located just minutes away from the Disneyland® Resort, this world-class venue offers a comfortable, campus-style environment for conference attendees to mingle, learn and network with expert speakers, colleagues and

industry-leading vendors. Attendees can also take in the festive outdoor atmosphere on the Convention Center's signature Grand Plaza — which will play host to MGMA17's exclusive Party on the Plaza.

With an abundance of hotel, dining and entertainment options within walking distance, the Anaheim Convention Center is the ideal home base for your MGMA17 experience.

ANAHEIM CONVENTION CENTER

(CONFERENCE EDUCATION HEADQUARTERS)

800 W. Katella Ave.

Parking

Established rates for each entry:

- **Standard rate:** \$16.00
- **Premium rate:** \$20.00
- **VIP rate:** \$25.00

Rates are subject to change at anytime.

HOTEL INFORMATION

HOTEL INFORMATION

MGMA has secured room blocks at several hotels near the convention center 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. The deadline to book a hotel room is September 14, 2017, and room blocks may sell out.

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 to or cancellation of hotel reservation can be made with the MGMA Housing Bureau through September 22, 2017. Any changes after this date 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. Please visit mgma.org/mgma17 for additional information about the official conference hotels and housing cancellation policy.

SUPPORT YOUR ASSOCIATION

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

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 Customer Service Center toll-free at 877.275.6462, ext. 1888.

For airline discounts and additional travel information, please visit mgma.org/mgma17-travel.



PLEASE NOTE: Experient is the official housing provider for the MGMA 2017 Annual Conference. MGMA has worked diligently with the hotels in Anaheim to establish room blocks for attendees and exhibitors. Improper solicitation of hotel reservations from any company or housing provider other than Experient is not approved by MGMA. Reservations made by unaffiliated organizations may appear to be for lower rates; however, they may be illegitimate, have unreasonable cancellation or change penalties, or be completely non-refundable. Please be aware of and report any unauthorized solicitation to MGMA.

HOTEL INFORMATION

HOTELS

ANAHEIM MARRIOTT

(HEADQUARTERS HOTEL)

700 W. Convention Way, Anaheim, CA 92802

Rate: \$245 plus 15% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.1 mile

COURTYARD

2045 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$189 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

DOUBLETREE

2085 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$185 /\$199 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.6 miles

HILTON ANAHEIM

777 W. Convention Way, Anaheim, CA 92802

Rate: \$239 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.1 mile

HOMWOOD SUITES CONVENTION CENTER

2010 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$185 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

HYATT HOUSE

1800 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$169 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.5 miles

HYATT PLACE

2035 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$192 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

PORTOFINO INN & SUITES

1831 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$169 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

RESIDENCE INN AT ANAHEIM RESORT/ CONVENTION CENTER

640 W. Katella Ave., Anaheim, CA 92802

Rate: \$219 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

SHERATON PARK ANAHEIM

1855 S. Harbor Blvd., Anaheim, CA 92802

Rate: \$226 plus 17.23% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.25 miles

SPRINGHILL SUITES ANAHEIM

1801 S. Harbor Blvd., Anaheim, CA 92780

Rate: \$199 plus 17% tax (additional taxes or fees may apply)

Distance from Anaheim Convention Center: 0.4 miles

IT'S NOT JUST WHAT YOU KNOW, IT'S WHO YOU GET TO KNOW OVER COFFEE OR A COCKTAIL.

MGMA is your connector to new ideas and people. We've set up three easy ways for you to max your networking opportunities.

SHOW YOUR FACE BEFORE THE CONFERENCE.

Once you've registered, you'll be added to the MGMA17 Discussion Group in the Member Community. Be sure to update your profile and include a picture. Then start connecting with colleagues. Arrange to meet up. Seek advice about which sessions to attend. And follow up with your favorite speakers for more information.

MOVE AT THE SPEED OF SOCIAL.

Follow the hashtag #MGMA17 to join conversations before and during the conference and to get real-time info about sessions, speakers and other conference happenings.

SET UP A SIT-DOWN MEETING IN THE LIVING ROOM.

We'll have comfortable lounge seating set up in the Living Room so you can casually connect with peers and professionals in your network.

"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

NETWORKING

AT THE CONFERENCE

SUNDAY, OCT. 8

12:30-2:30 pm

Product Sneak Peek

Stop by the Product Sneak Peek on Sunday to get a head start learning about hot new products on the market and solutions for your patient engagement, patient care, physical engagement, staffing and productivity, healthcare IT, and patient payment and collection needs. You'll also have the opportunity to double your winnings by completing your conference Trail Map.

1:30-2:30 pm

First-time attendee meet-up

If you are a first-time attendee or new MGMA member, this event is not to be missed! Start your conference experience out right and join others like you for an informal networking opportunity. You'll not only have the chance to take home some fabulous prizes, you'll also get the chance to have priority seating for our Sunday General Session featuring Viola Davis.

4:30-6:00 pm

Grand opening of the Exhibit Hall

Join us for a special celebration and networking event to officially launch MGMA17. Meet and mingle with attendees and industry experts. You won't want to miss hearing about the latest industry products and services from our knowledgeable and cutting edge partners.

6:00-9:00 pm

Party on the Plaza

Join your colleagues for an opening night celebration on the Grand Plaza of the Anaheim Convention Center. In this festival-like party, we will enjoy food trucks, music and the beautiful Anaheim weather.

MONDAY, OCT. 9

5:15-6:30 pm

ACMPE recognition reception and Fellows convocation

Join your colleagues for a reception celebrating over 60 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2017 Fellows class. The reception is open to ACMPE nominees, board certified members, new Fellows, Fellows and their guests. Ticketed event; preregistration required.

TUESDAY, OCT. 10

6:30-9:30 pm

ACMPE Fellows dinner

The Fellows Dinner is a private event, by invitation 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 to connect with your peers and celebrate the achievement that your credentials demonstrate.



ACMPE BOARD CERTIFICATION AND FELLOWSHIP

Take your first step toward Board certification and Fellowship through ACMPE.

You are invited to join us for activities highlighting Board certification and Fellowship through the American College of Medical Practice Executives (ACMPE). This is your opportunity to join a highly respected group of professionals who share their expertise and experience to help others continue to build our profession.

The only honor higher than recognition is your continued commitment.

Take part in workshops that outline the steps you will take to become a Certified Medical Practice Executive (CMPE) and achieve Fellowship in ACMPE. Registered attendees of the conference will earn additional educational credits by watching slidecasts of sessions and taking an exam afterwards. Depending on sessions viewed, you can earn additional credits at no extra cost.

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

– Rodney Haynes, MBA, CMPE, chief executive officer,
Pocahontas Medical Clinic, Pocahontas, Ark.

SUNDAY, OCT. 8

8:00-10:00 am

Workshop: Gaining Board Certification Through ACMPE - Getting Started

No registration fee; however, registration is required. A non-refundable \$10 printed materials fee will apply.

ACMPE/CEU: 2

10:30 am-12:30 pm

Workshop: Pathway to ACMPE Fellowship - Earning the FACMPE Designation

No registration fee; however, registration is required. A non-refundable \$10 printed materials fee will apply.

ACMPE/CEU: 2



ACMPE BOARD CERTIFICATION AND FELLOWSHIP NETWORKING EVENTS

SHARING THE LANGUAGE OF LEADERSHIP.

We offer exclusive events that provide time for you to connect with colleagues and engage with the most experienced, recognized and respected experts in our profession.

MONDAY, OCT. 9

5:15-6:30 pm

ACMPE Recognition Reception and Fellows Convocation

Ticketed event: No registration fee; however, registration is required. Space is limited.

Join your colleagues for a reception celebrating over 60 years of professional certification. This special conference event will recognize program and individual accomplishments, including the introduction of the 2017 Fellows class. The reception is open to ACMPE nominees, board certified members, new Fellows, Fellows and their guests.

TUESDAY, OCT. 10

6:30-9:30 pm

ACMPE Fellows Dinner

Ticketed event: \$125

The Fellows Dinner is a private event, by invitation only, for ACMPE Fellows, past leaders of the association and their guests. Members of the 2017 Fellows Class will receive one complimentary ticket to the dinner. Attendees may purchase up to three tickets. Additional tickets may be purchased via online registration.

ARE YOU A CANDIDATE FOR THE 2017 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 MGMA17. Once your Fellowship has been confirmed, you'll receive communication regarding tickets to the ACMPE recognition reception and ACMPE Fellows Dinner.

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

HELPING THE RIGHT PEOPLE MAKE IT TO THE RIGHT PRACTICES.

Sunday, Oct. 8, through Tuesday, Oct. 10, Career Center Live will link you to the new resources at your fingertips through the MGMA Career Center. Whether you're a job seeker looking for your dream position or an employer seeking the perfect candidate, you'll enjoy our 20-minute mini-presentations on hot topics in the world of hiring and getting hired, from human resources experts, recruiting professionals and experienced healthcare leaders.

Find the complete schedule of presentations in the online itinerary builder, mobile app and onsite planner.

Join us live:

- **Sunday, Oct. 8:** 4:30-6:00 pm
- **Monday, Oct. 9:** 9:30 am-2:45 pm
- **Tuesday, Oct. 10:** 9:15 am-1:00 pm

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

- Robert G. Bush, FACMPE, senior regional director,
MedHealth, Dallas, Texas



CAREER CENTER LIVE

HUNGRY FOR A NEW OPPORTUNITY?

Bring a digital copy of your resume for a free online resume review. Professional resume writers, who specialize in the medical industry, will analyze your career accomplishments and make your work experience jump off the page.

SEARCHING FOR JUST THE RIGHT PERSON?

If you're looking for the right candidate, Career Center experts will help you improve your job posting and search efforts to find the ideal person. Our mini-presentations give you valuable insights from experts and help you become more competitive on staffing.

JUST GETTING STARTED AND WANT TO MOVE FORWARD?

If you're early in your career, or just getting up to speed, this is where you need to be. Start by having your resume reviewed, then attend our mini-presentations.

By the end of day one, you'll know how to confidently present your skills, strengths and interests to advance in practice management. Then keep the conversation going by joining the MGMA17 Discussion Group in the MGMA Member Community. Learn more about practice administrators' wide-ranging daily expectations and discuss potential career opportunities in your area of expertise and interest. You'll also discover the distinctions between private practice and large organizations and find out more about the best places to network with other practice administrators.

EXHIBIT HALL

NOT ALL PROBLEMS ARE BEST SOLVED IN A CONFERENCE ROOM.

We encourage you to show up in Anaheim with your most pressing problem and we promise to help you leave with a solution. No matter where you are in the Exhibit Hall, you'll bump into top industry professionals. Be sure to try using the interactive trail map. No matter where you are, you're sure to come face-to-face with your current contacts and new business partners, who are all here to share and learn about problem solving tools and resources.

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

EXHIBIT HALL HOURS:

- **Sunday, Oct. 8:** 4:30-6:00 pm
- **Monday, Oct. 9:** 6:30 am-2:45 pm
- **Tuesday, Oct. 10:** 6:30 am-1:00 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? Come get a preview of all that our exhibit hall has to offer in an intimate setting.

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 view product demos from any of the following categories:

- Care Anywhere
- Patient Engagement
- Physical Environment
- Staffing and Productivity
- Healthcare IT, Revenue Cycle, Billing and Collection Group



MGMA BOOTH AND BOOKSTORE

Stop by our Exhibit Hall booth and bookstore for the latest resources and access to industry experts.

BOOKS, ONLINE TOOLS AND SUCCESS SOLD HERE.

Find the practice management resources you need and take advantage of the 20% conference discount.

IS THIS YOUR YEAR TO ACHIEVE BOARD CERTIFICATION AND FELLOWSHIP THROUGH ACMPE?

We'll help you take your first step to begin the ACMPE Board certification and Fellowship processes.

GET THE FACTS WITH DATADIVE AND SURVEYS.

Our dedicated Data Solutions analysts are on hand to provide demonstrations of the latest DataDive tools and answer questions related to survey participation. Get a live demo and tips to get the most from your investments and maximize your potential.

15-MINUTE MGMA MINI-SESSIONS.

Stop for high-paced demonstrations of MGMA resources and tools that will help you overcome the challenges in your organization, including DataDive, MGMA Stat, online courses, the Body of Knowledge for Medical Practice Management and much more.

ASK AN EXPERT CONSULTANT.

Our healthcare consultants average 30 years of leadership experience and can help you build customized solutions to move your organization forward. Sit down 1:1 to discuss solutions to any challenge you are facing. Spots are filling up quickly, **reserve your space today.**

TALK POLICY IN PLAIN ENGLISH.

Staying current on what's happening in Washington, D.C. is challenging. Our Government Affairs staff will help guide you through it so you can get what you need and get on with your day.

MGMA Stat

Have an opinion about healthcare? Share it via **MGMA Stat**. Stop by the MGMA Booth to find out more. Submit your idea for a future poll and you'll have a **chance to win a free one-year MGMA membership**. Text the keyword "**MGMA17**" to 33550 to share your opinions in our free weekly polls.

What others are saying about MGMA Stat...

"Yes, I couldn't believe it when I saw my entry as a survey question! The information from MGMA Stat has been vital in my practice assessment. To be able to compare the areas which my practice is either in line with industry norms, behind, or sometimes ahead of the game has been so helpful. This also gives me a great resource to rely on when presenting information to my physician and practice owners. "

- Sherhea R., CMPE, office manager

MGMA 1:1

CONSULTING 1:1

Reserve a free 30-minute consultation with one of our industry experts from the MGMA Health Care Consulting Group. Bring your toughest issue, and a consultant will give you invaluable advice on how to tackle it. Reserve now, as spots are available on Monday, Oct. 9 only. Visit mgma.org/consult-mgma17 to schedule your appointment now.

DATA 1:1

You have DataDive — now what? MGMA DataDive is the most robust, trusted data benchmarking source in the industry. MGMA invites you to get the most out of your investment and speak one-on-one with our DataDive specialists to get customized insights specifically for your group's needs. Schedule time to speak with a data analyst on Saturday, Oct. 7, or Sunday, Oct. 8, by visiting mgma.org/data-mgma17.



EDUCATION OVERVIEW

EDUCATION OVERVIEW

MGMA17 is this year's premier event for medical group practice management. Join more than 5,600 medical practice executives, administrators, physicians, vendors, industry experts and powerful speakers to share challenges and discover solutions.

CONTENT AREAS

The conference sessions are categorized by the content areas below. Each content area reflects current challenges for today's health business professional and is informed by MGMA's *Body of Knowledge for Medical Practice Management*, 3rd Edition.

Practice Transformation - Brave New World

Examine the forces driving practices into new contracting and reimbursement models, including the operational and cultural issues, new strategic partnerships, and methods to identify and measure data accurately.

- Alternative payment models
- Contracting, credentialing and negotiating
- Strategic partnerships
- Data reporting and analytics

Practice Efficiencies

Explore how practice improvement can produce more efficient operations to deliver improved patient care and cost savings leading to a more profitable practice.

- Innovation and optimization of information technology (IT)
- Lean process improvement
- Space and facilities planning
- Strategic planning

Financial Management

Explore financial management concepts, operations and processes to optimally manage the finances and revenue cycle in medical practices, including the financial and operational impact of value-based payment models.

- Financial audit and internal controls
- Medical coding and documentation
- Revenue cycle management (RCM)
- Billing and collections

Personal Growth and Leadership

Discover the power of great leadership. Through personal and staff growth, leaders can improve patient and organizational outcomes. These sessions feature tools, ideas and concepts to enhance the ability to foster cultures that lead to satisfied and engaged patients, staff and physicians. Sessions also include staffing to the needs of practice and patient population.

- Leadership and personal professional development
- Staff training and development
- Non-physician providers
- Physician recruitment, engagement and retention
- Hiring and retention



EDUCATION OVERVIEW

Enhancing the Patient Relationships

Investigate the opportunities for patient engagement, access, satisfaction and wellness as well as team-based care solutions designed to improve patient experience and outcomes.

- Patient engagement
- Team-based care
- Patient safety
- Population health

The Independent to Integrated Pendulum

Examine the options on the continuum from independence to full integration and back as well as all the variations in between. These sessions will discuss the forces driving change and the benefits and challenges of each model.

Practice models:

- Independent
- Hospital owned
- Integrated

Human Resources and Staff Engagement

It is important to “set the stage” by developing a workforce that is open, trusting, and directly connected to the success of the organization. Learn through case studies, tools and valuable resources how to recruit, develop, and retain engaged staff and hold them accountable to the success of your organization.

Federal Laws, Regulations and Advocacy

Navigate the complex state and federal laws that our nation's healthcare providers and delivery systems function under. Because healthcare delivery is dynamic rather than static, the laws, rules and regulations governing these activities are ever-changing. These sessions discuss some of the fundamental legal and compliance issues that affect the provision of healthcare.

- Risk analysis and compliance
- Government regulations and programs

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).



EDUCATION OVERVIEW

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.

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.

LEARNING LEVELS

Overview

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

Update

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

Basic

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

Intermediate

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

Advanced

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

PREREQUISITES

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 8. Preconference program clock hour range:*

ACMPE Credit: 2.75-4.75 | **CPE Credit:** 3-5.5

CEU Credit: 2.75-4.75

Conference maximum clock hours:*

ACMPE Credit: 16 | **CPE Credit:** 19 | **CEU Credit:** 16

Earn ACMPE, CPE and CEU Credits for attending sessions.

**Subject to change*



American College of Medical Practice Executives (ACMPE):

A cumulative total of 50 ACMPE Continuing Education credit hours is among the requirements for advancement to Certified Medical Practice Executive (CMPE) status. You may receive credit for continuing education taken up to one month prior to your nominee acceptance date. Once you have advanced to CMPE or Fellow status, you must earn and submit 50 hours of qualifying credit hours every three years to maintain your designation. All members are on the same three-year cycle. The current cycle began January 1, 2016, and concludes December 31, 2018. MGMA will calculate a prorated requirement for CMPEs who advance after the beginning of a cycle. Be sure to check your transcript regularly to see how many hours you still need to fulfill.

One ACMPE credit is earned for every 60 minutes of educational contact, rounded down to the nearest 0.25.



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: nasbregistry.org.

- In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour
- This program is in the Specialized Knowledge and Applications field of study
- The type of instruction is Group Live
- National Registry of CPE Sponsors ID: #103652

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 MGMA17, visit mgma.org/mgma17, email us continuinged@mgma.org or call 877.275.6462, ext. 1888.

GENERAL SESSIONS

SUNDAY, OCT. 8

3:00-4:30 pm

VIOLA DAVIS



JOURNEY TO SELF-LOVE AND SUCCESS

Viola Davis is a critically revered, award-winning actress of film, television and theater known for her intriguing and groundbreaking roles, including her Academy Award-winning performance in *Fences*. Her journey began in high school when she fell in love with theater as a form of escape from the harsh realities of her childhood. Join Viola as she discusses how overcoming adversities and preconceived restrictions, in both her personal and professional life, have all contributed to reinforcing her abilities as an artist and becoming a stronger woman. Discover how Viola has burst through every barrier to become one of the most accomplished and celebrated actors of today by learning to stay true to herself, following her passions, and practicing self-acceptance every step of the way.

GENERAL SESSIONS

MONDAY, OCT. 9

8:15-9:30 am

ADRIAN GOSTICK and CHESTER ELTON

**ALL IN: CREATING A CULTURE
OF BUY-IN AND BELIEF**



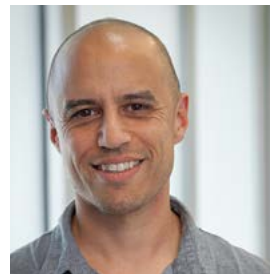
The authors of the New York Times bestsellers *The Carrot Principle* and *The Orange Revolution* present groundbreaking new findings: today's high-performance organizations have a distinctive kind of culture that leads to astonishing results. Based on their breakthrough research and extensive consulting experience with a who's-who of successful companies, Gostick and Elton present a simple seven-step roadmap that all managers can follow to create a high-achieving culture in their own teams. With the most current data available on culture, the speakers offer specific how-tos for each step, and tell fascinating stories of leaders in action that vividly depict just how these powerful methods can be implemented.

TUESDAY, OCT. 10

10:00-11:15 am

ZUBIN DAMANIA, MD

HEALTHCARE: REMIXED



Dr. Damania delves into the ethical challenges of delivering compassionate healthcare in our severely dysfunctional medical system, while proposing collaborative ways to revitalize it. He examines, through humor and storytelling, the hope that the

future of medicine is a bright one provided that all of us work together for the common goal.

WEDNESDAY, OCT. 11

8:30-9:45 am

ANDERS GILBERG

MGMA'S A VIEW FROM WASHINGTON



One year after the presidential election that shifted previous healthcare policy, 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. 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.

SCHEDULE AT A GLANCE

SATURDAY, OCTOBER 7

12:00-6:00 pm	Satellite registration at the Hilton
12:00-6:00 pm	Satellite registration at the Marriott
12:00-6:00 pm	Exhibitor registration opens
12:00-6:00 pm	Data 1:1 at the Marriott*
5:00-6:30 pm	Chair's Reception (invitation only)

SUNDAY, OCTOBER 8

7:30 am-6:30 pm	Conference registration open
7:30 am-12:00 pm	Data 1:1 at the Marriott*
8:00-11:00 am	PRE101 - Use ROI-based Marketing to Win New Patients
8:00-11:00 am	PRE102 - How to Turn Around the Culture in Your Practice
8:00 am-12:00 pm	PRE103 - Change Management
8:00 am-1:30 pm	PRE104 - Lean Six Sigma White Belt Certificate Program
8:00-10:00 am	PRE105 - Gaining Board Certification Through ACMPE: Getting Started
10:30 am-12:30 pm	PRE106 - Pathway to ACMPE Fellowship: Earning the FACMPE Designation
12:30-2:30 pm	Product Sneak Peek
1:30-2:30 pm	First-time Attendee Meet-up
3:00-4:30 pm	General Session: Viola Davis
4:30-6:00 pm	Grand Opening of the Exhibit Hall
6:00-9:00 pm	Party on the Plaza

*Reservations must be made in advance

SCHEDULE AT A GLANCE

MONDAY, OCTOBER 9

6:30 am-5:00 pm	Conference registration open
6:30-8:15 am	Continental breakfast
6:30 am-2:45 pm	Exhibit Hall open
7:00-8:00 am	Concurrent sessions - A Series
8:15-9:30 am	General Session: Adrian Gostick and Chester Elton
9:30-10:15 am	Author book signing
9:30-10:30 am	Break in the Exhibit Hall
9:30 am-4:00 pm	Consulting 1:1
10:30-11:30 am	Concurrent sessions - B Series
11:30 am-12:30 pm	Lunch served in the Exhibit Hall
11:30 am-1:00 pm	Visit the Exhibit Hall
1:00-2:00 pm	Concurrent sessions - C Series
2:00-2:45 pm	Break in the Exhibit Hall
2:45-3:45 pm	Concurrent sessions - D Series
3:45-4:00 pm	Passing break
4:00-5:00 pm	Concurrent sessions - E Series
5:15-6:30 pm	ACMPE Recognition Reception and Fellows Convocation (tickets required)

TUESDAY, OCTOBER 10

6:30 am-4:30 pm	Conference registration open
6:30-8:15 am	Continental breakfast
6:30 am-1:00 pm	Exhibit Hall open
7:00-8:00 am	Concurrent sessions - F Series
8:15-9:15 am	Concurrent sessions - G Series
9:15-10:00 am	Break in the Exhibit Hall
10:00-11:15 am	General Session: Zubin Damania, MD
11:15 am-1:00 pm	Visit the Exhibit Hall
11:30 am-12:30 pm	Lunch served in the Exhibit Hall
12:30-12:45 pm	MGMA Stat drawing in Exhibit Hall
12:45-1:00 pm	Trail Map drawing in Exhibit Hall
1:00-2:00 pm	Concurrent sessions - H Series
2:00-2:15 pm	Networking break
2:15-3:15 pm	Concurrent sessions - I Series
3:15-3:30 pm	Passing break
3:30-4:30 pm	Concurrent sessions - J Series
6:30-9:30 pm	ACMPE Fellows dinner (private event), tickets required

WEDNESDAY, OCTOBER 11

7:00-9:00 am	Conference registration open
7:00-8:30 am	Continental breakfast
7:30-8:00 am	MGMA Business Meeting
8:00-8:15 am	Passing break
8:30-9:45 am	General Session: Anders Gilberg
9:45-10:00 am	Passing break
10:00 am-12:00 pm	Concurrent extended sessions - K Series



SATURDAY, OCT. 7
SUNDAY, OCT. 8

SATURDAY, OCT. 7 SUNDAY, OCT. 8

SATURDAY, OCT. 7

12:00-6:00 pm

Satellite registration open

MGMA will provide satellite registration areas at the host hotels located in the Hilton Anaheim and the Anaheim Marriott on Saturday, Oct. 7, from noon to 6 pm. Please stop by and pick up your conference materials before the start of the conference to avoid waiting in line at the Anaheim Convention Center.

12:00-6:00 pm

Exhibitor registration open

12:00-6:00 pm

Data 1:1 at the Marriott (reservations required)

5:00-6:30 pm

Chair's reception

SUNDAY, OCT. 8

7:30 am-6:30 pm

Conference registration open

7:30 am-12:00 pm

Data 1:1 at the Marriott (reservations required)

8:00 am-1:30 pm

Preconference programs

8:00-11:00 am

PRE101 - Use ROI-based Marketing to Win New Patients

Available for ACMPE: 2.75 | CPE: 3 | CEU: 2.75

Preconference

Intermediate | Traditional

Stewart Gandolf, MBA, chief executive officer and creative director, Healthcare Success LLC, Irvine, Calif.

Today, competition for new patients is at an all-time high due to continuing consolidation among practices, groups, super-groups, hospitals and health systems. Medical groups, therefore, need to increase their marketing sophistication to survive, thrive and remain relevant. When you attend this session, you'll discover state-of-the-art marketing strategies that are already working for medical groups like yours. With today's reporting technologies, you can finally track the sources of new patients, monitor incoming calls, calculate the cost per acquisition and even determine the return on investment.

This preconference program will provide you with the knowledge to:

- Implement strategies to increase patient volume and grow doctor referrals
- Discover how to brand your practice successfully and target specific cases and patients
- Utilize digital marketing to win patients and leverage social media to engage patients

SUNDAY, OCT. 8 (continued)

8:00-11:00 am

PRE102 - How to Turn Around the Culture in Your Practice

Available for ACMPE: 2.75 | CPE: 3 | CEU: 2.75

Preconference

Intermediate | Traditional

Tracy Spears, co-founder, Exceptional Leaders Lab, Tulsa, Okla.

Sometimes the ingredients for a high-performance culture exist in your practice — it's simply a matter of putting it all together and, more importantly, getting everyone on board. Spears will break down the complex parts of a productive workplace and show you how to create an environment that benefits everyone in the long run. You will learn how to identify character vs. competency in leadership, take action steps to deal with toxic employees, learn the best ways to facilitate staff meetings, find out what motivates your employees, and give your staff that ONE thing they all want from you. Learn how to have that "turnaround" meeting that changes everything!

This preconference program will provide you with the knowledge to:

- Discover what a high-performance culture looks like and implement a high-performing culture in your own organization
- Examine ideas on laying the foundation, tackling specific problems, and best practices to follow
- Utilize skills to involve everyone in the process

8:00 am-12:00 pm

PRE103 - Change Management

Available for ACMPE: 3.75 | CPE: 4.5 | CEU: 3.75

Preconference

Intermediate | Interactive

Andrew Swanson, CMPE, vice president, business development and consulting, MGMA, Englewood, Colo.

Effective change leadership is critical to meet the changing models of healthcare required to sustain success in value-based payments. This 4-hour preconference workshop will support administrative and clinical leaders with key tools and takeaways to both assess your leadership and readiness for change and guide your activities throughout the change process. Following this interactive session, you'll be prepared to lead an effective change effort by better addressing your needs, your team's needs and your organization's needs.

This preconference program will provide you with the knowledge to:

- Examine the change in the context of your leadership style, learning how to refocus your style when faced with a variety of resistance
- Discover ways to respond effectively to different perspectives while still achieving alignment and organizational change
- Practice using select change management tools to prepare for your leadership role in the change

SUNDAY, OCT. 8 (continued)

8:00 am-1:30 pm

PRE104 - Lean Six Sigma White Belt Certificate Program

Available for ACMPE: 4.75 | CPE: 5.5 | CEU: 4.75

Preconference

Basic | Traditional

Owen Dahl, MBA, FACHE, CHBE, LSSMBB, consultant, Owen Dahl Consulting, The Woodlands, Texas

At this full-day session, participants will learn a structured approach to process improvement and will be awarded a Lean Six Sigma White Belt Certificate at the conclusion. Through a structured approach to process improvement, participants can improve customer service relationships, financial performance, patient flow and overall practice systems. This program makes use of case studies that include narratives with questions for group discussion. The content is based upon actual practices, with names, specialty and locations redacted to ensure no connection to the actual practices. Case topics include but are not limited to revenue cycle, cash flow and office operations, increasing revenue and improving patient flow, staffing and turnover, treatment plan development and management, and the cost of doing business.

This preconference program will provide you with the knowledge to:

- Define the fundamentals of Lean management and Six Sigma management
- Identify new processes for improving patient flow and overall practice systems
- Outline a structured approach to achieving value in the practice's customer relationships and financial performance

8:00-10:00 am

PRE105 - Workshop: Gaining Board Certification Through ACMPE: Getting Started

Available for ACMPE: 2 | CEU: 2

Overview | Interactive

MGMA

The workshop will provide an overview of the entry process, the multiple choice, scenario-based exam, and continuing education requirements to advance with your CMPE designation. The session will briefly dive into what is covered on the exams to kick-start your path towards professional development.

This workshop will provide you with the knowledge to:

- Understand the board certification eligibility and requirements to advance
- Comprehend the difference between multiple choice and scenario-based exams
- Complete a plan to jumpstart your success within ACMPE

SUNDAY, OCT. 8 (continued)

10:30 am-12:30 pm

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

Available for ACMPE: 2 | CEU: 2

Overview | Interactive

MGMA

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 Fellows share tips and tricks as well as break out into round tables to dive into topic exploration and getting started.

This workshop will provide you with the knowledge to:

- Understand the Fellowship process and what the paper requirements are
- Develop a topic for your Fellowship paper and gain insight from your peers
- Overcome common pitfalls and frustrations during the Fellowship process

12:30-2:30 pm

Product Sneak Peek

1:30-2:30 pm

First-time Attendee Meet-up

3:00-4:30 pm

General Session: Journey to Self-Love and Success

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

Overview | Traditional

Viola Davis, award-winning actress, Calif.

Viola Davis is a critically revered, award-winning actress of film, television and theater known for her intriguing and groundbreaking roles, including her Academy Award-winning performance in *Fences*. Her journey began in high school when she fell in love with theater as a form of escape from the harsh realities of her childhood. Join Viola as she discusses how overcoming adversities and preconceived restrictions, in both her personal and professional life, have all contributed to reinforcing her abilities as an artist and becoming a stronger woman. Discover how Viola has burst through every barrier to become one of the most accomplished and celebrated actors of today by learning to stay true to herself, following her passions, and practicing self-acceptance every step of the way.

This session will provide you with the knowledge to:

- Identify how adversities push you to become a stronger individual
- Discover your own sense of empowerment and recognize the power of finding your authentic self
- Recognize ways you can be the 'star' in your own profession

4:30-6:00 pm

Grand Opening of the Exhibit Hall

6:00-9:00 pm

Party on the Plaza



MONDAY, OCT. 9

MONDAY, OCT. 9

6:30 am-5:00 pm

Conference registration open

6:30-8:15 am

Continental breakfast

6:30 am-2:45 pm

Exhibit Hall open

CONCURRENT SESSIONS – A SERIES

7:00-8:00 am

FEATURED SESSION

A01 – The THREADS that Connect Exceptional Teams

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

Personal Growth and Leadership

Intermediate | Traditional

Tracy Spears, co-founder, Exceptional Leaders Lab, Tulsa, Okla.

Hear from the co-author of the best selling “What Exceptional Leaders Know” as she shares insights from her forthcoming new book “The Exceptional Leaders Playbook.” In this high-energy, interactive session, participants will understand the common THREADS that connect the best teams: Trust, Humility, Recognition, Engagement, Accountability, Diversity and Sustainability.

This session will provide you with the knowledge to:

- Discover how great teams develop over time
- Classify the seven traits of all exceptional teams
- Outline “work ons” for your current team or organization

A02 – Building Real-time Analytics for Practice Improvement

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

Financial Management

Intermediate | Traditional

Mandi Clossey, CPA, principal, Somerset CPAs and Advisors, Indianapolis

There is an old saying “you cannot manage what you don’t measure.” The future of data analytics requires the need for live, real-time data. Several key financial statements, including balance sheets, income statements, physician/provider productivity, operating and capital budgets, pro formas, dashboards and benchmarks, should be utilized in all practices along with data analytic tools to best analyze, evaluate and manage the performance of your practice. Having an objective basis for decision making will assist in implementing financial and operational improvements. If you cannot measure your progress, you have no way to know if you are moving toward your intended outcome. Utilizing key financial indicators, you can measure your progress toward reaching your goals.

This session will provide you with the knowledge to:

- Evaluate how to quantify a gap between your practice and “best practice”
- Identify key core practice, revenue cycle and ancillary service metrics to drive performance
- Implement a dashboard to report key financial, operational and provider productivity benchmarks

MONDAY, OCT. 9 (continued)

7:00-8:00 am

Specialty Round Tables

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

Basic | Interactive

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.

A03 - Anesthesia Round Table

A04 - Internal Medicine Round Table

A05 - Surgery Round Table

A06 - Academic Round Table

A07 - Pathology Round Table

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 whom you can contact after the conference to continue problem solving

8:15-9:30 am

General Session: All In: Creating a Culture of Buy-In and Belief

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

Overview | Traditional

Chester Elton, best-selling leadership author and organizational culture expert

Adrian Gostick, best-selling leadership author and organizational culture expert

The authors of the New York Times bestsellers *The Carrot Principle* and *The Orange Revolution* present groundbreaking new findings: today's high-performance organizations have a distinctive kind of culture that leads to astonishing results. Based on their breakthrough research and extensive consulting experience with a who's who of successful companies, Gostick and Elton present a simple seven-step roadmap that all managers can follow to create a high-achieving culture in their own teams. With the most current data available on culture, the speakers offer specific how-tos for each step, and tell fascinating stories of leaders in action that vividly depict just how these powerful methods can be implemented.

This session will provide you with the knowledge to:

- Identify the three research-based characteristics of the world's most profitable, productive organizational and team cultures
- Recite the seven steps today's most successful managers use to generate buy-in
- Summarize how managers at any level can build a productive workgroup culture of their own where employees commit to the culture and give that extra push of effort



MONDAY, OCT. 9

MONDAY, OCT. 9 (continued)

9:30 am-4:00 pm

Consulting 1:1

Reserve a free 30-minute consultation with one of our industry experts from the MGMA Health Care Consulting Group. Bring your toughest issue, and a consultant will give you invaluable advice on how to tackle it. Reserve now, as spots are available on Monday, Oct. 9 only. Visit mgma.org/consult-mgma17 to schedule your appointment now.

9:30-10:15 am

Author signing: Adrian Gostick and Chester Elton

9:30-10:30 am

Break in the Exhibit Hall

CONCURRENT SESSIONS – B SERIES

10:30-11:30 am

FEATURED SESSION

B01 – The Evolution of Value-based Care and Risk-based Reimbursement Models from a Physician Practice Perspective

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

Practice Transformation - Brave New World

Intermediate | Traditional

Michael Cuffe, MD, president and chief executive officer, physician services, HCA Physician Services, Brentwood, Tenn.

MONDAY, OCT. 9 (continued)

10:30-11:30 am

B02 – Advancing Your Career: Ten Tips from the Trenches

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

Personal Growth and Leadership

Basic | Traditional

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

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

Michael O'Connell, MHA, FACMPE, FACHE, consultant, Advisory Board Company, interim executive director, Stanford Healthcare, Solon, Ohio

Many organizations are making dramatic changes in their workforce. This session brings together medical practice leaders who have worked in private physician practices, academic medical centers, hospital-based medical practices and integrated delivery systems. Attendees will learn 10 tips and lessons for career advancement including prep work needed, social media and networking, telephone interviews, in-person interviews, post-interview follow-up, references, negotiating an offer, accepting an offer, and giving notice.

This session will provide you with the knowledge to:

- Identify the top 10 tips to advance your career in medical practice management
- Define how these 10 tips can be applied and customized to your specific career needs
- Discover how to avoid common mistakes in promoting your career

B03 – Certified Medical Scribe Specialists: Giving You Time Back for Patient Care

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

Enhancing the Patient Relationship

Intermediate | Traditional

Kristin Hagen, CMSS, CPHIMS, executive director, American College of Medical Scribe Specialists, Anaheim, Calif.

As reported in many recent surveys, physicians are unhappy, burned out and don't have the time for the most important part of their jobs—their patients. In several studies that address burnout, physicians often cite EMR documentation as a major source of their frustration. Certified Medical Scribe Specialists (CMSS) have been shown to give physicians the time and space needed to help patients get truly well, transforming clinical care and enabling new paradigms for prevention and wellness. This session will introduce attendees to the expanded CMSS credential, which has paved the way for a new clinical team concept that focuses on patient-centric care at the point of care. Real-world examples of practices employing these teams will be presented. Attendees will be provided a checklist/assessment of practical implementation ideas that address workflow, creating efficiencies, improving care and outcomes, and meeting MACRA Quality Payment Program reporting objectives related to Advancing Care Information and Clinical Improvement Activities.

This session will provide you with the knowledge to:

- Outline how the expanded CMSS credential is making certified scribes more valuable members of the healthcare team
- Analyze how one system is taking advantage of the expanded CMSS credential in innovating care and enhancing patient and physician experiences
- Examine where Certified Medical Scribe Specialists can specifically help practices operate more efficiently while helping practices meet MACRA QPP objectives

MONDAY, OCT. 9 (continued)

10:30-11:30 am

B04 – Pyramid Your Practice to Success: It Starts in the C-Suite

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

Practice Transformation – Brave New World

Advanced | Traditional

Stephen A. Dickens, JD, FACMPE, assistant vice president, medical practice services, State Volunteer Mutual Insurance Co., Brentwood, Tenn.

Heidi Saliba, MIB, CMPE, communications and training executive, Newberry, Fla.

The key is being able to identify outcomes that matter to patients and the costs associated with achieving those outcomes. Where data already exists, many healthcare leaders do not know how to find, organize and leverage it. Electronic records, registries and "big data" systems produce voluminous data that can quickly smother an organization with useless and confusing numbers.

This session will provide you with the knowledge to:

- Assess how practice culture affects all domains of medical practice and costs associated with levels of success or failure in attending to this culture
- Evaluate the practice experience performance pyramid and its overlap with the iceberg model of cultural and linguistic competence
- Determine three measures which may be enacted immediately for measurable outcomes on the patient experience and the bottom line

B05 – Building an Effective Risk-based Audit Plan

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

Federal Laws, Regulations and Advocacy

Intermediate | Traditional

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

The RACs are back with more tools at their disposal than ever before. New technologies are being employed by CMS and private payers, giving auditors an inherent advantage over providers. Attendees will learn the methodologies payers use to identify high-risk providers and what can be done to mitigate the risk of recoupment. Specifically, the tools and data available build a risk-based audit plan that will identify the greatest risk events by provider by code and by modifier. The session will include a complete tool box, including documentation, worksheets, templates and sample reports to the begin the process of building a risk-based audit plan.

This session will provide you with the knowledge to:

- Outline the audit process and how private payers and CMS build risk
- Examine the tools and techniques the payers use to identify high-risk events
- Apply these principles to building a risk-based audit plan

MONDAY, OCT. 9 (continued)

10:30-11:30 am

B06 – A Recipe Success: Behavioral Health Integration in Primary Care

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

Practice Efficiencies

Intermediate | Traditional

Daryl Huggard, MBA, administrative director, University of Utah Medical Group, Salt Lake City

Bradley Weischedel, LCSW, manager, behavioral health integration, University of Utah, Salt Lake City

Janelle Robinson, FACHE, director, outpatient clinics, University of Utah Neuropsychiatric Institute, Salt Lake City

The model of caring for patients is changing — no longer can we deliver care in silos. Patients and care teams are demanding a collaborative environment that addresses the whole need of the patient including physical and behavioral health. Almost two years ago, University of Utah Community Physician Group partnered with University Neuropsychiatric Institute to embark on an experiment to embed social work in the primary care setting. This presentation shares models of care, barriers to integration, key success factors and lessons learned throughout our experience.

This session will provide you with the knowledge to:

- Differentiate nuances in behavioral health integration programs
- Develop an integrated behavioral health program in the primary care setting
- Identify billing strategies to ensure financial sustainability of behavioral health services within the primary care setting

B07 – Aligning Advanced Practice Clinicians with New Care Models

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

The Independent to Integrated Pendulum

Intermediate | Traditional

Trish Anen, RN, MBA, NEA-BC, principal, Sullivan, Cotter and Associates, Inc., Chicago

Debra Slater, principal, Sullivan, Cotter and Associates, Inc., Atlanta

With provider shortages and cost cutting in an era of declining reimbursement, organizations are tapping into advanced practice clinicians (APCs) — nurse practitioners and physicians assistants — to provide more cost-efficient care, improve access and enhance patient experience. This presentation will focus on how APCs are being utilized to achieve organizational goals and how to structure compensation programs to align with models of care. Case studies will be shared that show results of improved access, reduced readmissions, increased physician productivity, better management of at-risk patients and enhanced job satisfaction for APCs.

This session will provide you with the knowledge to:

- Examine the evolving roles of APCs
- Discover emerging trends to support the recruitment, onboarding, productivity and top-of-license practice for APCs
- Classify current trends in APC compensation and evolving team-based compensation models

MONDAY, OCT. 9 (continued)

10:30-11:30 am

B08 - Compliance Planning by the Numbers

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

Federal Laws, Regulations and Advocacy

Advanced | Traditional

Marcia Brauchler, MPH, FACMPE, COC, CPC, CPHQ, CPC-I, president, Physicians' Ally, Inc., Highlands Ranch, Colo.

With compliance plans made mandatory in the coming years under the Patient Protection and Affordable Care Act, practice administrators know that having a compliance plan is essential, but most wonder what to include. Explore more about compliance with the author of the MGMA Compliance Toolkit, the MGMA HIPAA Policies and Procedures for Outpatient Providers and the author of the MGMA OSHA Compliance Manual. Learn about the probability of getting caught for violating a federal regulation and the severity of the fines under the laws. The result will be peace of mind that an essential item for your practice has been addressed.

This session will provide you with the knowledge to:

- Examine 10 tips to prevent compliance fines
- Justify the importance for providers to have a working compliance plan
- Evaluate high-risk areas of federal laws, such as the False Claims Act, HIPAA, OSHA and HR regulations

B09 - Private Equity Acquisitions: What Does it Really Mean?

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

The Independent to Integrated Pendulum

Advanced | Traditional

Wallis Stromberg, shareholder, Hall, Render, Killian, Heath & Lyman, P.C., Denver

Joseph Kahn, Esq., attorney, Hall, Render, Killian, Heath & Lyman, P.C., Denver

Although physician practice acquisitions have been prevalent for a number of years, the type of purchaser in these transactions has been evolving as of late. Specifically, while hospitals continue to play a prominent role in physician practice acquisitions, private-equity (PE)-backed and public company (PC)-led acquisitions are on the rise. This presentation will focus on this growing trend of PE/PC-backed acquisitions of physician practices, and some of the unique characteristics that are more typical in these transactions as compared to practice acquisitions by a hospital or health system. We will focus on key areas and issues that practice owners and managers should consider when evaluating offers and negotiating transactions with prospective PE/PC-backed purchasers, as well as opportunities that these transactions can represent for your practice.

This session will provide you with the knowledge to:

- Interpret key distinctions between a PE/PC-backed acquisition and a hospital-led acquisition
- Assess important deal-points when evaluating and negotiating transactions with PE/PC-backed purchasers
- Evaluate opportunities PE/PC-backed transactions can present for prospective practices considering a sale

MONDAY, OCT. 9 (continued)

10:30-11:30 am

B10 – Human Resources Round Table

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

Human Resources and Staff Engagement

Basic | Interactive

Jenny Morales, SHRM-SCP, GBA, human resources manager, MGMA, Englewood, Colo.

Join your colleagues for an interactive peer learning session that will give you the opportunity to discuss current human resources topics, trends and challenges. Come prepared with questions and concerns you have regarding best practices and innovations with human resources in your organization.

This session will provide you with the knowledge to:

- Summarize key solutions used by other practice executives
- List new strategies to address and leverage areas within human resources
- Identify colleagues whom you can contact after the conference to continue problem solving

11:30 am-12:30 pm

Lunch served in the Exhibit Hall

11:30 am-1:00 pm

Visit the Exhibit Hall

CONCURRENT SESSIONS – C SERIES

1:00-2:00 pm

FEATURED SESSION

C01 – MGMA Government Affairs Session Hot Topic: Emerging Payment Model Outlook

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

Government Affairs

Basic | Traditional

Suzanne Falk, MPP, associate director, Government Affairs, MGMA, Washington, D.C.

Mollie Gelburd, JD, associate director, Government Affairs, MGMA, Washington, D.C.

This session will provide up-to-date and timely information on the status of pertinent healthcare issues under consideration and finalized by Congress and federal regulatory agencies. Attendees will learn about breaking legislative and regulatory developments affecting medical groups, gaining a deeper understanding of these changes and their impact on the day-to-day activities of medical group practices. Additionally, attendees will learn what resources are available to clarify these federal initiatives.

This session will provide you with the knowledge to:

- Identify how legislative and regulatory initiatives affect medical groups
- Discover new or pending policy changes
- Describe additional resources available to assist you

MONDAY, OCT. 9 (continued)

1:00-2:00 pm

C02 - Best Practices for Hiring and Retaining Employees

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

Human Resources and Staff Engagement

Advanced | Interactive

Jeff Freeman, senior vice president, locum tenens division, CompHealth, Salt Lake City

Many managers struggle with attracting and retaining the type of talent that can help make their practices successful. This session will dive into how to select the right candidates and embed best practices of retention into daily operations. Attendees will discuss industry best practices and learn practical tools to use during the selection, hiring and employment process to better predict successful hires and to continue a successful employment relationship.

This session will provide you with the knowledge to:

- Evaluate practical tactics to help select the right candidates for the right job
- Assess why employees stay and what motivates them to leave their employment
- Compare several techniques for gauging an employee's engagement and actions to take

C03 - Protecting PHI: The Live Hacking Demo

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

Federal Laws, Regulations and Advocacy

Advanced | Interactive

Troy Tribe, senior vice president, HIPAA services, SecurityMetrics, Orem, Utah

Healthcare organizations are under attack. Hackers watch for easy-to-steal protected health information (PHI) and know most healthcare entities may have gaping weaknesses. The Live Hacking Demo helps technical and non-technical audiences understand how easily unprotected PHI can be stolen. This demonstration provides a discussion of past compromises, hacking methodology, live hacking examples and a brief discussion of how the Health Insurance Portability and Accountability Act protects patient data. Witnessing a live attack helps participants learn more about common hacking techniques, understand how easy it is to be compromised, and discover the importance of protecting personal information through simple measures.

This session will provide you with the knowledge to:

- Examine why healthcare organizations are continually under attack from hackers and why they don't know where they are vulnerable
- Identify through the Live Hacking Demo how easily unprotected PHI can be stolen
- Establish actionable insights and best practices to protect patient data through HIPAA compliance

MONDAY, OCT. 9 (continued)

1:00-2:00 pm

C04 - Resisting the Urge to Merge

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

The Independent to Integrated Pendulum

Intermediate | Traditional

Michael Lewis, MBA, FACMPE, shareholder, healthcare services group, Cowan, Guteski & Co., P.A., Toms River, N.J.

Deborah Mathis, CPA, CHBC, shareholder-in-charge, healthcare services group, Cowan, Guteski & Co., P.A., Toms River, N.J.

Is independence still an option? There are fewer physicians in independent practices now than in the beginning of the decade. As reimbursement methodologies change, physicians are being sought after by health systems, large MSO-model practices and multi-specialty groups. What is the best option for a practice? Whether you remain independent or merge, there are several factors to consider. Attendees will discover what to consider when deciding whether to remain independent or merge, what the integration due diligence process is and alternative practice options. The session will compare single/multi-specialty/health system alignment, joint ventures, contracting with a MSO and more. Attendees will leave with the necessary tools to determine the best outcome for their practice.

This session will provide you with the knowledge to:

- Analyze the current healthcare landscape and the factors behind the drive to consolidate
- Compare, contrast and analyze options available to independent physicians and practices
- Differentiate between alignment opportunities and examine the indicators needed to make the final decision

C05 - The Surprising Role of Humility in Leadership

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

Personal Growth and Leadership

Intermediate | Traditional

Charlotte Flood, MS-HCA, CMPE, CHPS, CHIT, administrator, Oklahoma State University, Department of Psychiatry and Behavioral Sciences, Tulsa, Okla.

Humility is such an important character trait. It allows you to acknowledge that you have room to improve, you become more approachable, you have influence over others, your team will want you to succeed and you are naturally empathetic to others who are struggling. We will examine a research project that quantifies the impact of humility and addresses the three ways an exceptional leader can preserve humility: be constant, learn to avoid first-person pronouns and make sure you give credit where credit is due. "It's not about thinking less of yourself but of yourself less."
C.S. Lewis

This session will provide you with the knowledge to:

- Outline why being an exceptional leader requires humility
- Leverage three ways to preserve humility
- Address the truth about humility; that it's not a weakness, but a sign of strength

MONDAY, OCT. 9 (continued)

1:00-2:00 pm

C06 - Physician Compensation: Ten Common Mistakes (and Four Solutions)

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

Financial Management

Intermediate | Interactive

Craig Pederson, MHA, MBA, principal, Insight Health Partners, LLC, Lake Zurich, Ill.

As physician groups grow, physician compensation design becomes increasingly important to their overall financial performance. An unpredictable payer environment and conflicting reimbursement incentives further complicate the challenge of designing physician compensation models for organizational leaders with physician compensation responsibility. Given the increasing need for evolving physician compensation models, what are the common (and expensive) mistakes that organizations should seek to avoid? This session will be structured around 10 common physician compensation mistakes. Real-life case studies and simple examples of the financial impact to the organization will be provided. Identification of physician compensation mistakes is step one in solving a problem; developing solutions is key. The session will address solutions that include both technical and process solutions. These solutions will be tied back to one or more of the common mistakes and case studies and will include a review of key outcomes/results.

This session will provide you with the knowledge to:

- Examine physician compensation mistakes using a physician compensation top-10 checklist as well as case studies from both independent and fully-aligned physician organizations
- Measure the strategic and economic cost of physician compensation mistakes from a clinical enterprise perspective

- Establish tools for evaluating current methodologies and developing more effective strategies

C07 - 10 PCMH Lessons Learned

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

Practice Transformation - Brave New World

Basic | Traditional

Jonathan Davidson, MA, CAPM, senior project manager, Lehigh Valley Physician Group, Allentown, Pa.

Lori Hulse, MSW, MBA, CMPE, vice president, operations, Lehigh Valley Physician Group, Allentown, Pa.

With more than 40 primary care practices, Lehigh Valley Physician Group (LVPG) has been on a Patient Centered Medical Home (PCMH) journey for years. Leveraging consulting insights as well as project management support, LVPG began a multi-project year-long pilot to transform 12 diverse primary care practices. In this session, attendees will hear 10 lessons learned about what it's like to help develop an infrastructure and a culture for change within a large medical group. This session will include discussion about the resources devoted to this work; handling mid-year staffing changes; structuring the project for success; helping stakeholders move from multi-year thinking to thinking about the work within a given timeframe; and supporting many practices where some are undergoing PCMH transformation while others are not. While this presentation focuses on primary care and PCMH, many of the lessons learned can be applied to any cultural transformation within a medical group.

This session will provide you with the knowledge to:

- Describe at least one pitfall and one success that LVPG experienced during its PCMH work
- Identify two or more applications of lessons learned to your practice
- Articulate the way project-based thinking can support change initiatives

MONDAY, OCT. 9 (continued)

1:00-2:00 pm

C08 – Strategies for Physician Lawsuit Protection and Prevention

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

Financial Management

Advanced | Traditional

Wallis Stromberg, shareholder, Hall, Render, Killian, Heath & Lyman, P.C., Denver

Joseph Kahn, Esq., attorney, Hall, Render, Killian, Heath & Lyman, P.C., Denver

Physicians should be able to focus on quality patient care — not worry about potential lawsuits around every corner. This course will provide proven and effective strategies to prevent and protect against lawsuits; and will identify sources of lawsuits physicians are exposed to such as failure/delay to diagnose, failure/delay to refer, negligence by staff/employees, premise liability, etc. and how to protect against them. Discover how physicians can protect 100% of their professional and personal assets from lawsuits. Ascertain how physicians should structure their practice and protect it along with their property and other personal assets in the event of a judgment exceeding liability insurance or an exclusion in a policy. Learn how to avoid the most common asset-protection mistakes and other serious problems that can result from operating as a sole proprietor. Recognize how physicians can minimize vicarious liability for the acts of other professionals and staff.

This session will provide you with the knowledge to:

- Implement policies to mitigate lawsuit risk
- Analyze practice structure for lawsuit protection and prevention
- Justify policies through reduced liability insurance costs

C09 – Preventing Burnout Through Leadership

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

Personal Growth and Leadership

Intermediate | Interactive

Betsy Williams, PhD, MPH, clinical director, Professional Renewal Center, Lawrence, Kan.

Michael Williams, principal, Wales Behavioral Assessment, Lawrence, Kan.

Effective leadership is needed to connect providers to their organization's strategic and operational plans. Studies have found that: 1) the leader's role in managing burnout in healthcare is critical; 2) effective leaders' teams have lower reported rates of burnout; and 3) leaders generally feel both uninformed and unskilled at addressing burnout. This session will review and provide tools and approaches for preparing leaders to deal with this emerging challenge.

This session will provide you with the knowledge to:

- Analyze the relationship between burnout and various leader characteristics
- Determine the importance of leaders' knowledge of and skills in addressing burnout
- Outline an approach for preparing leaders to address issues of burnout

MONDAY, OCT. 9 (continued)

1:00-2:00 pm

C10 - Opioids Round Table

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

Basic | Interactive

Edward Gulko, MBA, FACMPE, FACHE, LNHA, director, practice management, interim chief executive officer, Freehold, N.J.

Join your colleagues for an interactive peer learning session that will give you the opportunity to discuss current topics, trends and challenges pertaining to opioid management and use. Come prepared with questions and concerns you are facing when it comes to opioid management.

This session will provide you with the knowledge to:

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

2:00-2:45 pm

Break in the Exhibit Hall

CONCURRENT SESSIONS – D SERIES

2:45-3:45 pm

FEATURED SESSION

D01 - Predictive Analytics 101: An Introduction to the Future of Healthcare

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

Financial Management

Basic | Traditional

Frank Cohen, MBB, MPA, director, analytics, Doctors Management LLC, Clearwater, Fla.

In 2011, CMS introduced the Fraud Prevention System (FPS), which is a series of predictive algorithms designed to ferret out improper payments on the Part B side, and, in the first three years, allegedly prevented \$820 million from being paid to physicians. What does that mean for the provider? In short, probe audits are out and advanced statistics are in. In this session, you will be introduced to predictive analytics, including how algorithms are built and what you can do to improve the way you develop a risk-based audit plan. Attendees will receive a complete tool box, including documentation, worksheets, templates, sample reports and all pertinent collateral material necessary to the understanding of predictive analytics and how it applies to healthcare organizations.

This session will provide you with the knowledge to:

- Explain the basic concepts of predictive analytics
- Illustrate how predictive algorithms are built
- Incorporate predictive analytics or near-predictive analytics into audit plans

MONDAY, OCT. 9 (continued)

2:45-3:45 pm

D02 - Between Employment and Independence: A Third Option for Physicians

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

The Independent to Integrated Pendulum

Advanced | Traditional

Curt Chase, JD, partner, Husch Blackwell LLP, Kansas City, Mo.

Jo Stueve, executive vice president, chief operating officer, Children's Mercy Kansas City, Kansas City, Mo.

Shelly Tehven, CMPE, practice administrator, Johnson County Pediatrics PA, Merriam, Kan.

Hospitals and physicians have struggled to find a balance of strategies or models that provide the benefits of integration while maintaining physician autonomy and compensation flexibility. This session will describe the Group Practice Subsidiary model which is designed to provide significant integration between hospitals and physicians around new payment models and population health management, but still give physicians significant autonomy in operating their practices and retaining current compensation structures. You will learn about the legal structure of the model, as well as hear from a practice administrator and hospital executive that have been involved in the conversion of a private practice group to the Group Practice Subsidiary structure.

This session will provide you with the knowledge to:

- Differentiate the Group Practice Subsidiary model structure from the limitations of a more traditional integrated model
- Assess the benefits for hospitals and physicians related to payer contracting, cost savings, management of patient populations, and adapting to new reimbursement models
- Determine when the Group Practice Subsidiary model should be considered in lieu of other integration models such as clinically integrated networks, employment, co-management and PSAs

D03 - Cultural Competency for Patient Engagement

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

Enhancing the Patient Relationship

Intermediate | Interactive

O'Neil Pyke, MD, SFHM, chief medical officer, Medicus Healthcare Solutions, Mountain Top, Pa.

As the proverbial stranger at the bedside, providers are tasked with a very challenging proposition—meet a new patient, possibly at their most vulnerable state, quickly establish effective lines of communication and trust, and provide patient-centric care, ultimately yielding a satisfied patient (and family) regardless of the clinical outcome. Now superimpose ethnic, cultural and, at times, language barriers—this is the assignment of a provider. With increased focus on patient experience and satisfaction, it is imperative that providers are equipped with the tools needed to deliver cultural competent care to all patients. This is not simply the right thing to do, but is a very important aspect of quality medical care that emphasizes the need for effective communication with patients and family members. Attendees will look at why cultural competency is important and what tools can help guide providers to be more culturally competent. This session will utilize role-playing highlighting different themes to demonstrate common provider-patient interactions.

This session will provide you with the knowledge to:

- Examine cultural competency (CC), the related challenges faced by physicians, and increase awareness regarding the importance of having a purposeful strategy around CC
- Discuss the direct link between CC and improved patient outcomes/satisfaction
- Utilize tools that will help to guide physicians toward a more culturally competent practice, validated by improved patient experience metrics

MONDAY, OCT. 9 (continued)

2:45-3:45 pm

D04 - The Data Integrity Department: Optimizing Health Information Management

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

Practice Transformation - Brave New World

Basic | Traditional

Johanna Epstein, MBA, vice president, strategic services, Culbert Healthcare Solutions Inc., Woburn, Mass.

Elizabeth Morgenroth, CPC, senior consultant, Culbert Healthcare Solutions Inc., Woburn, Mass.

No longer simply the “coding department,” a modern HIM department is now the “data integrity department” and home to critical functions. HIM has emerged as a leader enabling success in value-based care and payment in medical groups. At the same time, healthcare regulations have become more stringent regarding patient privacy, clinical documentation, provider education, coding, and technical and professional billing. Now is the time for a detailed review of your HIM workflow as well as the staff who perform key HIM functions. A critical-thinking, highly trained HIM team is vitally important to ensure the long-term integrity of your EMR as well as the health of your revenue cycle. This session will help you identify gaps and supply you with a roadmap to ensure you have an efficiently-staffed team of knowledgeable, competent and trained professionals to take your HIM department to the next level practicing in value-based care environments.

This session will provide you with the knowledge to:

- Summarize how roles and responsibilities of HIM have evolved
- Explain how practices can identify and close HIM process gaps to respond to the data integrity and value-based care needs

- Describe the enhanced skills needed in the evolved HIM department and provide concrete approaches to developing a world-class HIM infrastructure

D05 - Conquering the Revenue Cycle Challenges of Value-Based Contracts

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

Financial Management

Advanced | Traditional

Ronald Sterling, CPA, MBA, EHR consultant, Sterling Solutions, Ltd., Silver Spring, Md.

For years, software vendors have focused on the fee for service (FFS) challenges of producing a defensible clinical note, creating a claim and posting a payment. Emerging non-FFS relationships depend on a wide array of performance, quality and patient service activities that go beyond the clinical visit and may leave your practice without the revenue you deserve if you stay with FFS strategies and tools. This session addresses the specific challenges of earning revenue under non-FFS arrangements as well as issues associated with tracking non-FFS performance. We will examine repurposing FFS-focused Practice Management Systems and Electronic Health Record (PMS/EHR) systems to track and manage your non-FFS responsibilities that drive your ability to earn revenue.

This session will provide you with the knowledge to:

- Assess key patient service and revenue cycle features needed for non-FFS models
- Examine co-opting FFS-driven PMS/EHR features to manage non-FFS arrangements
- Evaluate reporting and analytics strategies to track non-FFS performance

MONDAY, OCT. 9 (continued)

2:45-3:45 pm

D06 - Using RTLS Technology to Actively Manage Practice for Performance Improvement

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

Practice Efficiencies

Advanced | Traditional

Rodney Haas, principal, organizational performance management, University of Minnesota Physicians, Minneapolis

Learn how the University of Minnesota Physicians is innovating the delivery of care in a new 342,000-square-foot multi-specialty facility. The M Health Clinics and Surgery Center is home to more than 37 specialties, an ambulatory surgery center, 1,500 providers and staff, and sees upwards of 2,400 unique visits daily. The clinic is designed to maximize space and resources, with only 178 exam rooms, no check-in desks, and only one waiting room per floor. How do they manage the constant flow of patients, achieve patient wait times of 15 or minutes or less, and operate with 120 fewer exam rooms than their previous facility? One key technology, a real-time locating system (RTLS), allows not only in-the-moment visibility to patient locations, exam room status and provider availability, it also automatically collects a wealth of data used for continuous improvement. Learn how M Health uses these real-time and retrospective metrics to manage the patient experience, dynamically assign and utilize exam rooms, and proactively manage daily practice.

This session will provide you with the knowledge to:

- Determine how RTLS technology can be leveraged to improve patient and care team experience
- Integrate operational data to engage care teams
- Create an environment of continuous process improvement

D07 - Stark Law and Value-Based Reimbursement

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

Federal Laws, Regulations and Advocacy

Advanced | Traditional

Jesse Berg, JD, MPH, partner, Gray Plant Mooty, Minneapolis

As reimbursement models shift towards performance- or value-based, healthcare providers are left to struggle with self-referral and fraud and abuse rules still geared toward fee-for-service reimbursement. The Stark Law's current restrictions present challenges for physicians who are striving to change the way they deliver care to better fit with the incentives and goals of value-based reimbursement models. Regulatory agencies and False Claims Act qui tam relators have had increasing success in bringing enforcement actions based on the way doctors are compensated. Many of these enforcement actions have involved very technical theories of noncompliance. Strict liability standards for Stark Law violations coupled with the ambiguity associated in squaring a fee-for-service based law with value-based reimbursement makes this a worrying trend for providers and raises the stakes for compliance.

This session will provide you with the knowledge to:

- Evaluate the Stark Law, including the scope of its restrictions and commonly used exceptions
- Interpret value-based reimbursement models and how they implicate the Stark Law, along with areas of ambiguity when applying the law to value-based reimbursement models
- Critique available Stark Law exceptions that may apply to value-based reimbursement and strategies for meeting Stark Law and Anti-kickback Statute requirements

MONDAY, OCT. 9 (continued)

2:45-3:45 pm

D08 - Protecting Your Practice Amidst Employment Law Chaos

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

Human Resources and Staff Engagement

Intermediate | Traditional

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

Sarah Benjes, associate, Faegre Baker Daniels LLC, Denver

This session will provide you with actionable take-aways to protect your practice amidst employment law chaos. During this session, we will review recent court decisions and identify facts critical to success in employment lawsuits, how you deploy best practices and critical decision making that generate them. We will review the top federal employment laws critical to your practice and, even more importantly, reveal the lessons from these court cases to recommend subsequent alterations you may want to make in your practice moving forward.

This session will provide you with the knowledge to:

- Discover the importance of mitigating risk in your practice
- Apply current case law against your current policies/procedures for potential areas of exposure
- Examine the top employment laws that can impact your practice

D09 - Navigating to Value in Healthcare

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

Practice Transformation - Brave New World

Intermediate | Interactive

Thom Walsh, PhD, founder and chief strategy officer, Cardinal Point Healthcare Solutions, Vista, Calif.

Healthcare leaders are transforming their organizations to new models of care. While some pioneering health systems are well along, most organizations are not, and in order to survive in an ever-changing environment they need to learn new skills. The key is being able to identify outcomes that matter to patients and the costs associated with achieving those outcomes.

This session will provide you with the knowledge to:

- Analyze how variations in utilization rates, outcomes and costs leaves room for improvement
- Determine how patient-reported outcomes can be used both in the aggregate and at the point of care to drive greater value
- Outline a governance and oversight structure to promote rapid organizational learning

MONDAY, OCT. 9 (continued)

2:45-3:45 pm

D10 - The Power of Networking and Mentorship Part 1: How Building Strong Relationships is the Key to Career Success

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

Personal Growth and Leadership

Basic | Interactive

Ann McFarland, FACMPE, director, consulting and management, Advisory Board Company, Nashville, Tenn.

Lucien Roberts III, MHA, FACMPE, administrator, Gastrointestinal Specialists, Inc, Richmond, Va.

Developing a relationship with a mentor and participating in the right networking opportunities can lead to the successful interview experience, greater career satisfaction, recognition, career mobility and opportunities. The speakers will discuss how to find and benefit from the right mentor and networking opportunities and how this will prepare you for pursuing, interviewing, and receiving the all-important job opportunity.

This session will provide you with the knowledge to:

- Identify how a mentor and networking can enhance your career development
- Explain how to choose a mentor who will excite and energize you
- Review the job offering in preparation for the interview and offer

3:45-4:00 pm

Passing break

CONCURRENT SESSIONS – E SERIES

4:00-5:00 pm

FEATURED SESSION

E01 - Back to Balance: Healers, Merchants and Thieves

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

Personal Growth and Leadership

Overview | Traditional

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

Dr. Halee Fischer-Wright presents a unique prescription for fixing America's health care woes, based on her 30 years of experience as a physician and industry leader. The problem, Fischer-Wright asserts, is that we have lost our focus on what has always been at the heart of effective health care: strong relationships between patients and physicians, informed by smart science and enabled by good business, that create the trust necessary to achieve the outcomes we all want. Drawing from personal stories and examples from popular culture, supported by scientific studies and rock-solid logic, Dr. Fischer-Wright shows how the business and science of medicine can combine to achieve what she calls the art of medicine. She then details the three questions necessary to guide us toward true solutions and the five paradigm shifts crucial to bring the art, science, and business of medicine Back to Balance...before it's too late.

This session will provide you with the knowledge to:

- Discover what is missing from today's practice of medicine
- Incorporate what three questions to ask to transform your own organization from the front line up
- Examine what paradigm shifts need to occur in medical practice for it to work as well in practice as it does in promise

MONDAY, OCT. 9 (continued)

4:00-5:00 pm

Specialty Round Tables

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

Basic | Interactive

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.

E02 - Hospital Affiliated Practices Round Table

E03 - Gastroenterology Round Table

E04 - Orthopedics Round Table

E05 - Pediatrics Round Table

E06 - Family Practice Round Table

E07 - OB/GYN Round Table

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 whom you can contact after the conference to continue problem solving

E08 - The Power of Networking and Mentorship Part 2: Put Your New Skills Into Action With In-Person Networking Basics and Mentoring

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

Personal Growth and Leadership

Intermediate | Interactive

Ann McFarland, FACMPE, director, consulting and management, Advisory Board Company, Nashville, Tenn.

Lucien Roberts III, MHA, FACMPE, administrator, Gastrointestinal Specialists, Inc, Richmond, Va.

Mingle and network with other students, early careerists and seasoned mentors who are all looking to meet new people, build relationships, and bolster their careers. This interactive session will give you the opportunity to discuss hot topics with interesting people from all different places in their careers.

This session will provide you with the knowledge to:

- Practice what you just learned in Part 1
- Utilize interactive networking to meet attendees who want to mentor or be mentored
- Simulate real-life interview and network situations and gain valuable tips to be used

MONDAY, OCT. 9 (continued)

4:00-5:00 pm

E09 – Speed Interviewing: The Power of a First Impression

Not available for credit

Personal Growth and Leadership

Basic | Interactive

Whether you're searching for your first entry-level job or looking for your next professional growth opportunity, finding the right position can feel like looking for a needle in a haystack. Oftentimes a job opening can be seemingly perfect on paper but when you go to an in-person interview, you find out it's not exactly the right fit. Both employers and job seekers usually know within the first five minutes of an interview if it's a good match. In fact, Malcom Gladwell, author of *Blink: the Power of Thinking without Thinking*, believes that "the human brain is capable of making instant judgments with great precision." In this session you will have the opportunity to make instant decisions as you network with a variety of employers in a speed interviewing setting.

This session will provide you with the knowledge to:

- Identify new career opportunities that match your skill set and foster your professional growth
- Utilize your interviewing skills and position yourself as a top candidate with employers
- Translate face-to-face interactions into potential follow-up interviews

5:15-6:30 pm

ACMPE Recognition Reception and Fellows Convocation (tickets required)



TUESDAY, OCT. 10



TUESDAY, OCT. 10

TUESDAY, OCT. 10

6:30 am-4:30 pm

Conference registration open

6:30-8:15 am

Continental breakfast

6:30 am-1:00 pm

Exhibit Hall open

CONCURRENT SESSIONS – F SERIES

7:00-8:00 am

FEATURED SESSION

F01 – No More Team Drama: Creating a Culture of Camaraderie and Common Cause

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

Personal Growth and Leadership

Intermediate | Interactive

Joe Mull, M.Ed, healthcare leadership trainer and professional speaker, Joe Mull and Associates, Elizabeth, Pa.

Does your staff take their stress and strain out on each other? Do you want to learn how to get them to focus, rally and collaborate? This interactive session teaches participants what to do to improve the quality of your team's interactions with each other. (Hint: it's more than just "teambuilding.") Learn how to overcome discord, grumbling and disagreements to create a unified team. Discuss overcoming toxic personalities, supercharging morale and teaching teams to successfully navigate conflict on their own. Leave with a personalized action plan to get your team to work hard, get along with one another and wow patients.

This session will provide you with the knowledge to:

- Outline how to ensure courtesy and respect are present in every interaction between co-workers
- Analyze the types of conversation that leaders must have to compel teams to rise above stress and disagreements to better serve patients
- Address toxic behavior that derails group cohesion and performance

TUESDAY, OCT. 10 (continued)

7:00-8:00 am

F02 - Violation or Breach? Identify and Report HIPAA Incidents

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

Federal Laws, Regulations and Advocacy

Advanced | Traditional

Kathryn Wickenhauser, MBA, CHTS, regulatory compliance advisor, DataFile Technologies, Kansas City, Mo.

All healthcare organizations have had PHI accidentally sent to a wrong fax number. What happens next determines if you have an HHS-reportable breach on your hands. Unauthorized disclosure is used as a general term within HIPAA and can be broken down into classifications of breach, violation or incident. We will examine various common and uncommon scenarios, providing a matrix of how to assess unauthorized disclosures and how to best proceed. This session will also examine the impact of unauthorized disclosures on recently executed and continuing Office of Civil Rights HIPAA Audits. Not every unauthorized disclosure is a reportable breach or one that requires altering your policies and procedures. Learn how to properly navigate your organization through the challenges of an unauthorized disclosure.

This session will provide you with the knowledge to:

- Differentiate unauthorized disclosures as an incident, violation or breach
- Examine methods to downgrade a breach to a non-reportable violation
- Determine the impact of unauthorized disclosures on organizational susceptibility to Office of Civil Rights HIPAA Audits

F03 - Using Lean Techniques to Transform the Revenue Cycle Process

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

Practice Efficiencies

Intermediate | Traditional

Scott Abram, CHFP, CMPA, Epic Resolute PB Certified, general manager and vice president, revenue cycle operations, Sutter Physician Services, Sacramento, Calif.

Sutter Physician Services (SPS) began to employ Lean methodology across its Revenue Cycle Management (RCM) solutions team. The goal was to become more efficient and effective in managing and collecting professional fee revenue for its medical group clients. SPS utilized Lean to reduce a backlog of claims inventory and set an "RCM One-Day" goal of processing all claims on the same day they are received. This presentation will examine how SPS successfully implemented Lean to introduce an organizational culture of problem-solving and continuous process improvement.

This session will provide you with the knowledge to:

- Examine the components of a successful Lean implementation
- Outline strategies for adopting Lean RCM best practices
- Analyze a Lean process improvement case study and lessons learned

TUESDAY, OCT. 10 (continued)

7:00-8:00 am

F04 - Disrupting the Disruptive Physician

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

Human Resources and Staff Engagement

Advanced | Traditional

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

Just one disruptive physician has the capacity to debilitate other physicians, employees and even the entire organization. At the same time, dealing with disruptive physicians is one of the most challenging responsibilities of practice governance. This session provides insight into why disruptive behavior occurs and how this toxicity spreads in systems with long-term effects on the organizational environment. You will learn about the disruptive personality and practical ways to rein in and manage disruptive behavior.

This session will provide you with the knowledge to:

- Address why disruptive behavior occurs and is allowed to continue
- Assess the catastrophic effect of not resolving disruptive behavior
- Conclude how to manage toxic behaviors

F05 - E-Payment Options That Work

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

Financial Management

Intermediate | Traditional

Susan Childs, FACMPE, president, Evolution Healthcare Consulting, Rougemont, N.C.

The increase of high-deductible plans declares most patients essentially self-pay patients. This mandates that we be more savvy, assertive and transparent regarding financial policies and insurance relationships. It's time to re-think our revenue cycle and realign our workflow. We need to understand when, who, where and how often to approach our patients. Utilizing electronic payment options, payment plans and E-statements is a win-win plan for boosting your revenue and allows patients to meet their financial responsibility. Learn how to successfully incorporate electronic billing and credit card options into your financial policies and revenue cycle workflows. Improve collections with a new approach that is respectful to the patient - from the first point of contact throughout the billing process with the patient's involvement and faster remittance!

This session will provide you with the knowledge to:

- Outline areas of opportunity to communicate and work with patient expectations, increasing your probability of collecting
- Incorporate successful engagement and billing processes that include E-statements and payment options
- Discover the advantages of transparency for both you and your patients, with actionable suggestions that can immediately be put into place in your practice

TUESDAY, OCT. 10 (continued)

7:00-8:00 am

F06 - Experience is Everything

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

Enhancing the Patient Relationship

Intermediate | Traditional

Nancy Babbitt, FACMPE, founder and transformationist, V2V Management Solutions, Lewiston, Idaho

Alisa Vaughn, CMPE, practice manager, Dawson Pediatrics, Dawsonville, Ga.

Engaged staff can create an experience your patients will remember and promote to others. On the other hand, they can influence the experience in a negative way that dissatisfied patients will remember and spread through the community. This fun and engaging presentation will share the top 10 ways to engage your staff to transform the patient experience. Hear from an administrator of an MGMA better performing group who will share her hits and misses in staff engagement and the resulting improvements in the patient experience.

This session will provide you with the knowledge to:

- Characterize the relationship between staff engagement and the patient experience
- Classify the top 10 ways to engage your staff to improve the patient experience
- Incorporate learnings from others' successes and failures with staff engagement and improving the patient experience

F07 - Navigating the Job Change Process

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

Human Resources and Staff Engagement

Basic | Traditional

Eric Schwab, FACMPE, MBA, vice president, operations, Excelsa Health Medical Group, Greensburg, Pa.

Medical practice executives enjoy a challenging and rewarding career with many opportunities for growth. Over the course of your career, you could be faced with several difficult decisions regarding career advancement. The focus of this session is to examine the thought process and research that goes into making a career change and identifying potential red flags in evaluating a new job opportunity.

This session will provide you with the knowledge to:

- Define career goals, growth potential and overall job satisfaction before considering searching for a new position
- Identify potential red flags in the employer evaluation process
- Choose the proper research to make an informed decision

TUESDAY, OCT. 10 (continued)

7:00-8:00 am

F08 – Billing and Payment Check-Up: What Providers and Patients Really Think

Not available for credit

Financial Management

Basic | Interactive

Phil Dolan, chief marketing officer, Navicare Inc., Duluth, Ga.

Mariann Lowery, qualitative analyst II, MGMA, Englewood, Colo.

Discover what patients and providers really think about patient billing and payments and how to bridge the gaps. This session will present fresh new industry research conducted with both patients and providers, which reveals their attitudes and behavior related to patient billing and payments, and implications for healthcare organizations.

This session will provide you with the knowledge to:

- Summarize provider and patient attitudinal and behavioral trends related to patient billing and payments
- Identify how to leverage the data to strategically address risks and opportunities to improve revenue cycle management and patient satisfaction
- Outline an action plan with solutions to address challenges

CONCURRENT SESSIONS – G SERIES

8:15-9:15 am

FEATURED SESSION

G01 – MGMA Government Affairs Session Hot Topic: Medicare Payment Outlook

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

Government Affairs

Basic | Traditional

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

Jennifer Pollack, JD, associate director, Government Affairs, MGMA, Washington, D.C.

This session will provide up-to-date and timely information on the status of pertinent healthcare issues under consideration and finalized by Congress and federal regulatory agencies. Attendees will learn about breaking legislative and regulatory developments affecting medical groups, gaining a deeper understanding of these changes and their impact on the day-to-day activities of medical group practices. Additionally, attendees will learn what resources are available to clarify these federal initiatives.

This session will provide you with the knowledge to:

- Identify how legislative and regulatory initiatives affect medical groups
- Discover new or pending policy changes
- Describe additional resources available to assist you

TUESDAY, OCT. 10 (continued)

8:15-9:15 am

G02 - Culture and Leadership: Two Critical Factors in Enhancing Physician Engagement and Avoiding Burnout

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

The Independent to Integrated Pendulum

Intermediate | Traditional

William Jessee, MD, FACMPE, FACPM, FACPE, senior medical advisor, Integrated Healthcare Solutions, Minneapolis

Healthcare organizations currently face a variety of challenges. Recent data indicate that more than half of physicians in a national survey show signs of “burnout,” just at a time when more active physician involvement and engagement is critical to achieving organizational goals. Effective governance, leadership and a coherent organizational culture are increasingly recognized as essential factors in meeting these challenges. This session will examine how governance leadership can positively impact physician engagement and help minimize burnout. We will also explore how to measure and manage the culture of the organization—and how to cope with the multiple cultures that are often found in organizations that have been created through the merger of formerly independent entities.

This session will provide you with the knowledge to:

- Analyze the extent of physician burnout and discuss at least five factors that contribute to it
- Examine the role of organizational culture and organizational leaders in enhancing physician engagement and reducing burnout
- Outline a nine-step process through which organizational leaders can measure and manage organizational culture so as to improve performance

G03 - Developing the Business Acumen of Physician Leaders

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

Personal Growth and Leadership

Intermediate | Traditional

Tina Hogeman, CMPE, MS, MT, CHFP, CPA, chief financial officer, MGMA, Englewood, Colo.

Just as administrators would not presume to step in for a doctor, doctors should not be expected to take on administrative roles without additional training. Integrating physicians into leadership is crucial, as they offer insight into patient care, quality, and safety issues. However, to be an effective leader, physicians must move beyond their clinical expertise, think long term, understand larger issues, and work collaboratively. This requires training. This transition can be facilitated by providing physicians with foundational knowledge of the business of medicine with an emphasis on an organization’s structure, strategy, finance and performance. Attend this session as a physician to gain this knowledge or attend this session as an administrator to arm yourself with the knowledge to take back to your physicians.

This session will provide you with the knowledge to:

- Discover and apply fundamental business education and principles that physicians need to be successful leaders
- Examine why it is important for physicians to have knowledge of business
- Analyze potential areas of risk within the business side of a practice and know what questions to ask

TUESDAY, OCT. 10 (continued)

8:15-9:15 am

G04 - Quality Driven Support Systems for Providers

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

Practice Transformation - Brave New World

Advanced | Traditional

Matthew Hayes, operational project manager, University of North Carolina Healthcare, Pittsboro, N.C.

Now more than ever, providers are faced with duties beyond clinical care while managers are tasked with fostering an environment to improve quality and reduce costs. In this session, learn about a unique provider support program that helps mitigate EMR challenges while serving as a scaffold to align with various quality metrics. The goals of the provider support program are to improve provider experience by decreasing time spent performing non-clinical tasks, improve patient experience by equipping providers with the tools, skills and support to make the visit more efficient and productive, and build goodwill and confidence with providers to be better positioned to incorporate more quality measures. This case study will explain the importance of real-time customized provider support, illustrate an adaptable training and support hierarchy, and provide concrete instructions on how to initiate and maintain a similar program with few resources. Quantitative and qualitative evaluations will be presented as evidence of continued success.

This session will provide you with the knowledge to:

- Develop and maintain an adaptable provider support structure
- Devise a process to enhance your providers' non-clinical experience
- Create structures to facilitate capturing quality metrics

G05 - I Am More Than My Balance

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

Enhancing the Patient Relationship

Advanced | Traditional

Patrick Maurer, president, Apex Revenue Technologies, St. Paul, Minn.

Just as everyone has a very personal healthcare experience, each has financial needs and preferences that affect how, when and if they pay their bill. No two patients are the same, and it's time the patient billing and payment process accounted for those differences. This session will look at industry trends and the current challenges that healthcare providers face relating to patient financial engagement, and why the same cookie-cutter billing process just won't cut it anymore. We'll explore new methods that leverage proven communication techniques. We'll explore how patient diversity, including generational factors, financial considerations, and past payment behaviors, impacts how likely patients are to pay. Then we'll share strategies about how to leverage patient data to make financial communications more personalized, more appropriate and more effective.

This session will provide you with the knowledge to:

- Coach staff on how to look beyond the balance to understand patient needs, preferences and tendencies
- Assess how tried and true persona-based communication techniques apply to patient financial communications
- Justify how the financial conversation must transcend the bill

TUESDAY, OCT. 10 (continued)

8:15-9:15 am

G06 - Ten Relevant Financial Reports that Doctors Want to See

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

Financial Management

Basic | Traditional

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

As practices move into quality-based reimbursement, utilizing more in-depth reporting is crucial to understand the amounts of revenue at risk and to identify the opportunities that exist. This session will review 10 relevant financial reports that give in-depth information related to the business of medicine and look at easy ways to convert practice management canned reporting into narratives. Attendees will have the opportunity to discuss with a practice leader on how to best organize and present these financial reports along with anticipating questions the reports can generate. This knowledge is critical to sustain the practice and provides an opportunity for personal development even for those with no prior financial experience.

This session will provide you with the knowledge to:

- Review proven reports that have transformed actual practices into financial-based governance organizations
- Illustrate ways to revamp current system reporting into highly-informative custom reports that best fit your medical practice
- Integrate examples and skills learned to increase your personal knowledge of the financial process including the ability to formulate a narrative based on reports

G07 - Transforming Specialty Care with E-Consults

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

Practice Efficiencies

Intermediate | Traditional

Suzy Goldstein, MSIE, senior project manager, performance analysis and improvement, MGH/MGPO Population Health Management, Boston

The Massachusetts General Hospital has implemented electronic consults (“E-Consults”) as an innovative way to deliver outpatient specialist care. In our program, PCPs initiate E-Consults and then receive structured guidance from a specialist within 2-3 days. This provides much more rapid access to specialist expertise compared with waiting for a traditional office visit. Detailed evaluation of our program shows a reduction in unnecessary traditional referrals and high satisfaction among both providers and patients.

This session will provide you with the knowledge to:

- Examine operational needs and logistical challenges of implementing an E-Consult program
- Identify the effects of E-Consults on quality of care, patient satisfaction, revenue and physician workflow
- Analyze how E-Consults can improve performance in a mixed payment environment

TUESDAY, OCT. 10 (continued)

8:15-9:15 am

G08 - Implementation of Care Coordination in Primary Care Without Breaking the Bank

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

Practice Efficiencies

Intermediate | Traditional

Rachael Vasko, RN, BSN, MHI, clinical director, Thunderbird Internal Medicine, Glendale, Ariz.

Tiffany Turner, compensation analyst, Methodist Le Bonheur Healthcare, Memphis, Tenn.

This session will discuss how a 30-provider FTE Internal Medicine office implemented a care coordination department in a budget-neutral fashion. The care coordination department centralized all the non-face-to-face work conducted by medical assistants (MAs). This allows the MA working with the provider to assist with collection of history of present illness (HPI) and review of system (ROS) along with depression and alcohol screening data points. The rooming MAs are more available to assist the provider and keep the clinic flowing efficiently, thereby increasing provider satisfaction and work-life balance.

This session will provide you with the knowledge to:

- Utilize MAs more effectively to enhance the provider's workflow
- Leverage skills of MAs to allow budget-neutral addition of new FTEs
- Incorporate the principles of care coordination in a clinic setting

G09 - Tapping into the Power of Engaged Employees

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

Human Resources and Staff Engagement

Intermediate | Interactive

Katie Lawrence, MHA, CMPE, director, family and internal medicine primary care, Greenville Health System, Greenville, S.C.

Over two-thirds of the American workforce is disengaged at work. Healthcare is no exception. Through this session, attendees will learn solid techniques to engage staff, manage workload expectations, and discover potential to impact team members' engagement through intentional interactions that will develop a culture of excellence. Learn to engage your team in the important work required to transform the healthcare industry from its historic individual structure to meet the needs of the service provider toward the new focus on population health and exceeding the expectations of patients.

This session will provide you with the knowledge to:

- Analyze how an employee's or physician's needs drive engagement in the workplace
- Utilize a series of techniques that can be put into action immediately and with little effort to engage employees and physicians
- Develop action plans for change that meet the market demands related to population health and exceptional patient experiences

TUESDAY, OCT. 10 (continued)

8:15-9:15 am

G10 - Behavioral Health Round Table

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

Basic | Interactive

Greg Pawson, CPA, CMA, CMPE, chief financial officer, Women's Healthcare Associates LLC, Portland, Ore.

Join your colleagues for an interactive peer learning session that will give you the opportunity to discuss current topics, trends and challenges pertaining to implementing and integrating behavioral health into your organization. Come prepared with questions and concerns you have regarding best practices and operationalizing behavioral health integration.

This session will provide you with the knowledge to:

- Summarize key solutions used by other practice executives
- List new strategies to integrate behavioral health in your practice
- Identify colleagues whom you can contact after the conference to continue problem solving

9:15-10:00 am

Break in the Exhibit Hall

10:00-11:15 am

General Session: Healthcare: Remixed

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

Overview | Traditional

Zubin Damania, MD, founder, Turntable Health and ZDoggMD, Las Vegas

Dr. Damania delves into the ethical challenges of delivering compassionate healthcare in our severely dysfunctional medical system, while proposing collaborative ways to revitalize it. He examines, through humor and storytelling, the hope that the future of medicine is a bright one provided that all of us work together for the common goal.

This session will provide you with the knowledge to:

- Recognize the need for team-based collaboration in achieving care outcomes
- Exemplify what it means to deliver compassionate healthcare

11:15 am-1:00 pm

Visit the Exhibit Hall

11:30 am-12:30 pm

Lunch served in the Exhibit Hall

12:30-12:45 pm

MGMA Stat drawing at the MGMA Booth in the Exhibit Hall

12:45-1:00 pm

Trail Map drawing at the MGMA Booth in the Exhibit Hall

TUESDAY, OCT. 10 (continued)

CONCURRENT SESSIONS – H SERIES

1:00-2:00 pm

FEATURED SESSION

H01 – MGMA Government Affairs Session **Hot Topic: Health Information** **Technology Outlook**

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

Government Affairs

Basic | Traditional

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

This session will provide up-to-date and timely information on the status of pertinent healthcare issues under consideration and finalized by Congress and federal regulatory agencies. Attendees will learn about breaking legislative and regulatory developments affecting medical groups, gaining a deeper understanding of these changes and their impact on the day-to-day activities of medical group practices. Additionally, attendees will learn what resources are available to clarify these federal initiatives.

This session will provide you with the knowledge to:

- Identify how legislative and regulatory initiatives affect medical groups
- Discover new or pending policy changes
- Describe additional resources available to assist you

H02 – Five Proven Ways for Physicians to Reduce Operating Costs

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

Financial Management

Intermediate | Traditional

Jonathan Burroughs, MD, MBA, FACHE, FACPE, senior consultant, The Burroughs Healthcare Consulting Network Inc., Glen, N.H.

Physicians control 100% of operating revenue and a significant amount of operating costs through practice patterns and variation, and they must be seen as potential partners to reduce the overwhelming amount of waste that exists in our healthcare system. Five proven ways that organizations are working with physicians to reduce operating costs include: 1) Reducing labor costs through redeployment of physicians and other healthcare providers; 2) Aligning all compensation models to achieve operational and organizational objectives; 3) Redesigning and simplifying operations; 4) Reducing supply chain costs through a value analysis process; and 5) Optimizing outcomes and reducing costs through standardized service excellence. Each of these approaches will be discussed, with specific examples of organizations that have been successful at reducing operating costs through these proven techniques.

This session will provide you with the knowledge to:

- Educate why organizations must significantly cut their cost structures or they will not survive
- Illustrate why physicians must partner with management to reduce operating costs and why this is something that management cannot do alone
- Discover five proven techniques to reduce operating costs through working with physicians on labor, alignment, operational, supply chain and service approaches

TUESDAY, OCT. 10 (continued)

1:00-2:00 pm

H03 - How to Assess, Develop and Train the Next Generation of Leaders

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

Human Resources and Staff Engagement

Intermediate | Traditional

Daniel Stover, senior consultant, Integrated Leadership Systems, Los Angeles

One of the most critical times in any organization's existence is the transfer of power from one generation to the next. Yet, all too often this process is done without good planning or foresight. This lack of planning can have dire consequences for your organization's future success. In this session, you will learn the progression and maturation of leadership development, how to find the right talent and then coach them into leadership roles. Learn the foundations of helping you further assess the level of readiness of your candidates.

This session will provide you with the knowledge to:

- Leverage the role of coaching in your organization
- Produce training for the future leadership of your organization
- Educate your leaders on competency, readiness and emotional intelligence

H04 - Benchmarking Tools to Increase Efficiency and Practice Profitability

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

Practice Efficiencies

Basic | Traditional

Gregory Feltenberger, PhD, MBA, FACMPE, FACHE, chief executive officer, Idaho Urologic Institute PA, Meridian, Idaho

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

Rachel Pugmire, MHS, FACMPE, senior director, St Luke's Health System, Meridian, Idaho

Benchmarking allows you to quickly assess the health of your practice and is the starting point for a business case analysis that you can use to evaluate new products or services. This session will demonstrate the basic benchmarking process and provide participants with specific tools that they can bring back to their practice to implement the benchmarking philosophy that "if you don't measure it, you can't manage it and if you don't value it, you won't change it." Additionally, since each business case analysis must be tailored to the specific environment, the presenters will demonstrate how an assessment will differ for an independent practice, an ambulatory surgery center, and a hospital-based practice. The presenters will describe how to determine which metrics should be the key performance indicators (KPIs) that you and your leadership team need for executive-level decision making. You will also learn how to create a set of subordinate metrics that will diagnose the root cause of a KPI that exceeds its threshold limits. The presenters will provide separate practical exercises to describe a business case analysis for a new revenue center in a private practice and in a hospital setting. By attending this session, participants will have both a working concept of how to benchmark performance and practical tools they can use to implement a benchmarking program in their practice.

This session will provide you with the knowledge to:

- Define practice performance over time and compare against others
- Arrange an inventory of KPIs to support evidence-based decision making
- Illustrate business case analysis for a new revenue center, service line or capital purchase using metrics

TUESDAY, OCT. 10 (continued)

1:00-2:00 pm

H05 - Enhancing Patient Outcomes and Reducing Readmissions

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

Enhancing the Patient Relationship

Basic | Traditional

Gina Bell, MD, senior director, clinical operations, Sutter Physician Services, Sacramento, Calif.

Catherine Hamilton, BSN, MS, MBA, nursing operations manager, Sutter Physician Services, West Valley City, Utah

When high-risk patients are discharged from the hospital, how do you monitor their health, ensure they adhere to clinicians' instructions, and reduce their risk of readmission? Many recently discharged patients have questions concerning their medication, test results, follow-up care and even their bills. A well-designed Care Transitions program ensures patients obtain support from a knowledgeable, empathetic, licensed nurse who is familiar with their case. Sutter Physician Services (SPS) has developed a Care Transitions program to help bridge the gap between hospital discharge and a follow-up visit with a primary care physician. The goal of the program is to improve health outcomes and decrease readmissions by proactively reaching out to patients to provide clinical support as well as helping them overcome any social barriers to obtaining medicine or additional care. Dedicated nurses help guide patients as they adjust to post-discharge health issues and responsibilities. This presentation will examine how SPS built a successful Care Transitions program. By examining a detailed case study, attendees will learn how SPS managed to improve patient outcomes and decrease hospital readmissions for its patients.

This session will provide you with the knowledge to:

- Examine the components of a successful Care Transitions program
- Analyze a Care Transitions implementation case study and lessons learned
- Organize the benefits from the standpoint of clinical outcomes and financial return

TUESDAY, OCT. 10 (continued)

1:00-2:00 pm

H06 - Paying for Call: Balancing Competitiveness with Regulatory Compliance

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

Federal Laws, Regulations and Advocacy

Advanced | Traditional

Mary Heymans, MHA, managing director and senior advisor, physician services, Integrated Healthcare Strategies, Minneapolis

Aurora Young, MBA, principal consultant, physician services, Integrated Healthcare Strategies, Minneapolis

With increased scrutiny on call coverage compensation, it is imperative that organizations ensure that call coverage arrangements are both reasonable and consistent with fair market value. The OIG has clearly stated that there are essentially two main criteria to test whether a given on-call compensation arrangement passes existing regulatory scrutiny. First, the compensation must be “fair market value in an arm’s-length transaction for actual and necessary items or services.” Second, the compensation should not be “determined in any manner that considers the volume or value of referrals or other business generated between the parties.” The OIG has indicated that there is significant risk associated with call coverage arrangements that are not structured appropriately and such arrangements could be used to “disguise unlawful remuneration.” Guidance on how to establish call coverage arrangements to ensure financial and regulatory compliance while also balancing the organization’s need to be market competitive will be presented as well as addressing the multiple challenges organizations face in assessing the impact various factors have on the market data.

This session will provide you with the knowledge to:

- Implement call coverage arrangements to ensure financial and regulatory compliance

- Assess the market data and trends for call coverage, as well as the impact various factors have on the market data
- Determine best practices for changing call coverage compensation, as well as the financial considerations when integrating with healthcare systems

H07 - Secrets of the Highly Functional Practice

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

Practice Transformation - Brave New World

Intermediate | Traditional

Daniel Mingle, MD, MS, chief executive officer, Mingle Analytics, South Paris, Maine

We constantly see practices stumble over new regulations, become frustrated with the complexity of incentive programs and get overwhelmed by ever-changing expectations from payers. There are paths available to build a highly functional practice that meet new competitive and regulatory pressures while improving practice vitality. In this session, we will look at three models of practice design that have been shown to improve efficiency and effectiveness in primary care. Using principles from the Future of Family Medicine model, the Enhanced Primary Care model and the Institute of Healthcare Improvement, we will discuss the elements of practice design that increase productivity while avoiding change fatigue and restoring the “Fourth Aim”—improving the work life of healthcare clinicians and staff.

This session will provide you with the knowledge to:

- Outline at least two practical changes that can be made within the practice that will add value to the patient’s experience of care and can be introduced into the workflow
- Utilize at least one measurement opportunity that improves the effectiveness of the clinical practice
- Examine the key points of the “Fourth Aim” and leverage at least two actions that can be used to help improve the work life of healthcare clinicians and staff

TUESDAY, OCT. 10 (continued)

1:00-2:00 pm

H08 - The Spectrum of Independent Practice Models

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

The Independent to Integrated Pendulum

Intermediate | Traditional

Clive Fields, MD, president, Village Family Practice, Houston

Is any physician truly independent? The traditional small physician-owned practice is rapidly morphing into larger physician groups, hospital- and payer-owned practices, and all variations in between. Fields will present on the current state of independent practice models, including single shingle practices, multi-specialty practices, direct primary care, and the “integrated independent” primary care practice. Discussion will include the advantages, disadvantages and critical success factors of each model, including vision and goals, clinical decision making, and leadership structure, capabilities and quality. Real-world examples will be discussed to show how one practice has grown and thrived as an “integrated independent” practice while continuing to offer clinical autonomy for its physicians.

This session will provide you with the knowledge to:

- Analyze the changing environment for the independent practice and different structural models
- Examine independent practice model challenges and strategies to address those challenges
- Illustrate how practices can operate as an “integrated independent” practice while maintaining clinical autonomy

H09 - The Connection Between Physician Recruitment, Retention and Practice Revenue

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

Human Resources and Staff Engagement

Intermediate | Traditional

Andrew Davis, MBA, chief operating officer, Erie County Medical Center, Buffalo, N.Y.

Tony Stajduhar, president, Jackson Physician Search, Alpharetta, Ga.

With the uncertainty surrounding the ACA, and the growing complexity of reimbursement, ensuring a return on investment is anything but certain. A range of strategies, programs and tools can effectively engage physicians within various medical ownership, joint venture and practice settings. It is essential to ensure a strong fit for the provider and its organizational culture. Attendees will explore trends that influence physician engagement, recruitment and retention; examine the current state of supply and demand for critical specialties such as family medicine, psychiatry and geriatrics; and review revenue compensation trends, incentives and best practices such as measuring essential benchmarks.

This session will provide you with the knowledge to:

- Analyze industry benchmarks and essential key performance indicators to measure the efficiency of your recruitment program
- Implement roles and accountabilities for teams that impact physician recruitment, retention and revenue productivity
- Distinguish the data points for building a model for ROI on recruitment and retention investments

TUESDAY, OCT. 10 (continued)

1:00-2:00 pm

H10 - Revenue Cycle Round Tables

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

Basic | Traditional

Susan Childs, FACMPE, president, Evolution Healthcare Consulting, Rougemont, N.C.

Picture “speed dating” for accounts receivable policies (A/R). This is an extremely fun and dynamic interactive session where attendees take part in a town hall session openly discussing and comparing crucial issues in revenue cycle management such as financial controls, benchmarking, ACA issues, high deductibles, front desk to back office issues, credit card on-hold policies and procedures, collections policies, and more. We then document and discuss concerns and what works. Best practices for benchmarking and other A/R metrics to help you track and increase collections will be included. When all attendees have gone full circle and noted policies at each location, we’ll focus on some answers, and then openly discuss and compare concerns, success stories and A/R policies across the spectrum of specialties.

This session will provide you with the knowledge to:

- Participate in peer discussions on best A/R tips and practices
- Incorporate peer insight into A/R concerns, successes and goals
- Receive best practices handouts on benchmarking and other A/R metrics

2:00-2:15 pm

Networking break

CONCURRENT SESSIONS – I SERIES

2:15-3:15 pm

FEATURED SESSION

I01 - Emotional Intelligence: Your #1 Competitive Advantage Today

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

Personal Growth and Leadership

Intermediate | Traditional

Shelly Waggoner, CEBS, MS, SHRM-SCP, vice president, 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 skill sets 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 importance of EQ and why it is preferred over IQ today
- Utilize EQ to increase your communication effectiveness
- Incorporate tips for increasing and leveraging EQ to reach your potential

TUESDAY, OCT. 10 (continued)

2:15-3:15 pm

I02 - Social Media, Women and Patient Engagement

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

Enhancing the Patient Relationship

Intermediate | Traditional

Geeta Nayyar, chief healthcare and innovation officer, Femwell Group Health Inc., Miami

When you ask physicians where their patient referrals come from, the majority will say, “word of mouth.” Today’s referral is no longer just a verbal recommendation or a passed business card to a girlfriend or family member. The modern referral is a Facebook post to hundreds asking for recommendations, it is a plea in an online chat room for a specialist, a Google search, a website scan, a mobile app directory, a perusal of online reviews. This presentation will focus on the relevance of social media in healthcare, the power of the female voice in the social landscape, and how one of Florida’s largest MSOs is leveraging both social media and the female healthcare consumer to close the gap in patient engagement.

This session will provide you with the knowledge to:

- Describe misconceptions about patient engagement
- Implement a patient engagement strategy before, during and after a patient visit
- Utilize social media in healthcare to improve the patient experience and patient engagement

I03 - Engaging Patients Online in a Compliant Way

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

Enhancing the Patient Relationship

Intermediate | Traditional

Jamie Verkamp, marketing and communications, Datafile Technologies, Kansas City, Mo.

Practices today must consider how the patient experience extends beyond phones and the four walls of the office to online interactions as well. Patients are turning to the Internet for provider decision making, health concerns, and health records access, and patients wanting to communicate with providers that way requires practices respond. What are best-practices for leveraging tools like social media, physician rankings, patient portals and other digital platforms? The session will offer lessons learned from a variety of practices who are utilizing online tools to grow patient volumes, control online reputations, and engage with patients, all in a HIPAA-compliant manner.

This session will provide you with the knowledge to:

- Address common patient comments received online in a HIPAA-compliant manner
- Examine the content and resources healthcare organizations can provide patients online
- Employ techniques to drive positive online engagement

TUESDAY, OCT. 10 (continued)

2:15-3:15 pm

I04 - The Resilient Manager

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

Personal Growth and Leadership

Basic | Traditional

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

Medical group managers work in challenging times, with challenging people, doing challenging work, and are expected to produce at a high level. If you can build your resilience, you'll have an easier time facing new challenges and coping with stress. This session outlines techniques to prepare for difficult situations and how to bounce back.

This session will provide you with the knowledge to:

- Define the need for resilience in today's environment
- Identify how to build resilience
- Recognize the "heat of the moment" and learn how to bounce back

I05 - Nudging Clinicians: Behavioral Economics in Practice Transformation

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

Practice Transformation - Brave New World

Intermediate | Traditional

Amol Navathe, MD, PhD, assistant professor, medicine and health policy, Perelman School of Medicine, University of Pennsylvania, Philadelphia

Payment reform initiatives have taken many shapes (pay-for-performance, accountable care organizations, bundled payments, value-based purchasing, etc.), but all share the common strategy of tying provider reimbursement to performance on costs, outcomes or both. As provider organizations restructure their contracts, they must simultaneously alter their financial and non-financial incentive structures for physicians. Many methods are being tested and implemented, including the use of behavioral economics principles in incentive design. We will discuss case studies that touch upon primary care and specialist performance management innovations. We will discuss compensation strategies, including the use of team-based performance incentives and the use of loss aversion. Participants will leave this session with specific tactics to improve physician performance management using behavioral economics.

This session will provide you with the knowledge to:

- Discover behavioral economic principles that can be incorporated into physician performance management
- Incorporate metrics that can be used to design behavioral economic-based physician performance management programs
- Analyze strategies for studying pilot innovations in real-world settings that synergize with organizational goals

TUESDAY, OCT. 10 (continued)

2:15-3:15 pm

I06 - Medicare Provider Enrollment: The Cornerstone of Medicare Reimbursement

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

Federal Laws, Regulations and Advocacy

Intermediate | Interactive

Anthony Peterson, operational team leader, provider enrollment, Noridian Healthcare Solutions, Fargo, N.D.

Jesse Score, PMP, manager, Noridian Healthcare Solutions, Fargo, N.D.

Noridian Healthcare Solutions' Provider Enrollment team will cover the rules and regulations to enroll in Medicare, updating enrollment information to prevent revocation and revalidating Medicare enrollment. Understand the use of the Internet-based PECOS system and utilizing "Enrollment on Demand" for training, submission and completion of applications. Noridian is the Medicare Administrative Contractor for Jurisdictions E and F. Without complete or accurate information, organizations and individuals that serve Medicare beneficiaries place significant risk to their cash flow from Medicare. Enrollment is the foundation that must be laid correctly to ensure continued reimbursement for services rendered. Attendees will be guided to the self-service tools available on Noridian's website to ensure that the most efficient and cost-effective resources are being utilized for enrollment. These tools are a series of step-by-step application tutorials named "Enrollment on Demand" that ensure 100% application accuracy.

This session will provide you with the knowledge to:

- Examine Medicare rules and regulations for proper enrollment
- Implement changes to current enrollment processes, which ensures all information is current and up to date, reducing risk
- Integrate "Enrollment on Demand" as a training tool and resource to increase efficiency

I07 - Theft-Proofing Your Office: Steps to Mitigate the Risks

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

Financial Management

Basic | Traditional

Paul Vanchiere, MBA, principal, Pediatric Management Institute, Lafayette, La.

Practices face a variety of internal and external threats related to the theft of data and financial assets. Since it is impossible to eliminate all risks, it is important that practices implement safeguards to mitigate the risks. Attendees will learn about why medical practices are ideal targets; review actual occurrences of cyber and physical theft in medical practices, and understand what could have been done to mitigate the event; and understand what concrete steps they can implement to minimize the risks. Based on over 20 years of healthcare experience, this interactive presentation will help attendees learn that this can happen to them. Combined with statistics from the Office for Civil Rights, HIMSS and others, this information session will bring the appropriate awareness needed as well as action items they need to take.

This session will provide you with the knowledge to:

- Articulate why healthcare organizations are ideal targets
- Review an array of case studies from around the country to learn the conditions ripe for theft
- Illustrate insight into actual steps practices can take to mitigate risks

TUESDAY, OCT. 10 (continued)

2:15-3:15 pm

I08 - Engaging Physicians in Financial Accountability

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

Financial Management

Intermediate | Traditional

Richard Priore, ScD, MHA, FACHE, FACMPE, president and chief executive officer, Excelsior Healthcare Group, Mounds View, Minn.

Payments to physicians account for only 20% of national healthcare expenditures, although they influence more than 80% of total spending. Despite the significant impact physicians and other providers have on the use (or misuse) of healthcare dollars, they aren't properly trained to manage finite resources. While half of graduating medical students don't receive adequate training on the economics of practicing medicine, 90% of physicians agree that business knowledge is important. The primary focus of this program is to impart practical "how to" knowledge, skills and abilities for managers to teach, coach and mentor their physicians to improve financial management and performance within the practice.

This session will provide you with the knowledge to:

- Identify best practices to use data analytics and internal best practices to change physician practice patterns
- Develop lasting practice manager skills to teach, coach and mentor physicians to understand the language of finance
- Address how engaging providers and influencing their behavior can improve practice profitability

I09 - Unlock the Mystery to Savings on High Spend Items

Not available for credit

Practice Efficiencies

Basic | Traditional

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

Great pricing on commodities helps, but savings on vaccines, specialty pharmaceuticals, equipment, and other high spend categories makes an impact. This session will examine four key spend categories and compare the differences in how to achieve optimal pricing and lower your costs in each category. You will gain a better understanding of what impacts pricing and leave with recommendations on savings strategies to immediately take back and implement at your practice.

This session will provide you with the knowledge to:

- Classify four areas of spend including traditional medical/surgical supplies and pharmaceuticals, vaccines, small equipment and devices, and cameras/capital equipment
- List five common strategies used to drive down costs
- Identify three methods to address achievable savings in the highest spend categories that are executable when you return home to your practice

3:15-3:30 pm

Passing break

TUESDAY, OCT. 10 (continued)

CONCURRENT SESSIONS – J SERIES

3:30-4:30 pm

FEATURED SESSION

J01 – Resilience Training with Providers and Professionals

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

Personal Growth and Leadership

Intermediate | Interactive

Joel Kahn, MD, chief medical officer, eMindful, Vero Beach, Fla.

In this session, eMindful's Chief Medical Officer, Joel Kahn, M.D. and colleagues will lead a brief mindfulness exercise to demonstrate how "applied mindfulness" can be integrated to balance the increasingly burdensome complexity of being a professional in the healthcare workplace. They will also showcase three stories from the field: outcomes from a multi-week stress reduction course on physicians, outcomes from standalone 14-minute sessions on health system employees, and the first release of early data on a new resilience program developed specifically for front line providers: MDs, NPs/PAs, RNs and Residents.

This session will provide you with the knowledge to:

- Carry out a simple, short mindfulness practice
- Utilize 10 keys for starting a mindfulness program at work
- Discover outcomes from various resilience training programs with health system providers and staff

J02 – Transformation Super Powers: Creating a Culture of Critical Thinking

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

Personal Growth and Leadership

Basic | Traditional

Debra Wiggs, FACMPE, transformationist, V2V Management Solutions, Lewiston, Idaho

The kryptonite that prevents organizations from moving past their norm is a culture that does not demand and value critical thinking skills partnered with personal accountability. It takes a certain measure of super powers to break through and establish a culture of expectation and accountability that demands critical thinking skills. This interactive session teaches attendees what critical thinking skills are, how they promote transformation and how to assess them personally and within your team or organization. Explore the next steps to promote critical thinking as a skill set and how to implement that process in your organization.

This session will provide you with the knowledge to:

- Describe what critical thinking is and recognize the skill sets required to be a critical thinker
- Define how critical thinking can inspire leadership to transform an organization
- Identify your personal critical thinking skills

TUESDAY, OCT. 10 (continued)

3:30-4:30 pm

J03 – Build Your Practice Through Price Transparency and Lead Generation

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

Practice Transformation - Brave New World

Intermediate | Traditional

Jonathan Kaplan, MD, MPH, owner, Pacific Heights Plastic Surgery, San Francisco

Price transparency is a subject avoided by most providers. The hurdle in providing pricing is three-fold: 1) providers worry patients will price shop, 2) providers worry patients won't understand that prices are estimates and may change due to negotiated rates, and 3) providers worry competitors will check their prices. If done in a way to incentivize providers to cooperate, consumers will have access to pricing information they want and providers will obtain contact information—a lead—for follow up. By combining price transparency with lead generation, more practices that offer medically-necessary services and are reliant on patients paying their high deductible will benefit from greater cash flow. Dr. Kaplan will provide statistical evidence demonstrating how a pricing estimator on his office website transformed his practice into a mostly cash-pay enterprise.

This session will provide you with the knowledge to:

- Deconstruct why providers have avoided the publication of pricing for consumers to review
- Compare statistical evidence that shows how providing pricing information prior to a clinic visit or consultation leads to a more efficient delivery of healthcare and increased up-front revenue
- Analyze how the use of price transparency as a lead generation tool will incentivize more providers to offer their pricing online

TUESDAY, OCT. 10 (continued)

3:30-4:30 pm

J04 - A Risk Contracting Primer for Transitioning to Value

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

Financial Management

Basic | Traditional

Duncan Belser, MBA, vice president, business development, Financial Recovery Group, Inc., Miami

Eric Campbell, MBA, chief financial officer, Patriot Consulting, Iselin, N.J.

In this session, we will tear down and rebuild the elements of risk contracting and trace them back to their foundations in the early days of healthcare reform. Our discussion will cover the chassis from eligibility and attribution to distributions, and we'll tighten up revenue, risk adjustment, quality-based incentives, claims completion factors and regular adjustments. Our detailing will not miss Part D nuances, and no bumper-to-bumper is complete without a discussion of collateral like premium withholds, reserves, letters of credit and deficit demand letters. We'll also trim out your expectations for transparency, data frequency and completeness. As we work, our mechanics will relay anecdotes from personal experience to grease the discussion. You'll drive out with a map that will help you navigate contracting for risk with an understanding of the turns any upside-only, shared savings or fully accountable risk deal can take. We offer this pit stop as a basis for understanding the primary elements of risk contracting so that wherever the value-based contracting road takes you, you'll be prepared to spot the most important negotiating points. In our journeys, we've seen pile-ups and photo finishes, and we want you to know how to reach the victory lane.

This session will provide you with the knowledge to:

- List the major levers in a risk contract, and articulate the importance of each to the incentive calculation
- Recite how the type of risk contract entered introduces specific challenges to an organization and outline the operational dependencies
- Recognize the importance of proactive risk pool management and plan adaptations to accommodate implications for cash flow

J05 - Managing Denials, Overpayments and Recoupments

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

Financial Management

Basic | Traditional

Brian Panessa, Esq., president, Biotek Labs LLC, Suwanee, Ga.

Managing the revenue cycle's systemic issues that cause denials, overpayments and recoupments can be one of the most challenging tasks for the healthcare professional. High-deductible plans, value-based contracts, audits and new regulations all add to the complexity of this vital function. This session provides strategies to identify the root cause of revenue cycle issues, as well as provide tools to make sure you are collecting and keeping the money earned in the practice.

This session will provide you with the knowledge to:

- Describe the driving force behind the current market trends surrounding denials, overpayments and recoupments
- Identify on current legal obligations contained in provider agreements that affect their ability to successfully address overpayments
- Give an example of a preventative roadmap to preventing and preparing for denials, overpayments and recoupments

TUESDAY, OCT. 10 (continued)

3:30-4:30 pm

J06 – Coordinating Care and Engaging Patients with Team-Based Care

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

Practice Efficiencies

Intermediate | Traditional

Andrew Burchett, DO, medical information officer, Avera Health, Sioux Falls, S.D.

Carol Labadini, associate vice president, client services, Medical Information Technology, Inc., Minnetonka, Minn.

This case study will demonstrate how one organization with dozens of hospitals, hundreds of clinics, and a care community that spans 86 counties is coordinating and standardizing care while retaining high degrees of personalization, patient satisfaction and engagement. You'll see how they're managing their chronic patient populations using tools to target and engage specific patient groups; how they're helping their providers embrace a team-based approach for more efficient care delivery; and how they balance the needs for standards and best practices with the desire for individual provider workflows and practice styles. The organization's move to team-based care and the tools and processes they use allow them to deliver more efficient, effective care.

This session will provide you with the knowledge to:

- Examine tools and processes that support highly coordinated teams
- Identify the new roles, tools and workflows necessary to target chronic care populations
- Discuss how to balance the needs for standards, best practices and care pathways with the pressure to accommodate individual provider workflows and practice styles

J07 – Building a Better Call Center

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

Practice Efficiencies

Basic | Traditional

Erin Hamilton-Mullin, JD, MHA, academic program manager, All Children's Hospital, St. Petersburg, Fla.

Gerrit VanBruggen, clinical business operations director, All Children's Hospital, St. Petersburg, Fla.

MaryEllen Stefanick, MBA, director, call center, All Children's Hospital, St. Petersburg, Fla.

Is your phone system an asset or liability? This case study demonstrates the journey one health system took to centralize and optimize its phones. A team was formed to streamline the phone process for scheduling and practice operations. Changes were made to the scheduling EMR, practice operation changes and communication between practices and scheduling. An orientation to the practice for schedulers was developed and implemented. Ultimately, the team also recognized that more training for the phone staff was the answer to most of the issues, leading to shorter calls, fewer transfers and better overall satisfaction from patients and staff.

This session will provide you with the knowledge to:

- Recognize the value of the call center and improve practice efficiency by using the call center to assist the practice with tasks
- Summarize the practice operations tasks of a call center
- Identify how to use existing staff and existing technology to create a call center that reduces tasks in the ambulatory office

TUESDAY, OCT. 10 (continued)

3:30-4:30 pm

J08 - Value-Based Physician Compensation and Dashboards

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

Financial Management

Advanced | Traditional

Kameron McQuay, CPA/ABV, CVA, director, Blue & Co., LLC, Indianapolis

This session will focus on the design and construct of physician compensation plans with the integration of value-based components related to quality, service and cost. We will examine the addition of MIPS and Alternative Payment Structures in the creation of compensation plans as well as evaluate functional and progressive physician dashboards to monitor, encourage and address physician productivity issues in the industry today.

This session will provide you with the knowledge to:

- Evaluate contemporary physician compensation program designs related to value-based incentive plans
- Grade the most effective and reasonable quality metrics currently being utilized in the healthcare industry today
- Assess current trends in physician dashboards and alternative feedback systems

J09 - Building and Maintaining a Positive Workplace Culture in Healthcare

Not available for credit.

Human Resources and Staff Engagement

Intermediate | Traditional

Steve Marsh, founder, The Medicus Firm LLC, Dallas

Maintaining a positive, inspiring culture in the workplace is one of the most important but most difficult goals to achieve. This session is designed to discuss the core principles that work so well in any organization if embraced correctly. The goal of the session is to have attendees return to their workplaces with an understanding of how to take Core Values and apply them to the operations of an organization in the demanding world of healthcare. Discussion will include a detailed explanation of the mindset and actions leaders should take when leading and managing to produce a workplace culture employees will “kill to keep.” Of emphasis will be specific applications required to have cultural changes become the fabric of the organization.

This session will provide you with the knowledge to:

- Coach employees to think through the lens of an organization’s Core Values as challenges are tackled
- Carry out five critical concepts that create a positive organizational culture that stands the test of time and adversity
- Rearrange your workplace culture by implementing specific small applications that lead to big results

6:30-9:30 pm

Fellows Dinner (private event)

Ticketed event; registration required



WEDNESDAY, OCT. 11

WEDNESDAY, OCT. 11

WEDNESDAY, OCT. 11

7:00-9:00 am

Conference registration open

7:00-8:30 am

Continental breakfast

7:30-8:00 am

MGMA business meeting

Actively engage with your Association leadership. Join the current Board of Directors as they present the slate of Board nominees and ask for MGMA members to vote on the new members of the 2017-2018 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.

8:00-8:15 am

Passing break

8:30-9:45 am

General Session: MGMA's A View From Washington

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

Overview | Traditional

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

One year after the presidential election that shifted previous healthcare policy, 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. 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:

- Identify how legislative and regulatory initiatives affect medical groups
- Discover new or pending policy changes
- Describe additional resources available to assist you

9:45-10:00 am

Passing break

WEDNESDAY, OCT. 11 (continued)

CONCURRENT SESSIONS – K SERIES

10:00 am-12:00 pm

K01 – E&M Documentation: Strategies for Success

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

Federal Laws, Regulations and Advocacy

Advanced | Extended

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

“If it isn’t documented, it didn’t happen!” has been a popular mantra among coding professionals for years. This two-part presentation will review common documentation and coding pitfalls and discuss simple tips for improving medical record documentation which, in return, will improve patient safety, quality of care and reimbursements. The first part of this presentation will guide you through a common-sense approach to understanding E&M documentation guidelines, the difference between 1995/1997 guidelines and other mysterious concepts of accurate documentation and coding of E&M visits. During the second half, we will delve into the world of Hierarchical Condition Category (HCC) coding and how it relates to quality outcomes and reimbursement as we shift away from the fee-for-service world.

This session will provide you with the knowledge to:

- Evaluate current documentation guidelines and their key components at every level
- Determine if your practice’s current documentation could be defended in a payer review
- Examine HCC logic and learn the tips for quality risk-adjusted coding

K02 – Seeing Past Tomorrow: Using Appointment Data to Thrive in the Future

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

Financial Management

Intermediate | Extended

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

How would financial management be different in your practice if you could see the future? Appointment data is about as close as a practice manager can come to seeing what next week and next month will look like. Join this extended interactive discussion on using appointment data to increase opportunities in your practice. We will discuss ways to measure patient access to your providers, to reduce no show appointments, and to maximize capacity of your most important practice resources. See how practices across America are using appointment data to identify and solve problems before patients arrive, to make staff more efficient, and to reduce the number of unsold patient appointments. Medical practices have unique and unparalleled access to future information if they can leverage appointment data. Bring your ideas and experience and join the conversation in this session.

This session will provide you with the knowledge to:

- Analyze examples of practices using appointment data to see the future
- Diagram ways to gather, analyze, and report on appointments
- Enlist ideas and tools to leverage appointment data

WEDNESDAY, OCT. 11 (continued)

10:00 am-12:00 pm

K03 - Creating an Integrated Leadership Model

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

Personal Growth and Leadership

Intermediate | Extended

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

Michael O'Connell, MHA, FACMPE, FACHE, consultant, Advisory Board Company, interim executive director, Stanford Healthcare, Solon, Ohio

As a medical practice leader, you are called on to lead your organization to excellence. With healthcare changing at such a fast pace, this can be challenging. In this extended interactive session, you will learn how to successfully draw on your individual capabilities to carry your medical group through these challenging times with effective integration strategies. You will explore a Structural Tension Leadership Tool that can serve as a guide to achieving excellence while leading yourself through learning, leading others through relationship building, leading your organization to excellence, creating a healthy work-life balance, and using effective leadership tools and resources to help you accomplish these outcomes.

This session will provide you with the knowledge to:

- Discover the elements of a Structural Tension Leadership Tool to apply in your medical practice to achieve excellence
- Compare, listen, share, and develop how these models and tools can be incorporated into your medical practice
- Apply the concepts and themes of an integrated leadership model through round table discussions

EHR User Groups

K04 - Greenway Health

K05 - Allscripts

K06 - eClinicalWorks

K07 - Epic

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

Practice Efficiencies

Basic | Extended

User groups are a perfect opportunity to learn advanced features and tips and share best practices with your peers. This session will be very interactive and allow for discussions on how to maximize value from your EHR software. This first portion of the discussion will be led by the EHR vendor and will showcase new developments, enhanced features and usability. The second portion of the discussion will be facilitated discussion with all your peers to dive into best practices, lessons learned and tip sharing.

This session will provide you with the knowledge to:

- Discover enhanced features and developments within your EHR
- Incorporate some best practices into how you utilize the EHR
- Implement lessons learned and tips into workflow of EHR

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The Medical Group Management Association (MGMA) helps practice administrators and executives gain the knowledge and tools to lead high-performance physician group practices.

As the leading association for practice administrators for over 90 years, MGMA is the connector to education, advocacy, data and resources that healthcare organizations need to navigate a complex and evolving healthcare environment and 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 40,000 administrators and executives in 18,000 healthcare organizations of all sizes, types, structures and specialties in which 385,000 physicians practice.

MGMA is headquartered in Englewood, Colorado, with a Government Affairs office in Washington, D.C. Visit mgma.org for more information.

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