THE RULES KEEP CHANGING.
THE CHALLENGES KEEP GROWING.
THE EXPECTATIONS KEEP RISING.

The healthcare industry is tough and full of daily challenges. While your organization deals well with day-to-day operations, sometimes you need new solutions — solutions that aren’t cookie cutter, but proven and sturdy, fitting your unique organization, staff and challenges. You need new solutions that keep your organization moving ahead.

Whatever your practice type, size, specialty and structure, you can turn with confidence to your colleagues in the MGMA Health Care Consulting Group. We understand your pain points and offer you real-life practical solutions based on in-depth healthcare industry expertise, experience and insight. Allow us to dig deep, listen hard and deliver the results that will solve the specific challenges your organization faces.

Are you familiar with these issues?

– Rising costs and decreasing reimbursements
– Challenging hospital-physician relationships
– Difficult compensation decisions
– Technology challenges
– Recruitment and retention issues
– Managed care and care coordination concerns
– Governance, engagement and integration issues

You can probably quickly double this list. You face tough challenges every day. You need sure, solid solutions that work today and tomorrow.
ABOUT THE MGMA HEALTH CARE CONSULTING GROUP

With a successful 40-year history of serving clients, we have learned to listen carefully, discern the critical issues and develop the most appropriate solutions for your organization. And we are proud to do it working shoulder to shoulder with you.

MGMA Health Care Consulting Group consultants average more than 30 years of healthcare industry leadership experience as chief executive officers, chief operating officers, chief financial officers and practice administrators. We work with all types of healthcare organizations across all specialties, models and industry branches. We are active and contributing members of an extensive list of well-known industry associations and are based around the country. We are nationally recognized healthcare subject-matter experts, frequently referenced and cited in respected publications such as the Wall Street Journal.

Our seasoned professionals are exclusively dedicated to the healthcare industry and provide a wide range of industry expertise focused on helping you meet your distinct challenges, reaching your goals and executing your vision.

“Our MGMA consultants spent several years with highly regarded academic practices.

From day one, it was like dealing with colleagues. That kind of specialized experience far exceeds its cost. We greatly benefited from the consultation.”

Harry E. Rubash, MD, chief of orthopaedic surgery, Massachusetts General Hospital, Boston
WHY CHOOSE OUR FIRM?

Just ask your peers who come back again and again ...

For the past twenty years, the MGMA Health Care Consulting Group has assisted us with projects such as office flow analysis, strategic planning and physician compensation plan development. Each project met and often exceeded our expectations and goals.

The professionalism and expertise exhibited by the consultants was exemplary.

Irene S. Heinemeyer, FACMPE, Urology Nevada, Reno, Nevada

We are proud to have served leading healthcare organizations of all sizes in all 50 states.

We are privileged to serve a diverse client base and we work hard to serve you well. Our annual customer satisfaction study reveals a 98% satisfaction rating.

Our consultants are part of the nation’s largest premier practice management membership organization – MGMA-ACMPE – which allows us access to the Association’s vast cost and compensation survey data. We help you benchmark your key performance indicators, walk you through practical solutions and models, and assist you with implementing and managing change.

OUR MAIN GOAL IS YOUR SATISFACTION, AND YOUR IMMEDIATE AND LONG-TERM SUCCESS.
We offer services in the following key areas:

OPERATIONAL IMPROVEMENT
   – Operational efficiency
   – Revenue cycle analysis
   – Billing and coding
   – Patient care systems and workflow solutions

INFORMATION TECHNOLOGY (IT)
   – IT infrastructure assessment (tools, applications, hardware and networking)
   – EHR and practice management system selection and optimization
   – Support for incentive programs such as meaningful use, PQRS, patient-centered medical homes (PCMHs) and accountable care organizations (ACOs)

ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT CONSULTING
   – Strategic planning/business development
   – Governance and leadership
   – Merger and integration assessments
   – Benchmarking, productivity improvement, financial management

PHYSICIAN/HOSPITAL INTEGRATED DELIVERY SYSTEM (IDS) DEVELOPMENT AND IMPROVEMENT
   – Pre-planning
   – Implementing affiliation/post-merger improvements

COMPENSATION PLANNING AND FAIR MARKET VALUE AND REASONABLENESS DETERMINATIONS
   – Compensation planning
   – Fair market value and reasonableness determinations

HUMAN RESOURCES AND RECRUITMENT
   – Executive recruitment
   – Interim management placement
   – Conflict and dispute resolution

We also offer a variety of additional services such as customized professional speaking and training engagements. Contact us to discuss how we can help your organization.
OPERATIONAL IMPROVEMENT

Operational efficiency

Practices, systems and other healthcare organizations face daily challenges in every operational area, including reimbursement pressures, erratic patient volume, and increased service and quality expectations.

To meet these challenges and build a foundation for strategic growth, our operations experts work with you to identify and implement the best options for operational improvements.

Our assessment considers all resources in areas such as:

- Staffing support and expertise
- Facilities, supplies and resource optimization
- Business operations and planning
- Physician, non-physician provider and staff productivity
- Financial management
- Scheduling and patient flow
- Communications and workflow, including time and motion studies to optimize processes
Revenue cycle analysis

Medical practices across the country are concerned with declining reimbursement, payers’ reduced fee schedules, value-based reimbursement, bundling of services and large patient account receivables. We thoroughly review your revenue cycle management processes, people and technology to help increase revenue, improve cash flow and enhance customer service.

Revenue cycle analysis includes:

– Analyzing revenue cycle management staffing, payer mix and billing processes
– Analyzing accounts receivable data and physician documentation coding practices
– Using technology to maximize the effectiveness of revenue cycle management processes
– Comparing the practice to key performance indicator benchmarks

“Our MGMA consultant gave us the perspective we needed to isolate and correct our problems as a practice. The good, bad and ugly was discovered and we saw where and how to manage an effective plan for change. We all profited in revenue enhancement and management of the office.”

Peter M. Dayton, MD, Physicians to Women, Stuart, FL
Billing and coding

In the ever-changing world of reimbursement, the processes of documentation, coding and billing services can be frustrating, confusing and overwhelming. Our coding experts take a practical, common-sense approach to providing the information you need to understand how to document and code to ensure that you receive the full revenue to which you are entitled. At the same time, they make sure you are complying with CPT, ICD-9, future ICD-10, and Centers for Medicare & Medicaid Services (CMS) guidelines.

We can assist you with:

- Chart audits (performed remotely or on site)
- Coding history review – benchmarking against MGMA -ACMPE data to identify risk areas and missed opportunities
- E&M documentation review and improvement suggestions
- Provider and staff education based on chart audit outcomes
- Billing/coding compliance planning
Patient care systems and workflow solutions

Today’s medical practices are divided into several workflow areas, which must work well both independently and together for maximum efficiency and effectiveness. Our experts will assess your practice’s performance in various key delivery areas. We will provide you with detailed, realistic solutions and goals to measurably improve your facility’s workflows and processes in areas such as:

Operations management

– Patient access
– Reception services
– Telephone customer service
– Pharmacology planning
– Referral and test management

Medical record/health information

– Electronic and paper-based medical record keeping and management
  • Chart preview
  • Document management solutions
  • Security and privacy
– Forms management

Clinical area patient flow patterns

– Patient arrival, check in, encounter management and check out
– Scheduling methodologies
  • Physician and staff
INFORMATION TECHNOLOGY (IT)

With the constant and rapidly evolving changes in healthcare technology, selecting and implementing the right information system solution(s) can be extremely challenging. You face complicated and expensive decisions when considering system conversions, websites, interactive patient portal services and numerous other technology opportunities. We can help you align information technology with business strategies to effectively select and implement solutions to meet today’s challenges and position your organization for tomorrow’s opportunities.

Our IT experts provide specialized help in selecting and managing IT solutions and integrations, practice management and EHR implementations, and infrastructure preparations.

Our services include:

- Outlining current and emerging requirements
- Redesigning business processes
- Developing vendor selection and evaluation criteria
- Launching a request-for-proposal presentation and evaluation process
- Conducting periodic evaluations of your practice’s IT strategy and tactical plans
- Integrating new and emerging technologies
- Social media and website development, selection and optimization
- Redesigning and integrating revenue-cycle management processes and technology
- Identifying and recommending appropriate security and disaster-recovery strategies
— Selecting and implementing practice management or EHR systems, including:
  • Project plan development and implementation consulting
  • Workflow reengineering, migration and conversion consulting
  • System(s) optimization
  • Optimization of resources through technology, including provider and staff scheduling
  • Assistance in meeting incentive programs (e.g., meaningful use, PQRS, e-prescribing) and avoiding penalties

ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT CONSULTING

Strategic planning/business development
Healthcare organizations are experiencing ever-increasing pressures in pursuit of efficiently managing services and resources. Our firm can help you balance external expectations with internal capacity, set realistic expectations and establish executable priorities. We understand and apply effective strategic and business planning tools to facilitate smooth and productive change.

Our approach includes:

— Developing a solid mission and vision statement and a value proposition list
— Conducting strategic planning and strengths-weaknesses-opportunities-threats (SWOT) analysis
— Conducting market and financial feasibility studies
— Developing realistic business, marketing and succession plans
— Providing financial planning services, including long-range capital and cash-flow planning
— Developing payer contracting strategies
Governance and leadership

Organizational structure and functional operations change with growth. Considerations at each level of management should address organizational culture shifts, revenue and expense goals, chart management, recruitment, salaries, job descriptions, reporting and empowerment/delegation, as well as the decision making process. As a result, organizations often find themselves in unfamiliar and uncomfortable positions.

To move ahead, we can help you:

- Identify your pain points
- Develop clear roles
- Foster strong physician leadership
- Promote decision-making processes that ensure efficient, team-oriented governance
- Organize and develop a clearly defined mission and vision with measurable goals and objectives
- Identify or define roles and responsibilities of individual board members and the board
- Differentiate between governance and management
- Assist you with succession planning
**Merger and integration assessments**

We offer a deep pool of expertise in executing mergers and acquisitions, with substantial pre- and post-merger assessment expertise specific to healthcare. Experience and insights can help avoid misunderstandings and undesirable compromises through complete pre-merger feasibility studies.

**We provide services to evaluate:**

- Financial stability and market position
- Organizational culture
- Management expectations
- Benefit package structure and compensation
- Long- and short-term planning

**We work with you to:**

- Identify and clarify issues and address concerns
- Develop strategies and operational models
- Identify ideal organizational structures
- Develop benchmarks to monitor performance

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“The consultant did a great job and helped us build our organizational and staffing structure for our physician-hospital integration efforts. He truly understands the key issues facing physicians, their medical groups, and hospitals. He used his experiences and expertise to develop lasting relationships.”

Ed Ness, President/CEO, Munson Healthcare System, Traverse City, MI
Benchmarking, productivity improvement, financial management

Many organizations struggle with how to measure success or failure as compared to their peers. Using key indicators to assess how your organization stacks up against industry peers and competitors can help identify your strengths and shortfalls.

We utilize MGMA-ACMPE’s vast survey data to help you measure and benchmark key performance indicators, which allows us to assist you with identifying the right benchmarks for your organization in areas such as:

- Productivity improvement and staffing
- Cost management and profitability
- Patient and service volumes
- Payer mix
- Physician productivity and compensation

PHYSICIAN/HOSPITAL AND INTEGRATED DELIVERY SYSTEM (IDS) DEVELOPMENT AND IMPROVEMENT

You may grapple with issues involving strategy, financial management, physician compensation and engagement, governance, practice integration and more.

Extensive experience working with physician practices, hospitals and health systems gives us a thorough understanding of your issues. We can help you manage and find solutions for organizational change in areas such as structure, culture, operations, relationships, governance, finance, facility, clinical and others.
Our firm can assist you with:

**Pre-Planning**
- Identifying your challenges and developing your vision and strategic objectives
- Developing affiliation and physician organization strategies
- Developing effective hospital-medical group organizational structures
- Identifying potential important relationships
- Handling network divestitures
- Assessing financial feasibility
-Preparing business plans
- Defining appropriate organizational and economic affiliation structures

**Implementing affiliation/post-merger improvements**
- Developing physician compensation plans within affiliation structures
- Enhancing affiliation management and operations
- Identifying solutions for cultural and operational change management
- Identifying areas for process improvement
- Developing and implementing communication strategies
- Developing strategic and tactical plans for the future
COMPENSATION PLANNING AND FAIR MARKET VALUE AND REASONABLENESS DETERMINATIONS

Compensation planning

Effective compensation plans are the foundation of any organization’s ability to recruit and retain the right physicians. Small or large, privately owned or not, many organizations benefit from outside assistance when addressing the complex and challenging issue of compensation planning.

Our consultants utilize individual and organizational participation to develop compensation systems that are consistent with your goals and objectives and also address culture, environment, and strategic issues.

We can help you:

– Identify current plan strengths and weaknesses
– Benchmark current and proposed plans against market and peer group performance
– Develop plan objectives and structure
– Match incentives to the goals of your organization
– Select an appropriate productivity metric
– Construct alternative structures
– Facilitate decision-making and plan-implementation strategies
**Fair market value and reasonableness determinations**

Conducting valuations, assessing fair market value and determining reasonableness are critical to successful acquisitions and physician hospital/system compensation arrangements. We provide independent third-party valuations of potential group and practice acquisitions. We also provide independent compliance opinions on physician compensation arrangements from a fair market value and reasonableness standpoint.

Our firm can assist you with a compliance and regulatory review of compensation arrangements such as:

- Emergency room call
- Employed physicians
- Part- and full-time medical directorships
- Chiefs of service, department heads and other physician-held administrative positions
HUMAN RESOURCES AND RECRUITMENT

Executive recruitment

You can rely on us when seeking new administrative leadership. To ensure that you hire the best candidate for your current and future goals, our executive search team will assist you throughout the process, from the initial decision to hire through final negotiations. We provide a unique operational assessment to identify the skill sets your organization needs. We are also available during the initial months of transition for the new administrator to ensure a smooth experience for all.

We provide assistance with:

– Job descriptions and definitions
– Advertisements
– Resumé review and evaluation
– Effective reference checks
– Negotiations, interviews and more

“Our office manager could not be a more perfect match! We hit a home run on our first interview. This success was the result of the time the consultant spent with us to get to know our practice, us and our needs; followed by pre-screening for all the applicants to get the right fit for us.”

James J. Hanosh Jr., MD, FACS, General Surgeons of Western Colorado, Grand Junction, Colorado
Interim management placement

Whether sudden or planned, a change in a key leadership position can disrupt even the smoothest operation. Our firm can quickly and seamlessly fill your vacancies to keep your practice running at full strength. Our interim managers are ready to step in and carry your operation forward – anytime, anywhere – giving you time to find the ideal fit for your permanent management team.

These seasoned professionals have chosen full-time interim management as a new career after years of medical practice management experience in permanent positions. We can help you place practice administrators, vice presidents of physician services, finance and IT directors for medical groups, hospital and healthcare systems.

Conflict and dispute resolution

Nearly all medical groups experience conflict at one time or another. Disagreements can arise for myriad reasons – finances, work hours, distribution of responsibilities, organizational direction, interpersonal disputes, work-life balance, new rules and regulations after mergers and more.

Our consultants have had the privilege to work with many medical organizations that are experiencing conflict and can help you solve issues such as:

- Understanding your group’s culture and goals
- Providing objectivity in a safe environment
- Identifying norms to develop consensus
- Stating consequences and alternatives
- Impartially presenting fact-based solutions
PRINCIPAL CONSULTANTS

ROBERT C. BOHLMANN, FACMPE
With more than 30 years in healthcare industry experience, Bohlman’s main areas of expertise include:

- Strategic planning/business development
- Affiliation, physician organization, strategy development
- Merger and integration assessments

HOBART COLLINS
With 37 years of healthcare industry experience, Collins’ main areas of expertise include:

- Fair market value and reasonableness determinations
- Governance and leadership
- Strategic planning/business development

NICK A. FABRIZIO, PhD, FACMPE, FACHE
With 30 years of healthcare industry experience, Fabrizio’s main areas of expertise include:

- IDS development and improvement
- Operational assessment and improvement
- Executive and interim recruitment
- Strategic planning and business development
RICHARD D. HANSEN, MS

With 33 years of healthcare industry experience, Hansen’s main areas of expertise include:

– Governance and leadership
– Strategic planning and business development
– Executive recruitment

KENNETH T. HERTZ, FACMPE

With 30 years of healthcare industry experience, Hertz’s main areas of expertise include:

– Organizational development and management consulting
– Operational improvement
– Executive recruitment

DEREK KOSIOREK, CPEHR, CPHIT

With 13 years of healthcare industry experience, Kosiorek’s main areas of expertise include:

– IT infrastructure assessment (tools, applications, hardware and networking)
– EHR and practice management systems selection and optimization
– Social media and website development, selection and optimization
ROSEMARIE NELSON, MS

With 30 years of healthcare industry experience, Nelson’s main areas of expertise include:

– Operational improvement
– Practice management/EHR selection and optimization
– Revenue cycle analysis

To learn more, or to explore a specific consultant’s qualifications, specific experience and professional background, visit mgma.com/consulting or call toll-free, 877.ASK.MGMA (275.6462), ext. 1877.

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