



October 2017
Issue 16-047



Colorado Connection

The Official Newsletter of Colorado MGMA

Upcoming Events



Save the Date
2018 Fall Conference
September 13-15, 2018
Beaver Run Resort
Breckenridge

For more information, visit
www.cmgma.com.

From the President



*By Mike Fisher, DBA, FACMPE
President, CMGMA*

Welcome to a new year at CMGMA! No, not a new calendar year. It's the annual progression of the CMGMA Executive Board. Each of your Exec Board members commits to a four-year term with a year in each of the offices as Secretary, President Elect, President, and Immediate Past President. Each position has well defined responsibilities, though the strong solidarity results in many overlapping duties.

The Secretary records meeting minutes and facilitates various committee chairs. The President Elect manages financial affairs and helps committee chairs. The President provides the glue to maintain communication with all stakeholders and coordinate CMGMA activities, while the Immediate Past President offers the historical knowledge and guidance gained over the prior three years. The Exec Board also plans and facilitates CMGMA's Annual Fall conference.

Committee Chairs do much of the heavy lifting for the many other organizational responsibilities including working with state legislators, mentoring those pursuing MGMA certification and fellowship, facilitating activities with our valued corporate sponsors, and providing Lunch & Learns and Webinars.

We continue to rely on our Executive Director, Kristina Romero of M3 Solutions, for her expertise necessary to manage a successful professional organization.

Whatever impact the current Exec Board has on CMGMA's success is accomplished solely because of the dedication of prior Exec Board members. It is to them that we all owe our appreciation.

The Executive Board and Committee Chairs are all volunteers. Yes, we do enjoy an occasional meal provided by CMGMA and there is some financial assistance with attending mandatory state and national MGMA meetings. However, I've often pondered what the motivation is to carve out so many hours of discretionary and non-discretionary time over a multi-year time span.

I was CMGMA's ACMPE College Forum Representative for a couple of years prior to joining the Executive Board. My day jobs are full time faculty at Regis University and managing HMRx, a local health care management company. Those activities take about half of my waking hours. I devote quite a bit of time as patron and volunteer with the Hockey Hall of Fame, and as a member of the Society of International Hockey Research. And, there's plenty of life maintenance to fill the remaining hours.

Welcome new CMGMA Board Members

Tawnya Wartell, CMGMA Member-At-Large



Tawnya Wartell is a Denver native who has devoted her entire career to the health and welfare of others. With an education in kinesiology/integrated physiology, Tawnya learned that helping others was her path towards making a difference. Her 21-year relationship with Colorado Cardiovascular Surgical Associates, P.C. has given her the opportunity to be part of the healthcare industry and the welfare of others while supporting the growth of one of the strongest cardiovascular practices in Colorado. Personally, Tawnya spends most of her time supporting her two amazing daughters in their musical and marching band activities and volunteering for many school activities.

Suggested article from our member at large

7 Steps to Creating a Happier Workplace

Your job is to be the best leader you possible so your company can make a profit. Wouldn't it be great if you generate profits and happy employees? Making employees happy at work is one of the biggest achievements for a leader, and a reliable way to increase productivity. Unhappy employees, estimates show, cost the American economy as much as \$400 billion per year in lost productivity.

What Identifies a Happy Workplace?

CareerBliss released findings on the 40 happiest companies to work for in America. The results are based on reviews submitted by employees evaluating key happiness factors such as relationships, lifestyle, work pressure from coworkers and managers, available job resources, opportunities for growth, work culture, compensation, company reputation, daily tasks, and how much control employees have over their jobs. Innovative companies, those that rely on creativity, are often known for encouraging flexible work schedules, inventive workspaces, and collaborative teamwork.

An ideal company has the perfect balance of all the happiness factors. However, this does not mean that companies perceived to be innovative will consistently hold the top spot. Highly imaginative companies like Google and Apple dropped from being in the top 10 spots to numbers 18 and 42, while pharmaceutical company, Pfizer climbed to the #11 position. How? They focus on some of these practices to create happy workplaces.

What Are Happy Workplaces Doing Differently?

1. Employee development. A happy workplace is one that is committed to continuous employee development. Pfizer supports workers who want to take risks by allowing them try, occasionally fail, and learn from the process.

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- 2. Flexibility and understanding.** Smart employees need flexibility as well as work challenges to stimulate new ideas. Research by the Wharton School of Business finds what great leaders already know – that employees are happier when they are allowed latitude in their jobs and flexibility from their supervisors. Employees also appreciate companies that are more willing to take risks and be lenient in allowing their employees to learn from their mistakes. Most employees are more inclined to be creative, explore more solutions, and work harder when they have more freedom.
 - 3. Avoiding work burnout.** A common complaint of work burnout is not just about too many hours employees spent at work, but how they feel while they are on the job. If they feel are appreciated they do not mind spending more time and energy on a project or a task. Conversely, if people feel as though what they do does not matter, they resent time, especially extra time at work.
 - 4. Getting rid of obstacles.** Pfizer surveys their workers to find out if there are obstacles that get in the way of productivity and the resulting job satisfaction. The company does not wait for an exit interview to find problems, but acts proactively to analyze and assess their workers.
 - 5. Resolving conflict.** A happy workplace isn't necessarily free from conflict, but in productive companies, management works to constructively resolve conflict.
- Using differences to find new solutions is what imaginative companies do best.
- 6. Meaningful work.** Cultivating an ambiance of mindfulness and meaning at work is an important factor in encourag-

ing a happy workplace. According to research conducted by Stanford Graduate School of Business, there is a huge relation between happiness and meaning, and feeling as though our work contributes to a greater cause is extremely gratifying.

- 7. Being appreciated.** Few people confess to feeling over appreciated at work. Globoforce, a software manufacturing company found that 80% of their employees said that being appropriately recognized makes them feel more satisfied with their job. A workplace is likely to be a much happier place when there are a policy and practices to make sure that people are regularly appreciated and acknowledged for the job they do. When employees feel that their happiness matters at their workplace, they tend to be more productive.

We spend a lot of our time at work, so let's work happy!

Mary Kelly, Mary@ProductiveLeaders.com, 719-357-7360



From the President

Continued from page 1

So why do we do this?

The most insightful response I can conjure up is a combination of camaraderie, fulfillment, continued learning, and a bit of pride. The pleasure of working with the best of the best both at the state and national MGMA levels, and enjoying time with the top leaders in medical practice management, remain considerable motivators. Learning from my colleagues reminds me of the limits of my health care knowledge and drives me to absorb more. Though my resume building

days are long past, I'm certainly proud to have been accepted onto this superb team of professionals.

Most importantly, the Board's job is to provide value to our 600+ members, to engage our members in the many activities offered by CMGMA, and to inspire those willing to join us on this journey as Committee Chairs and Executive Board Members.

You are always welcome to contact me directly at mfisher@regis.edu or 303.964.5320.

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Interested in getting more involved with CMGMA? We are always looking for an extra hand to help make this association thrive. Please contact Kristina at cmgma@cmgma.com to see how you can help!

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**Welcome to our new
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 Bonny Brill, CMPE,
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NOVEMBER WEBINAR

MACRA: Tactical Value-Based Considerations

November 14, 2017 at 11:00am

[Register Now!](#)

ABOUT THE WEBINAR:

In April 2015, value-based payment transformation accelerated when Congress passed the Medicare Access and CHIP Reauthorization Act (MACRA) establishing two data-driven payment tracks: alternative payment models (APMs) and the merit-based incentive payment system (MIPS). Commercial payers are deploying such payment reform programs, as well. MACRA has been particularly prescriptive in its design of value-based payment (VBP). In June, providers received the proposed rule for the MACRA Quality Payment Program (QPP) 2018 performance year. This session will help operational staff and providers develop a tactical strategies based on cultural and technical infrastructure. Join us for foundational insight into the moving pieces of value-based payment and design industrywide for non-federal payers.

Target Audience:

Healthcare Professionals for Personal and Professional Development, Operations, Financial Mgmt., Organizational Governance, IT, Leadership, including Physicians and Non-Physician Providers

ABOUT THE PRESENTER:

Adele Allison

As the director of provider innovation strategies, Adele Allison monitors healthcare reform for DST System's health solutions division and is a legislative/regulatory subject matter expert. Having served as the co-chair of the HHS ONC Beacon-EHR Vendor Affinity Group and a current co-chair for HHS' WEDI Payment Models Workgroup, Allison has over 25 years of healthcare experience and is an active participant with HHS' HCPLAN. A published author, Allison is a member of UAB's advisory board on curriculum development and serves on UAB's HITECH Committee for health IT curriculum development; and, is a member of the board of directors for Alabama HIMSS.

Save the Date!

December Webinar:

"Getting Ready for 2018:

The Reimbursement Landscape for Medical Practices"

Presented by Elizabeth Woodcock.

Tuesday, December 12, 11 am.

CMGMA webinars are FREE for members, \$25 non-members

Register today at www.cmgma.com



What has practice transformation done for me?

November 15, 2017 12:00 PM
CoBiz Denver Tech Center
4582 S. Ulster Ste. 209, Denver 80237

Join us on Wednesday November 15th at noon when you will have an opportunity to hear from a panel of successful “transformers” about their unique experiences. The panelists are:

Rena Bach, SurgOne
Michelle Cameron, Colorado Retina Associates
Catlin Barber, Westminster Medical Clinic

Allyson Gottsman with the Colorado Health Extension will moderate the panel discussion and each will identify what practice transformation has meant in their practice; how they went about the transformation work; and what the results have been.

This is intended to be an interactive session and you are encouraged to ask questions. It is your opportunity to learn from colleagues who have taken (and continue) the practice transformation journey.

Lunch and Learns are FREE for members, 25 for non-members.

Lunch will be provided by



ACMPE Update

In our continuing mission to ensure that the ACMPE board certification and Fellowship programs are recognized throughout our industry as the premier accreditation programs for both current and future medical practice leaders, **we are excited to announce new program enhancements for both board certification and Fellowship that are due to take effect on Jan. 1, 2019.**

These updates were recently unveiled by Lee Ann Webster, Chair of the ACMPE Certification Commission, at our ACMPE reception held during the 2017 MGMA Annual Conference on Oct. 9.

For those that could not attend, we wanted to make you aware of these enhancements by highlighting some of the major changes for each of our programs. You can also find a full overview of the new qualifications by visiting the [2019 board certification enhancement page](#) or [2019 Fellowship enhancement page](#).

2019 Board Certification Enhancements:

Board eligible classification: We will be introducing a board eligible classification for board certification in 2019 which will allow candidates to enter the program even though they may not yet meet the education and experience requirements. To achieve board eligibility, candidates must show an understanding and knowledge of the principles of medical practice administration by passing the multiple-choice exam. Board certification will be achieved when candidates pass the scenario-based exam, complete the required 50 continuing education credit hours and attain their Bachelor's degree or 120 college credit hours and two years of healthcare experience.

Continuing education requirements: Beginning in 2019, we will require that the 50 hours of continuing education include 30 hours from MGMA state and national learning, including at least 12 face-to-face hours. The remaining 20 hours may come from either MGMA or qualified outside sources. This will apply to the 50 hours required every three years.

Certification deadline: Candidates who enter the board certification program in 2019 will now have to complete their exams and 50 hours of continuing education **within three years** of their application date.

2019 Fellowship enhancements:

Education and experience eligibility: Starting in 2019, to participate in the Fellowship program, candidates must either have a **Bachelor's degree AND seven years of healthcare experience**, OR a **Master's degree AND five years of healthcare experience**. At least two years of this experience must be in a leadership role.

Volunteer hours: To showcase a commitment to their industry, Fellows will be required to complete six volunteer hours beginning in 2019. These hours must include three hours from healthcare related opportunities and three hours from community service.

Business plan proposals: Our Fellows are thought leaders within healthcare organizations and must be able to demonstrate the ability to execute on dynamic solutions to business problems. In that spirit, we will be phasing out the professional paper submission and moving towards the submission of innovative business plan proposals. We believe this move will better support our Fellows to concretely demonstrate practical skills to current and potential employers.

Fellowship deadline: Candidates who enter the Fellowship program in 2019 will now have **two years** from their application date to complete their Fellowship requirements.

The role of board certification and Fellowship has always been to distinguish skilled leaders who can solve healthcare's most pressing business challenges, which is why the Commission firmly believes these new changes will create stronger recognition and demand for our designations in the industry.

As we implement these changes over the next year, we look forward to your support and thank you for continuing to act as advocates for board certification and Fellowship.

How to Hire And Keep Good People in a Medical Practice



Reed Tinsley

Hiring and retaining a good staff is a *BIG* issue for all medical practices. Why? The obvious reason is that the talent pool of qualified people to work in a medical practice is shrinking. In some areas, the pool of available talent is very small or almost non-existent. This is why it is so important to find good people and when they are hired, to make sure you or your client keeps them. If a practice cannot

find and keep good people, it is almost guaranteeing itself problems not only in the present, but surely in the future. This article speaks to the issues of hiring and keeping good people.

Turnover is Costly

We all know the actual and hidden costs to replace an employee. Some costs of unplanned turnover include:

- Departing employees costs (vacation pay and other benefits);
- Advertising for the new position;
- Management interviewing time for the new employee;
- Conducting background checks (driving, criminal, etc.);
- The time it takes to train the new employee;
- The new employee's initial low productivity;
- Unbudgeted overtime for staff covering the empty position while it is being replaced;
- Possible low morale of remaining staff and its related impact on productivity – staff becomes overworked and stressed during this time.

Hiring Good People

The following are a few tips on how to hire good people. Many medical practices however do not conduct these extensive activities before hiring a new person.

Tip – obtain a signed release that will enable you to obtain complete reference checks. This will allow you to check for all aspects of the applicant's background. The following are examples of what the practice may want to check out – I have seen employees “fudge” on each one of them at one point or another:

- Credit check – if bad credit exists, prospective employee could be an embezzlement target, depending of course on the position;
- Driving record – big issue if prospective employee will have to run many errands for the practice;
- Educational record – big red flag if items are not confirmed or have been omitted here;



- Criminal check – the reason for this should be obvious!; and
- Workers' Compensation check – is this the type of person who has in the past filed many claims against his or her employers?

Tip – test basic skills. Test skills such as attention to detail, grammar, punctuation, numerical skills, etc. Just because an employee presents himself or herself well does not mean they have these basic skills.

Tip – make prospect complete and sign an employee application. Look for gaps in past employment and is also useful to compare with prospective employee's resume for any differences.

Tip – use “situational” interviewing questions. Pick questions that will open up the potential employee in a way that will show how capable he or she is for the position being hired. For example, if the practice is hiring a billing person, ask specific questions about the applicant's knowledge of Medicare billing rules, CPT, modifiers, filing claims electronically, etc. Even better yet, ask situational questions. This means asking a hypothetical and asking the applicant to respond to it. Here is an example for a biller for a surgery practice: *Surgical practice bills an office visit on the same day as a procedure. The insurance company would not pay for the office visit. Why?*

In addition, the practice may want the applicant to speak with the practice's independent CPA and/or healthcare consultant. This secondary line of interviewing might be able to spot issues the practice's personnel might not have been able to detect.

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Tip – job fit testing. Many tests are available with immediate scoring via Internet testing capability. Your homework must be done first on the position needs to get accurate results though. For an example, go to www.kolbe.com.

Tip – pay fair market salaries. Don't be cheap – you get what you pay for. Pay current fair market value within the practice's service area for the position being recruiting. It's that simple. In addition, the practice should have a decent employee benefit package, which could include health insurance, retirement plan, 401k matching, personal leave, and reasonable sick and vacation days.

Keeping Good Employees

Step number one: Treat them well. Now that the practice has filled the position, it must make sure to keep the hired employee for long time. However, as we all know, turnover is a big issue for many medical offices. To begin this process, practices should keep the following management principles in mind:

1. Nothing will drive employees away faster than a boss who is – or even appears to be – unapproachable or disrespectful.
2. Employees want to make a difference. They want to be proud of where they work. They want to succeed.
3. Without someone on the sidelines cheering employees on, enthusiasm soon fades. Productivity generally follows suit.
4. People are motivated by recognition. Anything the practice can do to recognize them will make them work a little harder. It also helps them stay put.
5. Bosses in medical practices should treat people like they want to be treated. If people feel they are needed, wanted and respected, they're going to stay and the practice is going to get their loyalty.
6. Help employees be the best he/she can be on an ongoing basis.

These were just a few simple, daily management ideas to keep good people. However, this is just a start. Here are some more:

Provide Adequate Educational Seminar Opportunities

Make sure all employees are kept up to date in their practice area. This is especially true for the office's CPT coder(s).

Make Sure the Office is Adequately Staffed

It should be a requirement that all medical practice departments be adequately staffed. However, in the era of declining reimbursement, it seems some medical offices are cutting staff, much to their own detriment. This in almost all cases results in a decline in employee morale. If necessary to keep staff, the medical office should be creative with its human resource. This includes using flex hours, home workers, cross coverage, etc.

Be Appreciative of Staff

People are motivated by recognition. Anything the medical office can do to recognize them will make them work a little harder. Believe it or not, it also helps them stay put. The following are some ideas for employee recognition:

- Personal notes from management for exceptional work.
- Employee outings.
- A verbal "thank you."
- Gifting.

Conduct Employee Reviews

Reviews should be annually and periodically at designated times throughout the year. These should be productive, training sessions. Have employees set goals and monitor these goals throughout the year. Employers with good review programs, coupled with ongoing training and mentoring, seem to have the lowest turnover rate among its employee group.

Reed Tinsley, CPA is a Houston-based CPA, Certified Valuation Analyst, and healthcare consultant. He works closely with physicians, medical groups, and other healthcare entities with managed care contracting issues, operational management, strategic planning, and growth strategies. His entire practice is concentrated in the health care industry. Please visit www.rtacpa.com

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