This activity is jointly provided by The Medical Group Management Association (MGMA) and the Postgraduate Institute for Medicine (PIM).
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GET CONNECTED, ENVISION THE FUTURE, FIND INSPIRATION

At The Annual Conference, take advantage of a highly personalized environment where everyone is empowered to ask questions, participate in conversations and cultivate new connections with peers and experts.

LEARN FROM YOUR PEERS AND INDUSTRY EXPERTS

This is your opportunity to learn best practices from the practice administrators who have done it themselves. The personal, highly interactive format of this conference gives you the perfect opportunity to share common challenges and discuss proven solutions with colleagues who have been in your shoes.

BECOME A PART OF SOMETHING BIGGER

Combine the thrill of adventure with the unparalleled educational content, industry-leading product research opportunities and face-to-face networking events.

ABOUT MGMA

Medical Group Management Association (MGMA) is the premier association for professionals who lead medical practice. Since 1926, through data, people, insights and advocacy, MGMA empowers medical group practices to innovate and create meaningful change in healthcare. With a membership of more than 40,000 medical practice administrators, executives and leaders, MGMA represents more than 12,500 organizations of all sizes, types, structures and specialties that deliver almost half of the healthcare in the United States.
## CONFERENCE REGISTRATION

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<th>ON OR BEFORE AUGUST 21</th>
<th>AFTER AUGUST 21</th>
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<td>MGMA member</td>
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<td>New MGMA member</td>
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<td>MGMA nonmember</td>
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<td>Faculty</td>
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<td>Student</td>
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<tr>
<td>Exhibit Hall only (Sunday-Tuesday)</td>
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<td>$640</td>
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<tr>
<td>Spouse/significant other</td>
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<td>$275</td>
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## PRECONFERENCE PROGRAM REGISTRATION

### SUNDAY, SEPT. 30

<table>
<thead>
<tr>
<th>Preconference Event</th>
<th>MGMA MEMBER</th>
<th>NONMEMBER</th>
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<tr>
<td>PRE101 Preconference: ACMPE Board Certification Boot Camp</td>
<td>$599</td>
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<tr>
<td>PRE102 Preconference: Designing and Building Processes for Value-based Healthcare</td>
<td>$499</td>
<td>$699</td>
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<td>PRE103 Preconference: Chemistry Tests: Steps for Mistake-free Hiring and Retention</td>
<td>$399</td>
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<tr>
<td>PRE104 Preconference: Leading Change: Executive Leadership Tools and Concepts</td>
<td>$399</td>
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<tr>
<td>PRE105 Preconference: From Data to Action: Benchmarking for Better Results in Your Practice</td>
<td>$149</td>
<td>$349</td>
</tr>
<tr>
<td>PRE106 - Hacking Healthcare with MIT</td>
<td>$249</td>
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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.com/AC18.
STUDENT AMBASSADORS PROGRAM
As an undergraduate or graduate student ambassador at The Annual Conference, you get a free day pass for every three hour shift you volunteer. This gives you the opportunity to attend unparalleled educational sessions for your level of expertise, participate in face-to-face networking events and access industry-leading product-research. Learn More

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.com.

SPOUSE/SIGNIFICANT OTHER REGISTRATION
Spouse/significant other registration is valid for individuals accompanying The Annual Conference attendees. Registration does not include attendance at the concurrent sessions and/or to the MGMA Signature Event: Glow in the Park. 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 of the Exhibit Hall, Monday breakfast and lunch, Tuesday breakfast and lunch, Wednesday breakfast

AMERICANS WITH DISABILITIES ACT
Event staff will be glad to assist you with any special needs (i.e., physical, dietary, etc). Please include this information prior to the conference in your profile when you register and MGMA can accommodate.

EXHIBIT HALL ONLY REGISTRATION
Available for nonexhibiting companies or attendees looking to visit the exhibit floor. This pass is valid Sunday through 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 10, 2018, are entitled to a full refund. Cancellations received between July 11, 2018, and Aug. 21, 2018, are entitled to a refund minus a $150 processing fee. NO REFUNDS OR CREDITS will be issued after Aug. 22, 2018.

COMPLAINT RESOLUTION POLICY
Please contact the MGMA Service Center toll-free at 877.ASK.MGMA (275.6462) with issues or concerns about this conference.

Register today at mgma.com/AC18.
CONFERENCE HEADQUARTERS

The Annual Conference will be held at the Boston Convention and Exhibition Center (BCEC) in the heart of Boston.

The AIPC Gold-certified BCEC is the most customer-friendly and technologically advanced convention facility in the world. It's also the largest convention center in the Northeast.

The BCEC is located on Boston’s waterfront just minutes from the best of Boston’s restaurants, city sights and landmarks. It’s the ideal home base for your conference experience.

BOSTON CONVENTION AND EXHIBITION CENTER (CONFERENCE EDUCATION HEADQUARTERS)

415 Summer Street
Boston, MA 02210

PARKING

Established rates for each entry:

• Standard rate: $18
• Valet parking: $30
• Oversized vehicle parking: $36

Rates are subject to change at any time.

The BCEC is closer to more major transportation systems than any other convention center in the country and is the closest major exhibit facility to a major metropolitan airport. It is just eight minutes from Logan International Airport, the fastest airport to convention center time in the country. The BCEC is also directly accessible from two major interstate highways, making it fast and easy to drive to and from anywhere in the area. The BCEC also offers direct access to the subway system with the Silver Line.

TRANSPORTATION

Delta Air Lines

Fares offered: Up to 10% discount on applicable fares
Meeting promotional code: NMQJD
Travel dates: Sept. 24, 2018 - Oct. 3, 2018
Origin: Any Delta Air Lines city
Destination: Boston, MA (BOS-Logan)

Reservations and ticketing are available via delta.com or by calling Delta Meeting Network Reservations at 800.328.1111, Mon-Fri 7:00 am-7:00 pm CDT. As of May 2016, there is no Direct Ticketing Charge when booking by phone. When booking online, select ‘Book Your Flight’ and this will bring you to the ‘Book A Flight’ page. Enter the meeting Event Code ID NMQJD in the box provided on the ‘Search Flights’ page.

United Airlines

Fares offered: Up to 13% discount when booked online on applicable fares
Meeting promotional code: ZYXN101244
Travel dates: Sept. 24, 2018 - Oct. 3, 2018
Origin: Any United Airlines city
Destination: Boston, MA (BOS-Logan)

Reservations and ticketing are available via united.com. When booking online, enter your Z code — ZYXN101244 in the offer code box on the ‘Search Flights’ page.

SuperShuttle

SuperShuttle is offering a 10% discount off SuperShuttle shared-ride and ExecuCar. To get this discount, please call or go online to reserve your ride and use the discount code MGMA1. Reach SuperShuttle at 303.370.1300 or 800.BLUE.VAN.

ShuttleFare

ShuttleFare.com is offering a $5 discount off airport shuttle transportation to and from Boston Logan International Airport. To book a reservation, visit ShuttleFare.com and enter coupon code MGMA18 (enter code on bottom right of checkout page before submitting payment.)
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 $150 off your registration fee. We recommend registering early to secure your choice of hotel accommodations. The deadline to book a hotel room is Sept. 6, 2018, 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 a hotel reservation can be made with the MGMA Housing Bureau through Sept. 6, 2018. 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.com/events 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.

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 travel information, please visit mgma.com/travel.
SEAPORT DISTRICT/SOUTH BOSTON WATERFRONT
You'll feel the energy the moment you arrive at the Seaport District/South Boston Waterfront. Not only is it within walking distance to the conference, this area is also one of Boston's most vibrant and popular communities, featuring exciting nightlife and dining, art galleries and museums and more.

THE WESTIN BOSTON WATERFRONT
(HEADQUARTERS HOTEL)
425 Summer Street
Boston, MA 02210
Rate: $309 plus tax (additional taxes or fees may apply)
Distance from BCEC: 0.1 mile

ALOFT BOSTON SEAPORT DISTRICT
401-403 D Street
Boston, MA 02210
Rate: $294 plus tax (additional taxes or fees may apply)
Distance from BCEC: 0.2 mile

ELEMENT BOSTON SEAPORT DISTRICT
391-395 D Street
Boston, MA 02210
Rate: $304 plus tax (additional taxes or fees may apply)
Distance from BCEC: 0.2 mile

RENAISSANCE BOSTON WATERFRONT HOTEL
606 Congress Street
Boston, MA 02210
Rate: $314 plus tax (additional taxes or fees may apply)
Distance from BCEC: 0.2 mile

BACK BAY HOTELS*
Victorian brownstones, beautiful gardens, luxury shopping and dining — Boston’s Back Bay neighborhood has it all. Visit some of the country’s finest architecture and high-end shopping on Newbury Street, or walk down Boston’s first planned neighborhood on Commonwealth Avenue, modeled after the streets of Paris.

HILTON BOSTON BACK BAY
40 Dalton Street
Boston, MA 02115
Rate: $302 plus tax (additional taxes or fees may apply)
Distance from BCEC: 2.6 miles

BOSTON MARRIOTT COPLEY PLACE
110 Huntington Avenue
Boston, MA 02116
Rate: $309 plus tax (additional taxes or fees may apply)
Distance from BCEC: 2.3 miles

THE WESTIN COPLEY PLACE, BOSTON
10 Huntington Avenue
Boston, MA 02116
Rate: $309 plus tax (additional taxes or fees may apply)
Distance from BCEC: 2.3 miles

*Back Bay and downtown areas are not walkable and require transportation. Transportation will be provided for those booking within the group housing block.
HISTORIC DOWNTOWN HOTELS*
Stay within walking distance of Boston Common, Faneuil Hall, The Freedom Trail and Beacon Hill in downtown Boston. Get the sense that you are back in time as you walk the same steps of American heroes and forefathers.

**HILTON BOSTON DOWNTOWN/FANEUIL HALL**
89 Broad Street
Boston, MA 02110

Rate: $290 plus tax (additional taxes or fees may apply)
Distance from BCEC: 1.2 miles

**OMNI PARKER HOUSE**
60 School Street
Boston, MA 02108

Rate: $269 plus tax (additional taxes or fees may apply)
Distance from BCEC: 1.4 miles

*Back Bay and downtown areas are not walkable and require transportation. Transportation will be provided for those booking within the group housing block.

**PLEASE NOTE:** Experient is the official housing provider for The Annual Conference. MGMA has worked diligently with the hotels in Boston 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 nonrefundable. Please be aware of and report any unauthorized solicitation to MGMA.
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 Annual Conference 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 #mgma18annual to join conversations before and during the conference and to get real-time information about sessions, speakers and other conference happenings.

SET UP A SIT-DOWN MEETING IN A SPECIALTY LOUNGE

We’ll have specialty areas set up in the Exhibit Hall so you can casually connect with peers and professionals in your network.

MGMA18 | LIVE

If you’re not able to attend the conference in person, make sure to register yourself and/or your team for MGMA18 | Live.

Three general and seven featured sessions will be streamed live, and four exclusive online sessions will be presented live from the face-to-face MGMA18 Annual Conference, Sept. 30 through Oct. 2, 2018.

- Individual registration
  - Member: $450
  - Nonmember: $600

This activity has been approved for AMA PRA Category 1 Credit™
SUNDAY, SEPT. 30

1:00-3:00 pm
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
• Staffing and Productivity
• Healthcare IT/Revenue Cycle/Billing/Collection groups

You will also have the opportunity to double your winnings by visiting the Product Sneak Peek and collecting your bonus signature on the Trail Map. Your completed Trail Map could be worth $2,000!

2:00-3:00 pm
First-Time Attendee Meetup
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 at 3:30 pm featuring New York Times best-selling author Simon Sinek.

5:00-7:00 pm
Grand Opening of the Exhibit Hall
Join us for a special celebration and networking event to officially launch The Annual Conference, a perfect time to mingle with attendees and scout out industry experts in the Exhibit Hall. Discover the latest products and services the industry has to offer and make your plan to play! This opening reception will give you a head start on collecting your Trail Map signatures and Match Mingle Win! prize tickets.

7:00-9:30 pm
Glow in the Park, powered by athenahealth
Join your fellow attendees for a luminous experience at our opening night celebration and signature event. Glow in the Park will take place on the lush Lawn on D, a vibrant outdoor setting with glowing art installations, lawn games and pavilions with live music and colorful cocktails. Enjoy this one-of-a-kind taste of Boston adjacent to the BCEC. Come help us set the night aglow!
MONDAY, OCT. 1
4:30-5:30 pm
Exhibit Hall Happy Hour and Specialty Meetups

Celebrate the end of the day and explore the open Exhibit Hall to find new connections and solutions to your challenges. Don’t forget to find your drink tickets along the way from participating exhibitors.

Continue your specialty roundtable conversation during the Happy Hour in your very own Specialty Meetup area.

With 9 Specialty Meetups to choose from, you’re sure to find your hive in this new and interactive hour on the exhibit floor to network with like-minded professionals.

Specialty Exhibit Hall Meetups to include:
- Anesthesiology
- Cardiology
- Dermatology
- Family Medicine
- Gastroenterology
- Hospital-affiliated Practices
- OB/GYN
- Orthopedics
- Pediatrics

5:45-7:15 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 induction of the 2018 Fellows class. Ticketed event; preregistration required.

TUESDAY, OCT. 2
7:00-9:30 pm
ACMPE Fellows Dinner

The Fellows Dinner is a private event, by invitation only, for ACMPE Fellows, legacy 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. Ticketed event; additional fees apply.

WEDNESDAY, OCT. 3
8:15 am-12:00 pm
Specialty Content

Explore interactive deep dives into specialty content, developed by practice administrators for peer-to-peer learning.
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.

SUNDAY, SEPT. 30
8:00 am-2:00 pm

PRE101 ACMPE Board Certification Boot Camp

The intensive, one-day Board Certification Boot Camp is a comprehensive review of medical practice management concepts and industry best practices. This training will focus on all the skills and understanding of concepts needed to achieve the certified medical practice executive (CMPE) designation. All areas of the Body of Knowledge for Medical Practice Management as related to the exams are defined and clearly covered. An extra focus is placed on on-the-job application and how it relates to the exam material.

Here are a few benefits you will receive in our Board Certification Boot Camp:

• Instructor-led face-to-face course
• Dedicated online community to ask and answer questions
• A complete set of the Medical Practice Management Body of Knowledge Review Series (3rd edition)
• Printed copies of course materials
• Access to ACMPE online assessment
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. 1
5:45-7:15 pm
ACMPE Recognition Reception and Fellows Convocation
Ticketed event: No registration fee; however, registration is required.

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 induction of the 2018 Fellows class. Ticketed event; preregistration required.

TUESDAY, OCT. 2
7:00-9:30 pm
ACMPE Fellows Dinner
Ticketed event: $125

The Fellows Dinner is a private event, by invitation only, for ACMPE Fellows, legacy 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. Ticketed event; additional fees apply.

ARE YOU A CANDIDATE FOR THE 2018 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 The Annual Conference. 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.
MGMA BOOTH AND BOOKSTORE

While you’re enjoying the Exhibit Hall, plan to stop by the MGMA booth, #1448, for a taste of all that MGMA has to offer! Check out the latest information, educational resources and access to industry experts. Plus, you can take advantage of our 20% conference discount on select MGMA offerings.

WHAT WILL YOU FIND?

DATA INSIGHTS

Our dedicated data analysts will be available to demo the latest MGMA DataDive tools and introduce you to our survey products. Current MGMA DataDive participants are welcome to learn how to maximize their investment with personalized recommendations.

CAREER GAME-CHANGERS

Whether you’re seeking new opportunities or looking to distinguish yourself among your peers, we invite you to discover ACMPE board certification — healthcare management’s gold standard credential. Already a CMPE? Ask about Fellowship and be featured at our 2019 conference.

ROBUST RESOURCES

MGMA is known for its selection of education, online courses, articles and books on today’s hottest topics. Discover the tools you need to enhance your organization’s financial and operational health. Plus, you can take advantage of an exclusive 20% discount on select products.

WASHINGTON UPDATES

Cut through the noise and get the facts. MGMA’s Government Affairs staff will be on hand to guide you through the latest happenings in Washington, D.C., and how they affect your organization.

MGMA Stat

Have an opinion about healthcare? Share it via MGMA Stat. Text the keyword “MGMA18” to 33550 to share your opinion in our free weekly polls. Stop by the booth for more information.

MGMA 1:1 CONSULTATIONS

Reserve a 30-minute consultation to get your practice questions answered. Explore all of the options MGMA data has to offer to assist your practice and learn how to apply the data from an MGMA consultant, as well as glean any additional insights from our industry experts. Interested in learning more about these opportunities? Sign up to receive notifications about the MGMA 1:1 Consultations at mgma.com/1-1.
EDUCATION

MGMA18 | The Annual Conference is this year’s premier event for medical group practice management. With more than 5,000 change-makers in attendance, it’s your chance to take the initiative, make the connections and set yourself up for success.

Target Audience
This activity is targeted to individuals who are interested in learning best practices for leading a medical practice.

Preconference program clock hour range*:
ACMPE Credit: 1.75-5.25 | AAPC Credit: 3-5 | ACHE Credit: 1.75-4.25 | CME Credit: 1.75-4.25 | CNE Credit: 1.7-4.2 | CPE Credit: 2-5 | CEU Credit: 1.75-5.25

Conference maximum clock hours*:
ACMPE Credit: 15.75 | AAPC Credit: 16 | ACHE Credit: 15.25 | CME Credit: 15.25 | CNE Credit: 15.2 | CPE Credit: 18 | CEU Credit: 15.75

Earn ACMPE, AAPC, ACHE, CME, CNE, CPE and CEU credits for attending sessions.

*Subject to change and dependent on total participation hours. This activity is jointly provided by The Medical Group Management Association (MGMA) and the Postgraduate Institute for Medicine (PIM).

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.

Strategy and Planning
- Integration, partnerships
- Strategic planning of business/care
- Taking risks and making it work

- Change management
- Innovative practice models
- Practice valuation/FMV

Best Practice in Operations
- Implementing change/decisions
- Executing strategy
- Policies and procedures
- Process improvement
- Utilizing technology to maximize operations
- Judging success/failures
- Data analytics
- Utilizing nonphysician providers effectively
- Integration

Patient Centered Care
- Patient engagement
- Patient satisfaction
- Team-based care
- Patient safety
- Population health
- Engaging patients through technology
- Price transparency

Federal Laws, Regulations and Advocacy
- Risk analysis and compliance
- Government regulations and programs

Government Affairs
Learn about MGMA’s advocacy efforts in Washington, D.C., 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).
Financial Management
Topics such as:
• Financial audit and internal controls
• Medical coding and documentation
• Revenue cycle management (RCM)
• Cost and expense management
• Contracting and reimbursement
• Budgeting
• Financial analytics and reporting
• Value based payment models
• Total cost of care

Professional Development and Leadership
Topics such as:
• Developing as a leader
• Physicians as business leaders/owners
• Professional development
• Staff training and development
• New staffing models
• Physician recruitment, engagement and retention
• Staff hiring, retention and engagement
• Culture
• Coaching and mentoring
• Career development

LEARNING LEVELS

Basic/Overview
Education designed to improve your recall and general understanding of a topic or knowledge area.

Intermediate/Update
Education designed to improve your application and analysis skills in order to develop a working knowledge of a topic or knowledge area and build on a basic curriculum.

Advanced
Education designed to improve your problem-solving skills and develop in-depth expertise in a topic or knowledge area.

PREREQUISITES

Basic/Overview
No prerequisites.

Intermediate/Update
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.
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 90 to 150 minutes in length and combine traditional and interactive elements.

American College of Medical Practice Executives (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.

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

One AAPC credit is earned for every 60 minutes of educational content, rounded down to the nearest 0.25 or as determined by AAPC.

ACHE Qualified Education: By attending the MGMA18 | Annual Conference offered by the Medical Group Management Association, participants may earn up to 19.5 ACHE Qualified Education Hours toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

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

Continuing Medical Education (CME): This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) The Medical Group Management Association is accredited by the ACCME to provide continuing medical education for physicians.

The Medical Group Management Association designates this live activity for a maximum of 19.5 AMA PRA Category 1 Credits™. Physicians should claim credit commensurate with the extent of their participation in the activity.

One CME credit is earned for every 60 minutes of educational content, rounded down to the nearest 0.25.
Continuing Nursing Education Credit (CNE)

Joint Accreditation Statement

In support of improving patient care, this activity has been planned and implemented by the Postgraduate Institute for Medicine and The Medical Group Management Association. Postgraduate Institute for Medicine is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the healthcare team.

The maximum number of hours awarded for this Continuing Nursing Education activity is 19.4 contact hours.

Pharmacotherapy contact hours for Advance Practice Registered Nurses will be designated on your certificate.

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: www.nasbaregistry.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.

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

Additional Continuing Education Information

For additional information regarding continuing education credit offered at MGMA18 | The Annual Conference, visit mgma.com/mgma18, email us at continuinged@mgma.com or call 877.275.6462, ext. 1836.

Disclosure of Conflicts of Interest

The Medical Group Management Association (MGMA) and Postgraduate Institute for Medicine (PIM) requires instructors, planners, managers and other individuals who are in a position to control the content of this activity to disclose any real or apparent conflict of interest (COI) they may have as related to the content of this activity. All identified COIs are thoroughly vetted and resolved according to MGMA policy. The existence or absence of COI for everyone in a position to control content will be disclosed to participants prior to the start of each activity.
SUNDAY, SEPT. 30
3:30-5:00 pm

SIMON SINEK

THE INFINITE GAME: LEADERSHIP FOR LONG-TERM SUCCESS

Simon Sinek is an unshakable optimist. He believes in a bright future and our ability to build it together.

Described as “a visionary thinker with a rare intellect,” Sinek teaches leaders and organizations how to inspire people. With a bold goal to help build a world in which the vast majority of people go home every day feeling fulfilled by their work, Sinek is leading a movement to inspire people to do the things that inspire them.

Sinek is the author of four best-selling books:
- The global best-seller, Start With Why: How Great Leaders Inspire Everyone to Take Action
- And his latest book, launched September 2017, Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team
- Sinek has three more books pending

A trained ethnographer, Sinek is fascinated by the leaders and companies that make the greatest impact in their organizations and in the world: those with the capacity to inspire. He has discovered some remarkable patterns about how they think, act and communicate, and the environments in which people operate at their natural best. He has devoted his life to sharing his thinking to help other leaders and organizations inspire action.
Sinek is also best known for popularizing the concept of Why in his first TED Talk in 2009. It has since risen to the third most-watched talk of all time on TED.com, gathering more than 31 million views and subtitled in 45 languages.

Sinek’s unconventional and innovative views on business and leadership have attracted international attention and have earned him invitations to meet with an array of leaders and organizations, including Disney, JetBlue, MARS, SAP, KPMG, Pfizer, NBC, government agencies and entrepreneurs. Sinek has also had the honor of sharing his ideas at the United Nations and the U.S. Congress, and with the senior leadership of the U.S. Air Force, Marine Corps, Army and Navy, as well as special forces agencies.

Sinek shares his optimism with all who will listen. He speaks around the globe and has commented for local and national press, including The New York Times, Inc. Magazine, Forbes, NPR and BusinessWeek.

Sinek is active on social media and writes his own blog, simonsinek.com.

Sinek is an adjunct staff member of the RAND Corporation, one of the most highly regarded think tanks in the world. He is active in the arts and not-for-profit world, including charity: water, an organization devoted to helping bring clean water to more than 700 million people around the world. He also serves on the board of the Tami Stronach Dance Company and lives in New York.

Monday, Oct. 1
8:30-10:00 am

Mel Robbins
The 5 Second Rule: Keys to Confidence and Action at Work and Beyond

Mel Robbins is a serial entrepreneur, best-selling author, internationally recognized social media influencer and one of the most sought-after motivational speakers in the world. Her digital platform inspires more than 20 million people a month with transformative videos, articles, positive psychology research and inspiring content.

Robbins’ latest book, The 5 Second Rule, has been translated into 29 languages, was last year’s No. 1 audiobook in the world and is one of the top five most-read books on Amazon. Her TEDx Talk about change has more than 13 million views. She’s the host of an original, new advice show on Audible, “Kick Ass with Mel Robbins.” Her media company, The Confidence Project, Inc., produces personal development programming and online courses for her global student body and corporate partners, and are taken by more than 50,000 people each year.

On stage, Robbins is a riveting, fun and unforgettable speaker, teaching audiences a wide range of science-backed strategies with life-changing impact. She has spoken to executives at some of the world’s leading brands, including Microsoft, JP Morgan Chase, Optum, Cisco and AT&T. She was also an award-winning opinion columnist and legal analyst for CNN and a Dr. Oz healthline expert.

A graduate of Dartmouth College and Boston College Law School, Robbins is married and the mother of three, and lives in the Boston area, but remains a Midwesterner at heart.
TUESDAY, OCT. 2
10:30-11:45 am

GENERAL SESSION

ROBIN FARMANFARMAIAN
THE HEALTHCARE REVOLUTION ROADMAP

Robin Farmanfarmaian believes that technology can empower patients and make a positive impact in the health and medical field. This position drives her to provide education and resources to leaders, entrepreneurs, physicians, healthcare professionals and innovators to positively impact medicine and healthcare.

Farmanfarmaian focuses on the future of integrated medicine, the changing role of patients in healthcare decision-making, and how technology will change the way we experience and interact with medical facilities and physicians. She is interested in big data, wearable technology, 3D printing, and access to and the usability of personal healthcare information.

She has spoken on technology and medicine at many conferences, including Exponential Medicine, Singularity University, Connected Health Symposium, Boston Scientific, Differential Medicine, Medscape CME Videos, Burrill Personalized Medicine, LSA Innovator Summit, Wharton, and the Kellogg School of Management at Northwestern University, among others. She is Adjunct Faculty for Singularity University and a contributing writer to Wired, Forbes, Huffington Post, MedGadget, Becker’s Hospital, Fierce HealthIT, and has been published in a variety of other online publications.

Currently Farmanfarmaian is the President of i4j ECO – an Innovation for Jobs conference that explores the future of work and technology. In addition, she is the SVP for the Arc Fusion Summit, a biotech and medtech conference, and Co-Founder and Executive Director for the Organ Preservation Alliance, catalyzing breakthroughs in transplants, organ banking, cryopreservation and tissue engineering. She’s also actively involved as VP of Business Development with INVICTA Medical, a device company for acute care/post anesthesia and sleep apnea, poised to impact hundreds of millions of patients.

Other work experience includes being one of the founders of the Exponential Medicine Conference – a conference for physicians and healthcare executives on the next 5-10 years in medicine and how technology will be impacting and disrupting healthcare. She was the Co-Founder and Chief Business Development Officer for Morfit, a fitness platform. She was also the Vice President of Strategic Relations for Singularity University, which trains executives and leaders to drive global change & to stay competitive through the use of the convergence of accelerating technology.

Other previous work focused on pharmaceuticals, health and data, genetic testing, and feedback loops. She served as the Director of Operations for IntelliMedicine, which uses data and technology to improve patient compliance, started HealthTap with the Founder, working with open-source health data and improving patient outcomes through easier access to physicians, worked at Medem with EMRs and patient-physician connectivity, and in 2006, was the nutrition and health advisor at CyGene Laboratories, the world’s first consumer facing genetic testing company.

In addition, she was an Innovation Host for AndaazTV (20 million viewership in 150 countries).

Farmanfarmaian is an avid philanthropist in her community. She was a Trustee and a member of the Board of Directors for the San Francisco Ballet, serving as President, Immediate Past President and Opening Night Gala Chair for 5 years. She was on the board of San Francisco Opera's BRAVO! for 4 years. In addition, she has contributed time to many other charities, including the TEDxSilicon Valley, SPCA, New Scholars, Samasource, World Economic Forum YGL, CCFA and more.

She serves on the Advisory Board of many early-stage start up tech companies and organizations such as SXSW V2Ventures, AARP, Singularity University, and the Kairos Society. She mentors high school and college-age women interested in entrepreneurship, technology, and healthcare.
### SATURDAY, SEPT. 29

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>12:00-5:00 pm</td>
<td>Satellite registration at The Westin Boston Waterfront open</td>
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<tr>
<td>12:00-5:00 pm</td>
<td>Satellite registration at the Omni Parker House open</td>
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<tr>
<td>12:00-5:00 pm</td>
<td>Satellite registration at the Marriott Copley Place open</td>
</tr>
<tr>
<td>12:00-5:00 pm</td>
<td>Exhibitor registration open</td>
</tr>
<tr>
<td>5:00-6:30 pm</td>
<td>Chair’s Reception (invitation only)</td>
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### SUNDAY, SEPT. 30

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 am-12:00 pm</td>
<td>Satellite registration at the Omni Parker House open</td>
</tr>
<tr>
<td>7:30 am-12:00 pm</td>
<td>Satellite registration at the Marriott Copley Place open</td>
</tr>
<tr>
<td>7:30 am-8:30 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>8:00 am-3:00 pm</td>
<td>MGMA 1:1 Consultations (location TBD)</td>
</tr>
<tr>
<td>8:00 am-2:00 pm</td>
<td>PRE101 – ACMPE Board Certification Boot Camp</td>
</tr>
<tr>
<td>9:00 am-2:00 pm</td>
<td>PRE102 – Designing and Building Processes for Value-based Healthcare</td>
</tr>
<tr>
<td>9:00 am-12:00 pm</td>
<td>PRE103 – Chemistry Tests: Steps for Mistake-free Hiring and Retention</td>
</tr>
<tr>
<td>9:00 am-12:00 pm</td>
<td>PRE104 – Leading Change: Executive Leadership Tools and Concepts</td>
</tr>
<tr>
<td>1:00-3:00 pm</td>
<td>PRE105 – From Data to Action: Benchmarking for Better Results in Your Practice</td>
</tr>
<tr>
<td>9:00 am-12:00 pm</td>
<td>PRE106 – Hacking Healthcare with MIT</td>
</tr>
<tr>
<td>1:00-3:00 pm</td>
<td>Product Sneak Peek</td>
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<tr>
<td>2:00-3:00 pm</td>
<td>First-Time Attendee Meetup</td>
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<tr>
<td>3:30-5:00 pm</td>
<td>Opening General Session: Simon Sinek</td>
</tr>
<tr>
<td>5:00-7:00 pm</td>
<td>Grand Opening of the Exhibit Hall</td>
</tr>
<tr>
<td>7:00-9:30 pm</td>
<td>Glow in the Park</td>
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</tbody>
</table>
### SCHEDULE AT A GLANCE

#### MONDAY, OCT. 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>7:30-8:30 am</td>
<td>Continental breakfast</td>
</tr>
<tr>
<td>7:30 am-4:30 pm</td>
<td>MGMA 1:1 Consultations</td>
</tr>
<tr>
<td>7:30 am-5:30 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>8:30-10:00 am</td>
<td><strong>General Session: Mel Robbins</strong></td>
</tr>
<tr>
<td>10:00-10:45 am</td>
<td>Author book signing</td>
</tr>
<tr>
<td>10:00-11:00 am</td>
<td>Break in the Exhibit Hall</td>
</tr>
<tr>
<td>10:00 am-5:30 pm</td>
<td>Exhibit Hall open</td>
</tr>
<tr>
<td>11:00 am-12:00 pm</td>
<td>Concurrent sessions – A Series</td>
</tr>
<tr>
<td>11:00 am-12:30 pm</td>
<td>Concurrent sessions – Extended A Series</td>
</tr>
<tr>
<td>12:00-1:30 pm</td>
<td>Lunch in the Exhibit Hall</td>
</tr>
<tr>
<td>1:30-2:30 pm</td>
<td>Concurrent sessions – B Series</td>
</tr>
<tr>
<td>2:30-3:30 pm</td>
<td>Break in the Exhibit Hall</td>
</tr>
<tr>
<td>3:00-4:00 pm</td>
<td>Concurrent sessions – C Series</td>
</tr>
<tr>
<td>3:00-4:30 pm</td>
<td>Concurrent sessions – Extended C Series</td>
</tr>
<tr>
<td>3:30-4:30 pm</td>
<td><strong>Specialty Round Tables</strong></td>
</tr>
<tr>
<td>4:30-5:30 pm</td>
<td>Happy Hour Specialty Meetups in the Exhibit Hall</td>
</tr>
<tr>
<td>5:45-7:15 pm</td>
<td>ACMPE Recognition Reception and Fellows Convocation (private event; tickets required)</td>
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#### TUESDAY, OCT. 2

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>7:00 am-4:30 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>7:30-8:30 am</td>
<td>Continental breakfast</td>
</tr>
<tr>
<td>7:30 am-4:30 pm</td>
<td>MGMA 1:1 Consultations</td>
</tr>
<tr>
<td>8:00-9:00 am</td>
<td>Concurrent sessions – E Series</td>
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<tr>
<td>8:00-9:30 am</td>
<td>Concurrent sessions – Extended E Series</td>
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<tr>
<td>8:30-9:30 am</td>
<td>Concurrent sessions – F Series</td>
</tr>
<tr>
<td>9:00-10:15 am</td>
<td>Break in the Exhibit Hall</td>
</tr>
<tr>
<td>10:30-11:45 am</td>
<td><strong>General Session: Robin Farmanfarmaian</strong></td>
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<tr>
<td>11:45 am-1:15 pm</td>
<td>Lunch in the Exhibit Hall</td>
</tr>
<tr>
<td>1:10-1:15 pm</td>
<td>MGMA Stat drawing in Exhibit Hall</td>
</tr>
<tr>
<td>1:15-1:20 pm</td>
<td>Trail Map drawing in Exhibit Hall</td>
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<tr>
<td>1:30-2:30 pm</td>
<td>Concurrent sessions – G Series</td>
</tr>
<tr>
<td>2:30-2:45 pm</td>
<td>Networking break</td>
</tr>
<tr>
<td>2:45-3:45 pm</td>
<td>Concurrent sessions – H Series</td>
</tr>
<tr>
<td>3:45-4:00 pm</td>
<td>Networking break</td>
</tr>
<tr>
<td>4:00-5:00 pm</td>
<td>Concurrent sessions – I Series</td>
</tr>
<tr>
<td>5:00-5:15 pm</td>
<td>Passing break</td>
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<tr>
<td>5:15-6:15 pm</td>
<td>Concurrent sessions – J Series</td>
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<tr>
<td>7:00-9:30 pm</td>
<td>ACMPE Fellows Dinner (Ticketed event; additional fees apply)</td>
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#### WEDNESDAY, OCT. 3

<table>
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<tbody>
<tr>
<td>7:00-8:00 am</td>
<td>Continental breakfast</td>
</tr>
<tr>
<td>7:00 am-12:15 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>7:30-8:00 am</td>
<td>MGMA Business Meeting</td>
</tr>
<tr>
<td>7:30 am-12:00 pm</td>
<td>MGMA 1:1 Consultations</td>
</tr>
<tr>
<td>8:00-8:15 am</td>
<td>Passing break</td>
</tr>
<tr>
<td>8:15-9:15 am</td>
<td>Concurrent sessions – K Series</td>
</tr>
<tr>
<td>8:15 am-12:00 pm</td>
<td>Anesthesia Specialty Block</td>
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<td>Pediatrics Specialty Block</td>
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<td>Family Medicine Specialty Block</td>
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<td>OB/GYN Specialty Block</td>
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<td>Gastroenterology Specialty Block</td>
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<td></td>
<td>Orthopedics Specialty Block</td>
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<tr>
<td>9:30 am-12:00 pm</td>
<td>Concurrent sessions – Extended L Series</td>
</tr>
<tr>
<td>11:00 am-12:00 pm</td>
<td>Concurrent sessions – M Series</td>
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</table>
**SATURDAY, SEPT. 29**

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<td>Satellite registration at the Marriott Copley Place open</td>
</tr>
<tr>
<td>12:00-5:00 pm</td>
<td>Exhibitor registration open</td>
</tr>
<tr>
<td>5:00-6:30 pm</td>
<td>Chair’s Reception (invitation only)</td>
</tr>
</tbody>
</table>

12:00-5:00 pm  **Satellite registration open**  
MGMA will provide satellite registration areas at the host hotels located in The Westin Boston Waterfront, Marriott Copley Place and Omni Parker House on Saturday, Sept. 29, from 12:00 pm to 5:00 pm. Please stop by and pick up your conference materials before the start of the conference to avoid waiting in line at the Boston Convention Center.

12:00-5:00 pm  **Exhibitor registration open**  

5:00-6:30 pm  **Chair’s Reception (invitation only)**
<table>
<thead>
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<tbody>
<tr>
<td>7:30 am-12:00 pm</td>
<td>Satellite registration open</td>
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<tr>
<td></td>
<td>In addition to the main registration at the BCEC on Sunday, MGMA</td>
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<tr>
<td></td>
<td>will provide satellite registration areas at the host hotels</td>
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<tr>
<td></td>
<td>located in the Marriott Copley Place and Omni Parker House on Sunday,</td>
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<td></td>
<td>Sept. 30, from 7:30 am to 12:00 pm. Please stop by and pick up your</td>
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<td></td>
<td>conference materials before the start of the conference to avoid</td>
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<tr>
<td></td>
<td>waiting in line at the BCEC.</td>
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<tr>
<td>7:30 am-8:30 pm</td>
<td>Conference registration open</td>
</tr>
<tr>
<td>8:00 am-3:00 pm</td>
<td>MGMA 1:1 Consultations (location TBD)</td>
</tr>
<tr>
<td>8:00 am-3:00 pm</td>
<td>Preconference programs</td>
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<tr>
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<td>(Additional fees apply to attend)</td>
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</table>
SUNDAY, SEPT. 30 (CONTINUED)

8:00 am-2:00 pm

PRE101 ACMPE Board Certification Boot Camp

Available for ACMPE Credit: 5.25 | CEU Credit: 5.25

Preconference
Intermediate | Traditional

Jimmie Holland, MBA, MHA, FACMPE, performance improvement manager, HCA Physician Services, Brentwood, Tenn.

Deborah Hudson, FACMPE, business development representative, SVMIC, Church Hill, Tenn.

This intensive one-day Board Certification Boot Camp is a comprehensive review of the medical practice management concepts and industry best practices. This training will focus on all the skills and understanding of concepts needed to achieve the CMPE designation. All areas of the Body of Knowledge for Medical Practice Management as related to the exams are defined and clearly covered. An extra focus is placed on on-the-job application and how it relates to the exam material.

Here are a few benefits you will receive in our Board Certification Boot Camp:

• Instructor-led, face-to-face course
• Dedicated online community to ask and answer questions
• A complete set of the Medical Practice Management Body of Knowledge Review Series (3rd edition)
• Printed copies of course materials
• Access to ACMPE online assessment

9:00 am-2:00 pm

PRE102 Designing and Building Processes for Value-based Healthcare

Available for ACMPE Credit: 4.25 | AAPC Credit: 5 All except CIRC and CPMS | ACHE Credit: 4.25 | CME Credit: 4.25 | CNE Credit: 4.2 | CPE Credit: 5 | CEU Credit: 4.25

Preconference
Advanced | Traditional

Owen Dahl, MBA, LAFACHE, CHBS, LSSMBB, consultant, Owen Dahl Consulting, The Woodlands, Texas

Value-based healthcare begins and ends with the patient, but how do practices assess and implement the operational processes needed to succeed? Practices must first acknowledge that all patients are not the same and should not be treated the same. The processes to support these unique populations must be designed and implemented for success in the transition from fee for service to value-based healthcare. Staffing, information technology, workflow design, revenue cycle management, patient communication and quality reporting all require assessment and redesign, depending on how far a practice embraces value in care delivery and reimbursement models. This preconference session offers tools, processes, implementation strategies and assessments to build the business case for and the processes to succeed in value-based care.

This session will provide you with the knowledge to:

• Determine patient populations with the best opportunity for value-based care
• Recommend workflows to provide the desired care to the selected patient population
• Establish a change management plan for a practice’s transition to value-based care
PRE103 Chemistry Tests: Steps for Mistake-free Hiring and Retention

*Available for ACMPE Credit: 2.75 | AAPC Credit: 3 Core B, CPPM | ACHE Credit: 2.75 | CME Credit: 2.75 | CNE Credit: 2.7 | CPE Credit: 3 | CEU Credit: 2.75

**Preconference**
Intermediate | Traditional

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

The melting pot of personalities and work styles in your practice can make human resource management one of the most time-consuming aspects of your work. Even if you hire the right person, the right onboarding and culture need to exist to keep them for long-term employee success. This preconference will explore how to avoid common mistakes in hiring and keep the connection growing through an employee’s first 90 days via motivation and team building with strong communication of organizational values and mission.

This session will provide you with the knowledge to:
- Examine your practice’s processes for effective hiring, motivation and retention
- Survey employee personality, generational and work style differences for team-building
- Analyze existing policies and culture to minimize mistakes in human resource management

PRE104 Leading Change: Executive Leadership Tools and Concepts

*Available for ACMPE Credit: 2.75 | AAPC Credit: 3 Core B, CPPM | ACHE Credit: 2.75 | CME Credit: 2.75 | CNE Credit: 2.7 | CPE Credit: 3 | CEU Credit: 2.75

**Preconference**
Intermediate | Interactive

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

Michael O’Connell, MHA, FACMPE, FACHE, senior vice president, operations, Stanford Healthcare, Palo Alto, Calif.

Two medical practice executives for medical groups in the *U.S. News and World Report*’s top 10 hospitals list will explore how ACMPE’s Body of Knowledge can be applied to lead one’s team through change to achieve desired outcomes in a workshop setting. Attendees will connect with tools on how to be a better listener, how to run a more productive meeting, approaches on delegating to staff more effectively toward their development and learning how a structural tension model can help the medical practice achieve its goals. Through a combination of lecture teaching, round-table discussion and participant report-outs, the audience will be able to better understand how we learn new concepts and ideas, how to better navigate through complex problems and solutions, and what tools can be used to achieve one’s desired outcomes.

This session will provide you with the knowledge to:
- Develop four new leadership tools in the medical practice to achieve desired outcomes
- Discover the value of leading through change with interactive group learning
- Apply a new leadership tool in your medical practice to create positive change
SUNDAY, SEPT. 30 (CONTINUED)

1:00-3:00 pm

**PRE105 From Data to Action: Benchmarking for Better Results in Your Practice**

Available for ACMPE Credit: 1.75 | AAPC Credit: 2 Core B, CPPM | ACHE Credit: 1.75 | CME Credit: 1.75 | CPE Credit: 2 | CEU Credit: 1.75

Preconference

Intermediate | Traditional

_Frank Cohen, MBB, MPA, director, analytics, Doctors Management LLC, Knoxville, Tenn._

_Ryan Lawler, data analyst I, MGMA, Englewood, Colo._

Join Frank Cohen as he presents with MGMA Data staff to illustrate how to apply benchmarking best practices to critical elements of practice management: cost of care and provider compensation. This session will help you identify the metrics available in your practice and compare and utilize them for improved results. To manage something, it is necessary to know what it is, where it is and how it got there. Measurement and benchmarking are only the first steps in the process. Practice administrators must be able to understand the contextual factors, analyze and implement data-driven (and people-driven) decisions to keep a practice thriving.

This session will provide you with the knowledge to:

- Determine metrics to track in medical practice
- Analyze and interpret data to identify high-value process improvement initiatives
- Outline outcomes of process improvement initiatives

9:00 am-12:00 pm

**PRE106 Hacking Healthcare with MIT**

Available for ACMPE Credit: 2.75 | ACHE Credit: 2.75 | CME Credit: 2.75 | CPE Credit: 3 | CEU Credit: 2.75

Advanced | Interactive

_Speaker information coming soon_

MGMA, in collaboration with MIT Hacking Medicine, is hosting a healthcare hack-a-thon Sept. 30 in Boston. During this event, 50 participants will work intensively in teams to develop creative and innovative solutions to address some of today’s most challenging problems in healthcare. The teams will leverage key principles of design thinking to explore and reimagine the future of healthcare. Each team will be given the opportunity to present their innovations as a capstone to the session. If you’re passionate about developing innovative ideas and applications to improve patient access, revenue cycle management, patient centered care and beyond, this is an event that you won’t want to miss.

This session will provide you with the knowledge to:

- Formulate strategies to hack healthcare
- Reconstruct healthcare processes
- Design solutions for challenging problems in healthcare
SUNDAY, SEPT. 30 (CONTINUED)

1:00-3:00 pm

**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
- Staffing and Productivity
- Healthcare IT/Revenue Cycle/Billing/Collection groups

You will also have the opportunity to double your winnings by visiting the Product Sneak Peek and collecting your bonus signature on the Trail Map. Your completed Trail Map could be worth $2,000!

2:00-3:00 pm

**First-Time Attendee Meetup**

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 at 3:30 pm featuring New York Times best-selling author Simon Sinek.

3:30-5:00 pm

**General Session: The Infinite Game: Leadership for Long-term Success**

Available for ACMPE Credit: 1 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

General Session Overview | Traditional

Simon Sinek, optimist and best-selling author

Games like chess or baseball are finite: The rules are clear, as are the winners and losers. Most organizations and leaders are focused on winning, but how do you win a game that never ends? In business, there often is no winning, much less staying ahead in a game that doesn’t end. For medical practices, there’s always a fresh set of challenges — the leaders who understand this infinite game and ignore the short-term mindset can innovate out of problem areas to build stronger organizations and outlast the competition. Great leaders play the infinite game, and this session will help you understand how they do it. Following the main presentation, attendees will be able to engage with the best-selling author of *Start With Why* and *Leaders Eat Last* in a 30-minute Q&A session.

This session will provide you with the knowledge to:

- Identify the different approaches between short-term/finite and long-term/infinite goal setting
- Indicate where strategies and tactics may be misaligned
- Recognize opportunities to shift away from a finite mindset within your organization
5:00-7:00 pm
**Grand Opening of the Exhibit Hall**
Join us for a special celebration and networking event to officially launch The Annual Conference. A perfect time to mingle with attendees and scout out industry experts in the Exhibit Hall. Discover the latest products and services the industry has to offer and make your plan to play! This opening reception will give you a head start on collecting your Trail Map signatures and Match Mingle Win! prize tickets.

7:00-9:30 pm
**Glow in the Park powered by athenahealth**
Join your fellow attendees for a luminous experience at our opening night celebration and signature event. Glow in the Park will take place on the lush Lawn on D, a vibrant outdoor setting with glowing art installations, lawn games, and pavilions with live music and colorful cocktails. Enjoy this one-of-a-kind taste of Boston adjacent to the Boston Convention and Exhibition Center. Come help us set the night aglow!
CONFERENCE SCHEDULE
MONDAY, OCT. 1
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<thead>
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<th>Time</th>
<th>Event</th>
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<td>7:30-8:30 am</td>
<td>Continental breakfast</td>
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<td>7:30 am-4:30 pm</td>
<td>MGMA 1:1 Consultations</td>
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<tr>
<td>7:30 am-5:30 pm</td>
<td>Conference registration open</td>
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<tr>
<td>8:30-10:00 am</td>
<td>General Session: Mel Robbins</td>
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<tr>
<td>10:00-10:45 am</td>
<td>Author book signing</td>
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<tr>
<td>10:00-11:00 am</td>
<td>Break in the Exhibit Hall</td>
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<tr>
<td>10:00 am-5:30 pm</td>
<td>Exhibit Hall open</td>
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<tr>
<td>11:00 am-12:00 pm</td>
<td>Concurrent sessions – A Series</td>
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<td>Concurrent sessions – Extended A Series</td>
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<tr>
<td>12:00-1:30 pm</td>
<td>Lunch in the Exhibit Hall</td>
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<td>1:30-2:30 pm</td>
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<td>Break in the Exhibit Hall</td>
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<tr>
<td>3:00-4:30 pm</td>
<td>Concurrent sessions – Extended C Series</td>
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<td>3:30-4:30 pm</td>
<td>Concurrent sessions – D Series</td>
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<td>3:30-4:30 pm</td>
<td>Specialty Round Tables</td>
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<tr>
<td>4:30-5:30 pm</td>
<td>Happy Hour Specialty Meetups in the Exhibit Hall</td>
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<tr>
<td>5:45-7:15 pm</td>
<td>ACMPE Recognition Reception and Fellows Convocation (private event; tickets required)</td>
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7:30-8:30 am  Continental breakfast
7:30 am-5:30 pm  Registration open
7:30 am-4:30 pm  MGMA 1:1 consultations
10:00 am-5:30 pm  Exhibit Hall open
MONDAY, OCT. 1 (CONTINUED)

8:30-10:00 am

GENERAL SESSION

The 5 Second Rule: Keys to Confidence and Action at Work and Beyond

Available for ACMPE Credit: 1 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

General Session

Overview | Traditional

Mel Robbins, international best-selling author, entrepreneur and social media influencer

You are not designed to quickly embrace uncomfortable or risky changes — our minds are engineered to warn us and be protective. But to achieve success in the healthcare industry today, you must be willing to do difficult things that carry risk. This session will explore the speaker’s “Five Second Rule” approach to identifying opportunities, developing discipline to trust your own instincts and sharing ideas so that they inspire others to embrace them. The speaker will use audience interaction to demonstrate the rule’s ability to bring focus to decision-making, changing behavior and taking smart risks for better results at work and in your personal life.

This session will provide you with the knowledge to:

• Identify decision-making methods to increase productivity, confidence and courage
• Recognize the science of habits to create immediate behavior change
• Compile actions over procrastination in both professional and personal settings

10:00-11:00 am

Break in the Exhibit Hall

11:00 am-12:00 pm

CONCURRENT SESSIONS – A SERIES

FEATURED SESSION

A01 Think Like a Payer: Building and Negotiating Bundled Payment Programs

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Financial Management

Intermediate | Traditional

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

Before leaping into building bundled payment programs, providers need to think beyond their delivery system and think like a payer as they take on risks associated with these programs. With 18 years on a payer side of the industry, the speaker will outline key considerations for bundled payment programs: provider types, timelines for the start and finish of services in the bundle, choosing prospective or retrospective payments, how claims will be submitted, underwriting, risk adjustments and more.

This session will provide you with the knowledge to:

• Analyze the services and timeline to include in a bundled payment program
• Calculate the scope of the financial risk of the “bundler”
• Breakdown the practical issues surrounding communication, claims submission and payment disbursement to bundled parties
MONDAY, OCT. 1 (CONTINUED)

11:00 am-12:00 pm

A02 Fired Up: Leading Teams in an Era of Burnout

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership

Intermediate | Interactive

Katie Lawrence, MHA, CMPE, director, ambulatory optimization, Greenville Health System, Greenville, S.C.

Burnout has reached epidemic proportions in American healthcare. Physicians, staff and leaders all face daily challenges of implementing change and improving outcomes while trying to maintain work-life balance and remain energized about their chosen careers. As practice leaders, we cannot simply do more of what we’ve always done: Both the way that we view our work and the way that we carry it out must change to meet the growing demands on our time and energy. In this interactive session, attendees will learn solid techniques to improve their own responses to increasing demands and how to implement activities that can change the culture of the work environment. A vocabulary to encourage candor and demonstrate how to “show up” in the workplace will be shared to prepare attendees to better engage their teams in conversations around burnout and empower them to respond more effectively.

This session will provide you with the knowledge to:

• Analyze a series of simple techniques to help leaders, employees and physicians reduce their risk of burning out
• Examine how burnout grows based on culture and methods to prevent and reduce it
• Outline a common language around self-awareness and candid conversations in the workplace

A03 Patience Experience: The Bottom-line Impact for Medical Practices

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Patient Centered Care

Basic | Traditional

Andreea Balan-Cohen, PhD, research leader, Deloitte Consulting LLP, McLean, Va.

Good patient experience is an intrinsically valuable goal, but do you know how good it is for your bottom line? Recent research is providing answers as to how patient experience affects profitability amid the shift to value-based and patient-centered models of care. Providers who deliver exceptional experience often demonstrate strong financial performance and efficient operations. This session will examine the connectors between patient experience and financial performance and examine how best to measure, track and improve patient experience as it relates to your bottom line.

This session will provide you with the knowledge to:

• Describe different patient-hospital experience measures (with a focus on HCAHPS) and trends in experience scores (by hospital characteristics) between 2008 and 2016
• Locate patient experience measures that affect financial performance
• Explain the connection between patient experience scores and profitability
MONDAY, OCT. 1 (CONTINUED)

11:00 am-12:00 pm

A04 Dueling Disruptors: Understanding Consumerism and Technology in Healthcare Today

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Patient Centered Care

Intermediate | Traditional

Brent Bowman, vice president, strategy and expansion markets, Kaiser Permanente Colorado, Denver

Medical practices hear from patients around the clock, but the best organizations have an ear for what the consumer is saying as part of the broader healthcare marketplace. As mega-deals and new technology push the industry in new directions, this session will offer a frank dialogue on how healthcare is being reshaped rapidly and how a consumer-centric focus and understanding of technological disruption can lead practices to lower costs and better care outcomes.

This session will provide you with the knowledge to:

• Examine how technology disrupts and positively impacts the healthcare industry
• Survey your organization’s approach to effectively engage healthcare consumers
• Analyze industry trends in technology and Patient Centered Care

A05 Cultivating a Framework for Patient Accountability

Available for ACMPE Credit: 1 | CEU Credit: 1

Patient Centered Care

Intermediate | Traditional

Kari Vereen, CMPE, business services director, Carolina Health Specialists, Myrtle Beach, S.C.
Kevin Ban, MD, chief medical officer, athenahealth, Watertown, Mass.

The ongoing mission to engage patients is noble, but how can we more effectively collaborate with patients across all aspects of care? In this presentation, the business services director of Carolina Health Specialists will discuss how her practice built a patient accountability framework focus on patient portals and wellness visit outreach to achieve a patient retention rate of 82% and no-show rate of less than 3% — all while successfully hitting strong financial goals and managing quality incentive programs. Attendees will see how that framework ties to the future of population health, including tackling care management and social determinants, so that practices can shift from a reactive focus on patient experience to a proactive monitoring of the comprehensive care continuum that empowers patients to become engaged in their care journeys.

This session will provide you with the knowledge to:

• Examine strategies for putting patients at the center of care
• Calculate the clinical and financial impacts (retention, no-show rates, days in accounts receivable) of improved patient engagement
• Survey results of a patient accountability framework as it relates to patient loyalty, satisfaction and communication
MONDAY, OCT. 1 (CONTINUED)

11:00 am-12:00 pm

A06 Transforming a Primary Care Practice into an Integrated Health Home

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Strategy and Planning
Basic | Traditional

Pamela Thompson, MD, CCFP, integrated healthcare consultant, PT Envision Enterprises Ltd., Phoenix
Nancy Whitt, FACMPE, PCMH, CCE, integrated health development officer, Whitt Consulting Services, Peoria, Ariz.

The need for whole-person, Patient Centered Care for patients requires a successful transformation from the traditional primary care practice of today into something more. An integrated health home is one successful model that requires a culture shift for a level of improved care that lays the groundwork for achieving the Quadruple Aim. This session will detail a five-step process — from clinical model implementation to evaluation — for a successful practice transformation.

This session will provide you with the knowledge to:

- Identify five key components to transforming a practice to an integrated health home
- Explain the methods to promote change within an organization
- Recognize critical elements within the local setting necessary to achieve practice transformation to an integrated health home model

11:00 am-12:30 pm

CONCURRENT SESSIONS – EXTENDED A SERIES

A07-E Using Communication, Performance Culture to Reduce Employee Burnout

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

Professional Development and Leadership
Intermediate | Extended Session

Erinn Beekman, MBA, CMPE, senior consultant, Performance Culture Inc., Wilmington, N.C.
Melissa Phillipi, CFP, co-founder and president, Performance Culture Inc., Wilmington, N.C.

The “head down, push through” mindset of some healthcare workers amid the increasingly complex regulatory and payer requirements can lead to Breakdowns in communication within the practice, which can end with a loss of trust, disengagement and burnout, all of which can hurt the level of care and service, not to mention your bottom line. This session will outline how to re-establish clear communications with providers and staff to connect their roles and goals to the organization’s overall mission, vision and values, and how to leverage regained trust into a performance culture that improves results.

This session will provide you with the knowledge to:

- Analyze the relationship between communicated individual performance and company vision, mission and values
- Diagram job performance successes, gaps and the potential upside to leveraging team data results
- Outline a plan for instituting new methods personally and professionally, and sharing benefits with your team to reduce conflict
MONDAY, OCT. 1 (CONTINUED)

11:00 am-12:30 pm

A08-E Beating the Benchmarks: Better Results with Practice Operations Data

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

Financial Management
Basic | Extended Session

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

Streamlining, optimizing and visualizing practice operations can lead to new opportunities for savvy practices. What reports do benchmark-beating practices focus on? What data matters most to managers focused on improving operations? How do leading practices see data differently than average practices do? This session will introduce approaches to tracking operational data to improve scheduling, decrease patient wait times, reduce no-shows and increase patient access. MGMA’s practice operations benchmarks include front-desk metrics like collecting copayments and patient balances at the time of service, billing and coding metrics and much more. What data should your practice be focusing on next? How can you change your practice operations to beat the benchmarks? Discover answers for your practice.

This session will provide you with the knowledge to:

• Describe and give examples of key practice operations benchmarks
• Explain reports that can improve workflows and processes for better performance against those benchmarks
• Review current practice operations challenges and performance

A09-E The Value of Board Certification through ACMPE and the Journey to Achieve

Available for ACMPE Credit: 1.5 | CEU Credit: 1.5

Professional Development and Leadership
Basic | Extended Session

Cristian Lieneck, PhD, FACMPE, associate professor, Texas State University, San Marcos, Texas
Kelley Suskie, MSHA, FACMPE, vice chair, University of Rochester Medical Center, Department of Pathology and Laboratory Services, Rochester, N.Y.

Career advancement and career development is a lifelong journey in the healthcare arena to stay on top. A clear way to establish and showcase your skills as a practice administrator is to become board certified through the American College of Medical Practice Executives (ACMPE). This session will review the purpose of achieving the reputable credential and the process in which to achieve the Certified Medical Practice Executive (CMPE) status. Join us to learn more about your career’s next steps.

This session will provide you with the knowledge to:

• Recognize program value
• Define program eligibility
• Identify requirements to advance
MONDAY, OCT. 1 (CONTINUED)
11:00 am-12:30 pm

**A10-E Shared Savings Distribution: Hitting Value-based Care’s Moving Target**

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

**Best Practice in Operations**

Advanced | Extended Session

Jennifer Colvin, manager, clinical quality and revenue enhancement, Shore Physicians Group, Somers Point, N.J.
David May, MD, FACS, president, Shore Physicians Group, Somers Point, N.J.
Cindy Miller, director, network development, Shore Physicians Group, Somers Point, N.J.
Mark Stephens, chief administrative officer, Shore Physicians Group, Somers Point, N.J.

So you received a shared savings bonus for your accountable care organization (ACO) — now what? Despite limited guidance from Centers for Medicare & Medicaid Services (CMS) and other payers, there are steps to effectively reward performance, culturally align stakeholders and position a medical group for continued success in risk-based contracting through proper distribution of shared savings. This session will explore how Shore Quality Partners and Shore Physicians Group handled a $1.8 million bonus based on 2016 performance, from developing distribution formulas to engaging providers in the decision-making process.

This session will provide you with the knowledge to:

- Develop a value-based agenda including quality, cost efficiency and shared savings distribution
- Assemble relevant, trackable metrics for a shared savings program for accurate, measurable, timely data, gaps in care and operational workflow adjustments
- Plan for value-based contracting that includes workflow, infrastructure and stakeholders to be involved in the decision-making and distribution processes

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**A11-E Successfully Developing Physician Leaders**

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core A | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

**Professional Development and Leadership**

Intermediate | Extended Session

Keith Olson, BS, MA, director, physician consulting services, Ann & Robert Lurie Children’s Hospital of Chicago, Chicago

Developing physician leadership has been a challenge for many organizations that typically rely on traditional programs. A physician’s world can be unpredictable, which can make attendance at formal educational programs suffer. Many successful leaders develop new behaviors through experience and relationships. This session will outline how to use internal coaching to design experiences, relationships and content delivery that really change behavior and develop leaders through building resiliency.

This session will provide you with the knowledge to:

- Discover why internal executive coaching is the most effective way to develop physicians
- Illustrate your organization’s current approach to physician development
- Produce an internal executive coaching program for physicians
CONFERENCE SCHEDULE

MONDAY, OCT. 1 (CONTINUED)

11:00 am-12:30 pm

**A12-E The TEAM Approach to Value-based Reimbursement**

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 | All except CIRCC and CPMS | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

**Best Practice in Operations**

Intermediate | Extended Session

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

*Shellie Sulzberger, LPN, CPC, ICDCT-CM, owner consultant, Coding and Compliance Initiatives, Olathe, Kan.*

It’s time to put an end to “the way we’ve always done it.” Office processes that worked for the fee-for-service world are becoming more ineffectual as the industry shifts to quality care and value-based reimbursement. New workflows at the point of care requires a TEAM (transformation, engagement, analytics, measures) approach, creating new best practices that put patient engagement, care coordination, attention to cost and quality in direct alignment with value-based care delivery and reimbursement.

This session will provide you with the knowledge to:

• Classify current job duties for both fee-for-service and value-based care delivery models

• Analyze current fee-for-service processes for modifications that enhance value-based concepts

• Distinguish TEAM strategies for successful processes for delivery of care

12:00-1:30 pm

**Lunch in the Exhibit Hall (lunch will be served from 12:00-1:00pm)**
MONDAY, OCT. 1 (CONTINUED)
1:30-2:30 pm

CONCURRENT SESSIONS – B SERIES

FEATURED SESSION

B01 Sharing Care: Affiliation and Collaborative Network Models that Work

Available for ACMPE Credit: 1 | AAPP Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Patient Centered Care
Intermediate | Traditional

Eric Crockett, MBA, FACMPE, vice chair, provider relations, Mayo Clinic, Rochester, Minn.
Georg von Bormann, operations administrator, provider relations, Mayo Clinic, Rochester, Minn.
Jessica Homan, operations administrator, provider relations, Mayo Clinic, Rochester, Minn.

Many healthcare consumers look for one-stop shopping for their care needs, and many providers have seen this as a signal to embrace consolidation. In this session, attendees will learn how the Mayo Clinic Care network recognized the value of keeping patients close for clinical expertise without traveling to a tertiary or quaternary care facility through building relationships with community medical providers and developing tools to share information across the care continuum.

This session will provide you with the knowledge to:
• Outline how to build a network of independent healthcare organizations
• Analyze your practice’s market for alignment opportunities to improve patient care
• Distinguish the benefits for providers and patients in an affiliation model

B02 Chaos to Clarity: Developing a Strategic Plan for Your Medical Group

Available for ACMPE Credit: 1 | AAPP Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Strategy and Planning
Intermediate | Traditional

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

Medical groups cannot move forward into the future foreseen unless its leaders develop the long-range, strategic plans essential for identifying where they want to go and how to optimally utilize resources to get there. This session will offer tools and specific steps for building an optimal framework for strategic planning within a medical group.

This session will provide you with the knowledge to:
• Discover why strategic planning is the best method to optimize resource allocation and achieve job security and satisfaction
• Predict obstacles to planning and strategies to get physicians involved and make sure the effort pays off
• Demonstrate how to conduct a strategic planning session for your group
MONDAY, OCT. 1 (CONTINUED)

1:30-2:30 pm

**B03 Leveling the Playing Field: Tactics for Overcoming Payer Obstacles**

*Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1*

**Financial Management**

Basic | Traditional


Knowing what’s coming in a payer contracting negotiation will allow you to prepare for the endurance test it is. This session will outline numerous actual payer responses from real-life practices’ negotiations, presented by a veteran contract negotiator. Learn to advocate for your practice using proven techniques. Avoid falling prey to predictable payer tactics that could prevent you from getting the contractual terms that your practice deserves. Learn how to advocate successfully for your practice and achieve more favorable terms and increased reimbursement rates.

This session will provide you with the knowledge to:

- Describe typical health plan responses to negotiate your payer contract terms
- Recognize that a “best and final” offer doesn’t always mean “best and final,” and other payer secrets
- Identify hurdles from commercial insurance companies

**B04 The Next Generation Practice Leader: Evolve, Grow, Thrive**

*Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1*

**Professional Development and Leadership**

Advanced | Traditional

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

Group practices and health systems need administrative leaders who are knowledge-based, nimble and ready and able to navigate the complex care delivery systems they lead. This session will seek to help participants determine their current viability as practice leaders. Participants will look objectively at their own educational and certification needs, assess potential knowledge gaps and determine which pathway is most appropriate to ensure they remain the valuable assets their respective organizations have come to rely upon.

This session will provide you with the knowledge to:

- Establish a clear understanding of the preparation needed for the next step in a career
- Assess the tools to create a one-year action plan for professional improvement, including engaging a mentor and an accountability partner
- Evaluate the data and current states of the professional marketplace objectively
MONDAY, OCT. 1 (CONTINUED)

1:30-2:30 pm

**B05 Physician Mergers: A Financial Integration Success Story**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Strategy and Planning**

Intermediate | Traditional

*Kathleen McTigue, MBA, chief executive officer, PediaTrust LLC, Northbrook, Ill.*

The trend of consolidation across healthcare presents an opportunity for independent physician practices to explore the financially integrated practice model. This session will explore the lessons learned regarding the challenges of merging business practices and integrating human resources into one business, the cultural differences among practices, as well as governance and decision-making challenges as established practices come together as a single entity under a single tax ID.

This session will provide you with the knowledge to:

- Interpret how to form a financially integrated entity, including discussion regarding a decentralized model that centralizes specific business functions to facilitate economies of scale
- Discover legal and fiscal requirements of a financially integrated practice, as well as governance, accounting structure, billing and contracting as a financially integrated group
- Apply understanding of the current marketplace and how a larger, financially integrated entity may be a good option

**B06 Solving the Physician Onboarding Puzzle**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Strategy and Planning**

Intermediate | Traditional

*Kim Nymeyer, manager, physician group acquisitions and transitions, BayCare Medical Group, Clearwater, Fla.*

*Deni Renninger, manager, managed care, BayCare Medical Group, Clearwater, Fla.*

Recruiting talented physicians is important, but a fragmented and ineffective onboarding process can damage the new relationship. This session will detail a comprehensive and unified onboarding process wherein candidates hear from a recruiter within 48 hours of initial contact and, once an offer letter is signed, recruitment, contracting and credentialing collaborate to ensure the onboarding process averages fewer than 90 days.

Attendees will learn about setting defined communication expectations for core departments involved in ensuring the physician is successfully launched on his or her very first day.

This session will provide you with the knowledge to:

- Determine stakeholders in the onboarding process
- Distinguish best practices and Lean techniques useful for process improvement
- Outline an implementation plan for medical groups
MONDAY, OCT. 1 (CONTINUED)

1:30-2:30 pm

**B07 Improving Revenue and Satisfaction with APP Recruitment and Retention**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Best Practice in Operations**

Basic | Traditional

*Keith Hustak, PA-C, MPH, vice president, APP services, Spectrum Health, Grand Rapids, Mich.*

*Dawn Morton-Rias, EdD, PA-C, president and chief executive officer, National Commission on Certification of Physician Assistants, Johns Creek, Ga.*

More than 75% of advanced practice providers (APPs) have at least two job offers upon graduation. This tight labor market for this group of highly valuable healthcare workers makes it crucial for busy medical group administrators to effectively recruit and retain top providers. Building effective APP teams opens the door to improved patient satisfaction and revenue through expanded practice hours, more convenient scheduling and new service lines.

This session will provide you with the knowledge to:

- Describe the opportunities for improved reimbursement and operational efficiencies through stronger APP teams
- Identify the obstacles to recruitment and retention of APPs in today’s marketplace as they relate to access, quality and physician burnout
- Translate the best practices for recruitment and retention into effective and efficient techniques designed to achieve core objectives

**B08 Maximizing Population Health with Data Analytics and Care Coordination**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Patient Centered Care**

Basic | Traditional

*Keith Griffin, MD, chief medical information officer, Lakeside Primary Care, Concord, N.C.*

*Ryan Neaves, MHA, director, IT applications, Novant Health Lakeside Primary Care, Concord, N.C.*

Successful population health efforts begin with effective use of data analytics and development of specific tactics for improving outcomes for patients. As trends across patient populations are identified, appropriate care coordination measures can take place. Attendees will hear examples of aligning population health strategy with a quality operations team; maximizing patient portal engagement; identifying care gaps; using claims data; developing best practice alerts; as well as optimizing dashboards, weekly summary reports, real-time reporting, attribution and registries.

This session will provide you with the knowledge to:

- Identify a methodology for maximizing data analytics for patient populations
- Summarize data points for strategically improved care coordination outcomes for patients
- Describe a way to maximize patient engagement through a patient portal and other technology
MONDAY, OCT. 1 (CONTINUED)

1:30-2:30 pm

B09 Advanced Patient Engagement Strategies to Manage Chronic Disease

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1 | CEU Credit: 1

Patient Centered Care

Intermediate | Traditional

Barry Allison, chief information officer, Center for Primary Care PC, Evans, Ga.

Managing chronic disease states in a quality reimbursement landscape forces the provider-patient relationship to evolve. To that end, advanced patient engagement strategies are proving effective to improve consumer experience and close gaps in care. This session will detail a case study of defining needs and goals for an enterprise ambulatory practice system, the changes in patient engagement and next steps for future improvements throughout the care continuum.

This session will provide you with the knowledge to:

• Apply lessons of impact from a chronic care management program and use case outcome-based strategies for value-based care delivery success
• Discover new reimbursement opportunities through engagement and relationship management, and strategies for tweaking workflows to capture new reimbursements
• Employ engagement and relationship management-based workflows for other value-based incentive and reimbursement programs

B10 Breaking the Silence: Handling Difficult Conversations

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership

Intermediate | Traditional

Deborah McQuilkin, DNP, MEd, NEA-BC, FACMPE, associate clinical professor, University of South Carolina, Columbia, S.C.
Beverly Baliko, PhD, RN, PMHNP-BC, associate professor, University of South Carolina, Columbia, S.C.

Failed communications in the workplace don’t just take a personal toll — they can mean lost time and resources. Tools to manage these difficult conversations do exist and improve relationships. Through improved conversation skills, practice administrators can raise the bar for communications that result in better-informed decisions, delivery of excellent customer service, minimized errors, better patient outcomes and retention of engaged employees. This session will explore five tools for managing crucial conversations that can be applied in a medical group practice setting.

This session will provide you with the knowledge to:

• Interpret when a conversation becomes crucial
• Use five tools to manage a difficult conversation
• Produce positive outcomes from emotionally charged conversations
MONDAY, OCT. 1 (CONTINUED)
1:30-2:30 pm

B11 Evaluate, Elevate and Ensure: A How-to Presentation on Employee Morale
Available for ACMPE Credit: 1 | AAPC Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Professional Development and Leadership
Intermediate | Traditional
Kyle Matthews, CMPE, chief executive officer, Phoenix Heart PLLC, Glendale, Ariz.

Transitioning from theories to application of employee morale can be challenging in today’s medical organizations, especially working across multiple generations, backgrounds and skill levels. With a surge in employee morale comes productivity, loyalty and increased patient care and outcomes. This session will offer actual examples, practical tools, pitfalls to avoid and open discussion related to the morale of employees in your medical practice offices.

This session will provide you with the knowledge to:
• Discover the level of morale in the workplace
• Manipulate morale using proven methods that integrate physician and administrative expectations
• Produce continuity of morale by focusing on team needs to avoid pitfalls

B12 Addressing the Evolving Billing Needs of Your Patients
Available for ACMPE Credit: 1 | CEU Credit: 1
Financial Management
Intermediate | Traditional
Ken Bradley, vice president, strategic planning, Waystar, Duluth, Ga.
Brendan FitzGerald, director, research, HIMSS Analytics, Burlington, Vt.

Today’s patients are taking on responsibility for a larger portion of their healthcare bill and are responding by demanding more consumer-oriented billing processes, such as better price transparency and more convenient payment options. What does this mean for providers? How can you rise to this challenge and meet the expectations of your patients? This session will highlight the findings in Waystar’s 2nd Annual “Patient Payment Check-Up” survey, conducted by HIMSS Analytics, and explore patient and healthcare executive attitudes on patient costs, estimation and payment processes. The session will also discuss best practices healthcare organizations can take to improve patient satisfaction and collections.

This session will provide you with the knowledge to:
• Analyze billing pain points to create a more modern patient experience
• Examine where providers are aligned with or disconnected from patient needs
• Outline lessons learned to improve the patient payment process and increase patient collections
MONDAY, OCT. 1 (CONTINUED)

1:30-2:30 pm

B13 Provider Co-location Arrangements: Keys to Compliance
Available for ACMPE Credit: 1 | AAPC Credit: 1
ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 |
CEU Credit: 1

Federal Laws, Regulations and Advocacy
Basic | Traditional

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

Physicians, hospitals and other providers attempting to co-locate within the same physical space face an array of laws and regulations from CMS and other agencies. This session will explain the risks and challenges in structuring these shared-space arrangements and give real-life, practical examples of what other providers have done to address compliance, including licensure and certification rules, Medicare conditions of participation, Stark Law issues, HIPAA, provider-based results, 340B drug pricing consideration and much more.

This session will provide you with the knowledge to:
- Recognize key legal and regulatory issues for co-location arrangements involving hospitals, physicians and other healthcare providers
- Describe how CMS and other agencies interpret important issues such as the ability of hospitals and physicians to share space in compliance with the provider-based rules
- Identify the complexities introduced into space-sharing arrangements when ancillary providers such as labs, imaging centers, durable medical equipment (DME) suppliers and surgery centers are involved

B14 The Value of Fellowship through ACMPE and How to Attain it
Available for ACMPE Credit: 1 | CEU Credit: 1

Professional Development and Leadership
Basic | Traditional

Robert Karam, BS, BSN, MA, FACMPE, administrator, Paragon Health PC, Kalamazoo, Mich.
Robert Bush, FACMPE, vice president, physician practice operations, Providence Medical Group, Columbia, S.C.

Healthcare leaders are those who are the are the thought leaders capable of identifying key improvement areas for the sustainability and success of an organization, truly identify yourself by becoming a Fellow of the American College of Medical Practice Executives (ACMPE). Join us to review the purpose of demonstrating your mastery and how to begin the journey.

This session will provide you with the knowledge to:
- Interpret the purpose and contribution to the Body of Knowledge
- Identify how to get started and topic selection
- Summarize the essential elements for a submission

2:30-3:30 pm

Break in the Exhibit Hall
MONDAY, OCT. 1 (CONTINUED)

3:00-4:00 pm

CONCURRENT SESSIONS – C SERIES

FEATURED SESSION

C01 Back to Balance: The Art, Science and Business of Medicine

Available for ACMPE Credit: 1 | AAPC Credit: 1
ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Patient Centered Care

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 healthcare woes based on her 30 years of experience as a physician and industry leader. The problem, Dr. Fischer-Wright asserts is that we have lost our focus on what has always been at the heart of effective healthcare: 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:

• Describe what is missing from today’s practice of medicine
• Identify what three questions to ask to transform your own organization from the front line up
• Discuss what paradigm shifts need to occur in medical practice for it to work as well in practice as it does

3:00-4:30 pm

CONCURRENT SESSIONS – EXTENDED C SERIES

C02-E Palliative Care Collaboration: Payer and Provider Innovations

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5
ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

Patient Centered Care

Basic | Extended Session

Efrem Castillo, MD, CPE, chief medical officer, Medicare and retirement, UnitedHealthcare, Minnetonka, Minn.

Mitchell Mudra, chief operating officer, OptumCare, Supportive Care, Eden Prairie, Minn.

Gobi Paramanandam, MD, MHSM, director, Arizona Palliative Home Care, Phoenix

Managing the health of America’s aging population represents a significant portion of all healthcare costs, and few comprehensive, scalable solutions exist to meet the advanced illness and end-of-life care needs of the population. This session will address those care gaps from three different perspectives — payer, independent provider and integrated provider — with insight into the challenges, growing trends, learning opportunities and successful models for practice staff to apply in their daily work in palliative care. Attendees will hear strategies for meeting operational challenges, scaling programs, creating successful handoffs and more.

This session will provide you with the knowledge to:

• Recognize the operational challenges associated with caring for both chronically ill and aging populations
• Identify successful palliative care program components
• Define dialogue with providers regarding end-of-life care and feedback on collaborative partnerships to address this emerging need
C03-E Access Optimization: 10 Steps for Meeting Patient Needs

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core A | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

Best Practice in Operations
Basic | Extended Session

Hilary Garrigan, MS, administrative director, Stanford Healthcare, Palo Alto, Calif.
Michael O’Connell, MHA, FACMPE, FACHE, senior vice president, operations, Stanford Healthcare, Palo Alto, Calif.
Jyotika Rattia, MBA, administrator, Tri-Valley Region, Stanford Healthcare, Palo Alto, Calif.

Optimizing patient access is a key priority for every medical practice administrator and weighs heavily on the entire team to say “yes” to patient demand instead of wanting to say “no” due to legacy practices, patterns and behaviors. Three medical practice leaders will detail an access optimization model that focuses on meeting patients’ scheduling demands more effectively through a 10-pronged approach. The session will explore aligning provider incentives, leveraging technology, integrating appointment scheduling, creating better call center triage, developing a concierge call line, creating and refining model clinics, developing consistent access metrics and score cards, refining tracking population health measures, piloting patient experience models and developing staff scope of practice workflows that positively affect patient volumes and outcomes.

This session will provide you with the knowledge to:

• Recognize the multifaceted approaches to meet patient demand
• Interpret the complexities and integration involved to optimize patient access
• Explain how to apply lessons learned to your own medical practice

C04-E Adapt, Adopt, Achieve: Post-discharge Care Coordination in Transitions

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core A | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

Patient Centered Care
Intermediate | Extended Session

Terri Roberts, MS, PCMH, CCE, administrator, Mountain Area Health Education Center, Chandler, N.C.

Optimizing advanced care coordination for pre-episode and post-discharge services results in cost reductions and improved quality, which is critical to success in the shifting environment within Medicare Access and CHIP Reauthorization Act of 2015 (MACRA). This session will highlight a case study of discharge management and post-discharge transition that lead to controlled costs while making use of the Quality Resource Use Report (QRUR) for explicitly addressing episodes and transitions of care coordination in both the cost and quality algorithm for adjustments.

This session will provide you with the knowledge to:

• Outline a workflow between specialist and primary care that promotes reduced re-admission, patient self-management, increased quality of care and cost reduction
• Point out potential barriers and provide solutions for an effective system, including appropriate and effective follow-up strategies
• Diagram a process to identify high-risk patients between providers to provide focused co-management that improves results in both quality and cost-saving metrics
MONDAY, OCT. 1 (CONTINUED)
3:30-4:30 pm

CONCURRENT SESSIONS – D SERIES
D01 Generational Trends in Healthcare Consumption
Available for ACMPE Credit: 1 | CEU Credit: 1
Professional Development and Leadership
Basic | Traditional
Sheila Dreyer Van Buskirk, vice president, network research and insights, CareCredit, Costa Mesa, Calif.
Nick Mattia, MBA, vice president, sales and client development, CareCredit, Costa Mesa, Calif.

Extensive research on generational trends and consumer preferences reveals how individuals research and make purchase decisions. With many providers serving multiple generations of patients (silents, boomers, Gen X, millennial, and Gen Z), it is important to understand how each group consumes information differently and experiences your practice in unique ways. Those differences may create gaps in the patient experience that could cost your practice money. As patients’ financial responsibilities rise, providers need to be comfortable talking to patients about money and implementing consumer-centric payment models to ensure a positive consumer experience and collect more. Attendees will learn about the role of financing in healthcare payments and how practices can implement financing to help more patients get the care they want and need, and to run a healthy practice.

This session will provide you with the knowledge to:
- Recognize generational differences in healthcare consumption
- Identify generational perspectives on key aspects of healthcare (such as attitudes, objectives and expectations)
- Define steps to tailor communication and care delivery based on generational differences

D02 Hospital Affiliated Practice Round Table
Available for ACMPE Credit: 1 | AAPC Credit: 1 | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Specialty: Hospital Affiliated Practices
Basic | Interactive
Jeffrey Rydburg, CMPE, vice president, HCA Physician Services, Bonneau, S.C.
Ryan Campbell, FACMPE, FACHE, vice president, operations, Caromont Health Medical Group, Gastonia, N.C.

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.

This session will provide you with the knowledge to:
- Summarize key solutions used by other specialty practice executives
- Discuss new strategies to address significant issues in your practice
- Identify colleagues whom you can contact after the conference to continue problem solving
MONDAY, OCT. 1 (CONTINUED)
3:30-4:30 pm
D03 Orthopedic Round Table
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Specialty: Orthopedics
Basic | Interactive
Dyanna Johnson, CMOM, ACMPE nominee, administrator, chief executive officer, Orthopedic Associates of Northern California, Chico, Calif.
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.
This session will provide you with the knowledge to:
• Summarize key solutions used by other specialty practice executives
• Discuss new strategies to address significant issues in your practice
• Identify colleagues whom you can contact after the conference to continue problem solving

D04 Empowered Patients and the Pay-for-Value Model
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Specialty: Family Medicine
Intermediate | Interactive
Richard Lyon, MPH, vice president, practice administration, Pen Bay Medical Center, Rockport, Maine
Bradford Carney, BBA, CMPE, CPC, CPCO, practice manager, Northland Family Care, Kansas City, Mo.
Transition management for your practice’s finances can be difficult absent any complicating factors. It goes well beyond your revenue — it includes your staffing structure and even patient behavior. This interactive session will focus on the changes and challenges of transitioning from fee-for-service models to value-based models and the tipping points for those changes as it relates to practice efficiency, staff engagement and overall practice transformation.
This session will provide you with the knowledge to:
• Point out areas within your practice for development in a pay-for-value environment
• Outline key strategies used by other practice executives to address and transition to value-based care
• Examine how staffing strategies and engagement affect a transition to value-based care
MONDAY, OCT. 1 (CONTINUED)

3:30-4:30 pm

D05 Hot Topics in GI Practices Today

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A and CGIC | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Gastroenterology
Intermediate | Interactive
Kerri Gantt, MHA, LHRM, FACMPE, administrative director, Gastroenterology Associates of SW Florida PA, Fort Myers, Fla.
David Harano, MBA, MHA, CMM, LHRM, executive director, Gastro One, Germantown, Tenn.

The healthcare industry is shifting at a rapid pace, and those swift changes are present for gastroenterology providers in a unique way. This interactive session will open discussion on the most-pressing issues occurring within GI practices today and explore how organizations are transforming and innovating to meet these challenges.

This session will provide you with the knowledge to:

• Discover top trends and issues specific to gastroenterology practices
• Interpret how your practice’s operations can handle recent changes in the industry
• Use peers’ stories and input on their own approaches to specialty-specific issues in your practice

D06 Pediatrics Round Table

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Pediatrics
Basic | Interactive
Erin Hamilton-Mullin, JD, MHA, academic program manager, Johns Hopkins All Children’s Hospital, St. Petersburg, Fla.

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.

This session will provide you with the knowledge to:

• Summarize key solutions used by other specialty practice executives
• Discuss new strategies to address significant issues in your practice
• Identify colleagues whom you can contact after the conference to continue problem solving
MONDAY, OCT. 1 (CONTINUED)

3:30-4:30 pm

D07 OB/GYN Round Table
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: OB/GYN
Basic | Interactive

Cindy Alkire, RN, BSN, MHA, administrative director, Alaska Women’s Health, PC, Anchorage, Alaska

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.

This session will provide you with the knowledge to:
- Summarize key solutions used by other specialty practice executives
- Discuss new strategies to address significant issues in your practice
- Identify colleagues whom you can contact after the conference to continue problem solving

D08 Dermatology Round Table
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Dermatology
Basic | Interactive

Michelle Meier, BSN, MSA, CMPE, chief executive officer, Kansas Medical Clinic PA, Topeka, Kan.

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.

This session will provide you with the knowledge to:
- Summarize key solutions used by other specialty practice executives
- Discuss new strategies to address significant issues in your practice
- Identify colleagues whom you can contact after the conference to continue problem solving
MONDAY, OCT. 1 (CONTINUED)

3:30-4:30 pm

D09 Anesthesiology Round Table

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Anesthesiology

Basic | Interactive

Genie G. Blough, MBA, FACMPE, principal, G. Blough Associates LLC, Mobile, Ala.

Shena Scott, MBA, FACMPE, president and chief executive officer, Scott Healthcare Consulting Inc., Melbourne, Fla.

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.

This session will provide you with the knowledge to:

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

D10 Cardiology Round Table

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Cardiology

Basic | Interactive

Sabrina Alvord, practice manager III, Corpus Christi Heart Clinic and Vascular Institute, Corpus Christi, Texas

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.

This session will provide you with the knowledge to:

• Summarize key solutions used by other specialty practice executives
• Discuss new strategies to address significant issues in your practice
• Identify colleagues whom you can contact after the conference to continue problem solving
4:30-5:30 pm  
**Exhibit Hall Happy Hour and Specialty Meetups**

Celebrate the end of the day and explore the open Exhibit Hall to find new connections and solutions to your challenges. Don’t forget to find your drink tickets along the way from participating exhibitors.

Continue your specialty roundtable conversation during the Happy Hour in your very own Specialty Meetup area.

With 9 Specialty Meetups to choose from, you’re sure to find your hive in this new and interactive hour on the exhibit floor to network with like-minded professionals.

Specialty Exhibit Hall Meetups to include:
- Anesthesiology
- Cardiology
- Dermatology
- Family Medicine
- Gastroenterology
- Hospital-affiliated Practices
- OB/GYN
- Orthopedics
- Pediatrics

5:45-7:15 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 induction of the 2018 Fellows class. Ticketed event; preregistration required.
CONFERENCE SCHEDULE
TUESDAY, OCT. 2
### TUESDAY, OCT. 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00 am-4:30 pm</td>
<td>Conference registration open</td>
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<tr>
<td>7:30-8:30 am</td>
<td>Continental breakfast</td>
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<tr>
<td>7:30 am-4:30 pm</td>
<td>MGMA 1:1 Consultations (location TBD)</td>
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<tr>
<td>8:00-9:00 am</td>
<td>Concurrent sessions – E Series</td>
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<td>8:00-9:30 am</td>
<td>Concurrent sessions – Extended E Series</td>
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<tr>
<td>8:30-9:30 am</td>
<td>Concurrent sessions – F Series</td>
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<tr>
<td>9:00-10:15 am</td>
<td>Break in the Exhibit Hall</td>
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<tr>
<td>9:00 am-1:30 pm</td>
<td>Exhibit Hall open</td>
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<tr>
<td>10:30-11:45 am</td>
<td>General Session: Robin Farmanfarmaian</td>
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<td>11:45 am-1:15 pm</td>
<td>Lunch in the Exhibit Hall</td>
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<td>1:10-1:15 pm</td>
<td>MGMA Stat drawing in Exhibit Hall</td>
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<tr>
<td>1:15-1:20 pm</td>
<td>Trail Map drawing in Exhibit Hall</td>
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<td>1:30-2:30 pm</td>
<td>Concurrent sessions – G Series</td>
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<td>2:30-2:45 pm</td>
<td>Networking break</td>
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<td>2:45-3:45 pm</td>
<td>Concurrent sessions – H Series</td>
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<td>3:45-4:00 pm</td>
<td>Networking break</td>
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<td>4:00-5:00 pm</td>
<td>Concurrent sessions – I Series</td>
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<td>5:00-5:15 pm</td>
<td>Passing break</td>
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<td>5:15-6:15 pm</td>
<td>Concurrent sessions – J Series</td>
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<tr>
<td>7:00-9:30 pm</td>
<td>ACMPE Fellows Dinner (Ticketed event; additional fees apply)</td>
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<tr>
<td>7:30 am-4:30 pm</td>
<td>MGMA 1:1 consultations (location TBD)</td>
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<tr>
<td>9:00 am-1:30 pm</td>
<td>Exhibit Hall open</td>
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</table>
TUESDAY, OCT. 2 (CONTINUED)
8:00-9:00 am

CONCURRENT SESSIONS – E SERIES

E01 Business Intelligence: Giving Analytics Meaning
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Basic | Traditional
Cameron Cox, III, FACMPE, MHA, president, MSOC Health, Chapel Hill, N.C.

We are constantly being told that the new healthcare system will depend on “big data, business intelligence” and analytics. But haven’t we always analyzed data? This presentation will challenge you to reconsider whether you are asking the right questions and whether you have the right data and tools to answer them. Learn how analytics adds value to your practice’s financial position and operations. The session will include real-world examples of financial metrics and analytics being used in a practice setting.

This session will provide you with the knowledge to:
• Identify important differences between data, analysis and presentation
• Recognize differences in analytical methods
• Summarize financial metrics and analytics in a practice setting

E02 Job Crafting: Creating an Empowering Practice Environment for Physicians
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Intermediate | Traditional
Cory Moss, DHA, MBA, assistant professor, Weber State University, College of Health Professions, Clinton, Utah

Physicians feel they are spending too much of their time on administrative tasks and too little time on providing patient care. This session will focus on how administrators and physician leaders can respond in a positive way to these frustrations. “Job crafting” — modifying the tasks one performs, modifying one’s mindset to find intrinsic value in performing tasks and modifying interpersonal interactions in performing tasks — can help physicians feel a greater sense of control of the work environment and an increased connection with whom they work. Attendees will learn strategies and experiential learning exercises for job crafting that lead to increased satisfaction, meaning and purpose at work.

This session will provide you with the knowledge to:
• Analyze sources of physician frustration for experimenting with potential job crafting tactics
• Outline a job crafting plan
• Examine job crafting effectiveness by comparing current and past levels of physician thriving
TUESDAY, OCT. 2 (CONTINUED)
8:00-9:00 am
E03 Designing a Primary Care Platform for Social Determinants of Health
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Strategy and Planning
Basic | Traditional
Mary Neagle, MSW, program director, primary care, ACO Strategy, Massachusetts General Hospital, Boston
Kristen Risley, MSW, PMP, senior project specialist, population health, Massachusetts General Hospital, Boston

A large percentage of health outcomes are determined by social and economic factors such as food and housing insecurity. The medical community has an opportunity to understand and address social determinants of health and its role in patient care. This session will focus on a model to identify and address social factors affecting primary care patients’ health. During this session, participants will learn about factors that drove this work and design elements, including interdisciplinary system and practice-level implementation workgroups, internal and external resource analysis, technology and EHR interface and practice workflow.

This session will provide you with the knowledge to:
• Review the creation and scaling of a social determinants of health Primary Care program
• Identify and assess methods used to engage practice leadership and ensure effective participation from practice staff
• Discuss the use of technology and institutional technology systems to optimize collection and analysis of social determinants of health data

E04 Leadership Resilience: Bending Without Breaking
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Professional Development and Leadership
Basic | Traditional
Debra Wiggs, FACMPE, transformationist, V2V Management Solutions, Lewiston, Idaho

“Blessed are the flexible for they shall never be bent out of shape.” How do you stay resilient as a leader in the ongoing age of healthcare transformation and uncertainty? Resilience is a characteristic of effective leadership. This session will look at the ways leaders can hone their own resilience and impart those skills to those they lead. Discussions will center around understanding ways to respond instead of reacting to circumstances, how modeling the behavior you expect works practically, and delivering a message in a way that someone else can hear it.

This session will provide you with the knowledge to:
• Recognize the value of flexibility and how emotional intelligence, critical thinking and personal awareness combine to build resilience in a leader
• Identify resources to build skills that promote resilience
• Discuss ways to promote resilience development in your organization
### E05-E Breaking Barriers to Value-based Care: The Path Forward

Available for ACMPE Credit: 1.5 | CEU Credit: 1.5

**Strategy and Planning**
Intermediate | Extended Session

- **Michael Funk**, CMPE, FACHE, vice president, office of the chief medical officer, Humana, Louisville, Ky.
- **Halee Fischer-Wright**, MS, MMM, FAAP, CMPE, president and chief executive officer, MGMA, Englewood, Colo.
- **Marc Willard**, president, Transcend Insights, Campbell, Calif.
- **Vipin Gopal**, PhD, MBA, chief data and analytics officer, Eli Lilly, Tigard, Ore.
- **Andrew Renda**, MD, MPH, director, humana bold goal, Humana, Louisville, Ky.

Recent value-based care readiness surveys by Humana, the American Academy of Family Practice and the Healthcare Financial Management Association identified specific barriers for practices transitioning to value-based care. Panelists for this session will examine current perspectives on value-based care, identify gaps and challenges faced during implementation, and assess opportunities to improve and share best practices. Topical areas will include interoperability, assessing return on investment and social determinants of health.

This session will provide you with the knowledge to:

- Examine the current barriers to progress in the transformation to value-based care
- Outline potential solutions to overcome barriers to value-based care
- Distinguish best practices for healthcare organizations transitioning to value-based care

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### E06-E The Return of the Independent Physician Practice

Available for ACMPE Credit: 1.5 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1.5 | CME Credit: 1.5 | CNE Credit: 1.5 | CPE Credit: 1.8 | CEU Credit: 1.5

**Strategy and Planning**
Advanced | Extended Session

**Michael Nochomovitz**, MD, senior vice president and chief clinical integration and network development officer, New York Presbyterian Healthcare, Physician Services Division, New York.
**Robert Kent**, DO, FACOI, president, Unity Health Network, Premiere Medical Resources, president and chief executive officer, Western Reserve Hospital, Cuyahoga Falls, Ohio.
**Dale Owen**, MD, chief executive officer, Tryon Partners, Charlotte, N.C.

Hospital systems have spent the last two decades acquiring physician practices with the promise of higher quality, physician security and satisfaction, and economies of scale. Though there are examples of enhancements in all these categories—overall, the experiment appears to show signs of failing. Physician satisfaction is at an all-time low and the cost of care has increased due to consolidation into larger organizations that traditionally have been more favorably reimbursed by payers for the same services. Value-based purchasing has created the potential for physicians to both lead and significantly benefit from controlling the cost of care by keeping patients out of the hospital and utilizing less expensive diagnostic and treatment ambulatory services including homecare. Value based payer contracts and access to capital from investors who see the opportunity to deliver better outcomes at a lower cost are creating a resurgence in opportunities for independent physician practice.

This session will provide you with the knowledge to:

- Assess the changes which are creating the opportunity for independent medical practices to thrive
- Compare characteristics of successful independent medical groups in different markets
- Evaluate methodologies to be successful through approaches to care
TUESDAY, OCT. 2 (CONTINUED)

9:00-10:15 am
Break in the Exhibit Hall

8:30-9:30 am

CONCURRENT SESSIONS – F SERIES

FEATURED SESSION

F01 Connect and Be Heard: Harnessing Social Media to Transform Healthcare

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Intermediate | Traditional

Kevin Pho, MD, founder and editor, KevinMD.com, Nashua, N.H.

Providers and patients should be united in improving the healthcare system, but sometimes the immediacy and incredible reach of the digital world can leave unflattering or negative portraits of the profession overshadowing the work being done daily to deliver high-quality care. Kevin Pho, MD, will share his journey as a practicing, board-certified internal medicine physician and how embracing social media has made a difference in his life and work. This session will show how social media builds connections between providers and patients, as well as the role it has in defining your online reputation and amplifying voices in the healthcare system that sometimes get ignored.

This session will provide you with the knowledge to:
• Interpret how social media affects your practice’s online reputation
• Discover communication methods to improve the provider-patient relationship
• Use social media to protect your practice’s image

F02 Advanced Practice Clinicians in Ambulatory Care: Outcomes and Costs

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A and CASCC | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Intermediate | Traditional

Carrie Kozlowski, OT, MBA, chief operation officer and co-founder, Upfront Healthcare Services, Chicago
Andrew Cohen, MD, medical director, virtua physician partners, Virtua Health Systems, Marlton, N.J.

Value-based care models put pressure on ambulatory clinicians to improve quality and better manage populations amid the persistent problem of physician burnout and tightening financial margins. Advanced practice clinicians (APCs) such as nurse practitioners and physician assistants will play a critical role in filling the shortage of providers as a cost-effective way to provide quality care. However, there is no one-size-fits-all solution to hiring and placing APCs in an ambulatory enterprise. This session will detail how to develop or optimize an APC strategy with best practices for driving both hard and soft return on investment and real-life APC case studies.

This session will provide you with the knowledge to:
• Report the financial impact of APCs on ambulatory care
• Interpret a real-world case study of APCs in a primary and specialty care setting
• Discover the impact of APCs on access, patient satisfaction, quality and physician burnout
TUESDAY, OCT. 2 (CONTINUED)

8:30-9:30 am
F03 Leadership Traits to Live By
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Professional Development and Leadership
Basic | Traditional
Shane Melenbacker, MBA, administrator, orthopedics, Klasinski Clinic, Stevens Point, Wis.

Since the early 1950s, the Marine Corps has used 14 leadership traits to influence Marines to become leaders. These traits are just as useful for the battlefield as they are for our work and personal lives. This session will explore generational differences in the workplace and the common desired traits of a leader across age groups.

This session will provide you with the knowledge to:
- Recognize the 14 leadership traits that are most important for becoming a confident leader
- Give examples of what the 14 leadership traits look like in your business
- Identify how the 14 leadership traits relate to your style of leadership

10:30-11:45 am
The Healthcare Revolution Roadmap
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
General Session
Overview | Traditional
Robin Farmanfarmaian, president, Actavalon

Healthcare providers have seen the first steps into the future of industry innovation in recent years: the point of care shifting into new spaces, reimbursement models being disrupted and new technologies driving the future for patients, physicians and healthcare organizations. In this 60-minute session, the speaker will outline where the industry is headed in the next five years: growth in virtual care, artificial intelligence and focus on the patient journey. Embracing these changes to shift staffing and delivery models can allow medical groups to integrate care across the continuum as big data and wearable, personal technologies push patients toward greater control of their outcomes.

This session will provide you with the knowledge to:
- Identify efficiencies and advancements in patient access
- Recognize the role of technology in reshaping patient health data generation
- Define areas of innovation that will alter the U.S. healthcare industry in the coming years
TUESDAY, OCT. 2 (CONTINUED)

11:45 am-1:15 pm
Lunch in the Exhibit Hall (lunch served from 12:00-1:00 pm)

1:10-1:15 pm
MGMA Stat drawing at the MGMA Booth in the Exhibit Hall

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

Don’t miss these final moments on the Exhibit Hall floor. You must be present to win when your name is called!
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm

CONCURRENT SESSIONS – G SERIES

FEATURED SESSION

G01 Monetizing Quality with Strategic Plan Alignment

Available for ACMPE Credit: 1 | AAPC Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Strategy and Planning
Intermediate | Traditional

Jonathan Burroughs, MD, MBA, FACHE, FACPE, president and chief executive officer, Burroughs Healthcare Consulting Network Inc (The), Glen, N.H.
Mark Smith, MD, MBA, FACS, senior consultant, HG Consultants, Hillard, Ohio

Quality plans out of alignment with an organization’s strategic plan or payer contracts don’t just prevent reaching overall performance goals — they ultimately could undermine efforts to optimize quality, safety, service and cost. This session will demonstrate how to link quality metrics directly with payer contracts and key performance indicators (KPIs) established by your board that will enable the group to succeed. Specific examples and case studies will show how to establish aligned compensation models for performance metrics that support optimized payment and clinical/business outcomes.

This session will provide you with the knowledge to:

- Breakdown how pay-for-value contracts create specific financial values for quality metrics
- Examine a quality plan for optimal clinical and operational performance
- Analyze a quality plan with both practitioner and payer contracts to optimize both clinical and business outcomes

G02 Financial Intelligence for Physicians

Available for ACMPE Credit: 1 | AAPC Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Financial Management
Basic | Traditional

David Norris, MD, MBA, CPE, assistant professor, Center For Professional Business Development (The), Wichita, Kan.

Financial decision-making in business is a skill every physician leader needs, yet most medical training omits this critical information. This session will detail the basics of the three critical financial reports of any business: the income statement, the balance sheet and the cash flow statement. Using these reports together are vital to understanding the financial state of a practice. Practical tips on how to use financial ratios, what to look for on the reports and when to ask the right questions will be shared, leaving physician leaders better armed to defend against and detect any fraudulent activity that might occur with their practice’s money.

This session will provide you with the knowledge to:

- Discuss the important aspects of the three financial reports
- Recognize the financial health of any practice using the financial reports
- Explain fraud prevention measures
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm

G03 Focus on Fit: A Cultural Blueprint for Successful Physician Recruitment
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Professional Development and Leadership
Intermediate | Traditional
Tony Stajduhar, president, Jackson Physician Search, Alpharetta, Ga.
Kathy Cooperman, president, KC Leadership Consulting LLC, Greenwood Village, Colo.
James Stuart Watson, III, MD, FACEP, vice president, clinical, Ascension Medical Group Wisconsin, Glendale, Wis.

Lack of cultural fit is a top reason why physicians leave a practice, and the challenge of recruiting new talent into a “toxic” environment can hold medical groups back. This session will draw on factors from “best places to work” programs to identify the external and internal factors that make the difference when it comes to successful recruiting and retention. Attendees will learn practical techniques to craft their recruitment processes around their strengths, while being transparent about their challenges to sell the vision and show the culture of the organization to candidates.

This session will provide you with the knowledge to:
• Analyze the motivations and personal needs of physicians, advanced practice providers and their families
• Outline a blueprint for a sustainable culture that accelerates recruitment and fosters retention
• Differentiate their organization in the marketplace through recognition as a best place to work

G04 Managing Stress to Improve Population Health and Patient Engagement
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Patient Centered Care
Basic | Traditional
Jeanine Joy, PhD, president, chief executive officer, author, Happiness 1st Institute, Concord, N.H.

Early detection is not primary prevention. New understanding of how stress leads to both suboptimal processes in the body and suboptimal decisions about behaviors that worsen health outcomes, stress management strategies are a logical target for primary prevention. Primary prevention prevents chronic and life-threatening illnesses and diseases from developing in the first place. This session will explore this new definition and outline effective advanced stress management strategies that are effective in achieving population health and patient engagement programs.

This session will provide you with the knowledge to:
• Review the difference between primary prevention and secondary prevention efforts and the potential it represents
• Recognize how stress directly and indirectly affects health outcomes
• Explain how to optimize your community outreach efforts by using primary prevention to improve population health
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm

**G05 Risk-adjusted Diagnosis Coding for Administrators**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A and CIC | ACHE Credit: 1 | CME Credit: 1 | CPE Credit: 1 | CEU Credit: 1

Financial Management
Intermediate | Traditional

Betsy Nicoletti, MS, CPC, consultant, Medical Practice Consulting, Northhampton, Mass.

Inaccurate and incomplete diagnosis coding damage Hierarchical Condition Category (HCC) scores for medical groups in accountable care organizations or involved in risk-based contracts, hurting revenue for future contract years. Practices can increase their risk scoring via accurate diagnosis codes that describe the patient’s conditions and co-morbidities on claim forms. This session will detail how to measure provider risk scores and set a baseline for individual physicians and the practice as a whole to achieve lasting change with proper accounting for risk-adjusted factors, monitoring and feedback.

This session will provide you with the knowledge to:
- Diagram two key concepts of risk-adjusted diagnosis coding
- Analyze your own ICD-10 coding use of unspecified codes for high-frequency conditions and the use of status codes
- Outline a plan to monitor risk scores, educate clinicians and provide ongoing feedback

**G06 Eliminating Dirty Data to Build Trust and Success in Population Health**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Basic | Traditional

Charles Kandzierski, chief information officer and chief operating officer, Clinigence, Atlanta

Data reliability is the first hurdle in improving population health and building successful physician partnerships for accountable care organizations (ACOs) or IPA population health programs. Data validation is paramount to securing physician confidence and establishing long-term support. This session explores how one physician-led organization journeyed from dirty, disparate data to clean, reliable information to successfully engage physicians and launch new population health initiatives under MACRA, MIPS and other value-based reimbursement models.

This session will provide you with the knowledge to:
- Identify the four most common causes of unreliable data in physician practices
- Explain the importance of data validation in securing physician buy-in for population health initiatives and other value-based programs
- Discuss how one physician-led ACO justifies data validation projects for every new quality metric via a cost justification protocol
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm

G07 Seven Steps to Cure Governance Disorder Syndrome

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Advanced | Traditional

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

For many businesses, “nothing happens until somebody sells something.” In medical groups, nothing good happens until there’s good governance. This session will offer strategies to improve the effectiveness of a medical group’s governance with practical tools and measurements, specifically addressing the causes of “Governance Disorder Syndrome,” the need for effective governance, steps to move a group toward a system that works and pitfalls to avoid.

This session will provide you with the knowledge to:

• Develop a plan for your practice to make decisions and stick with them
• Reconstruct your board to keep them focused on governance matters
• Design innovative ways to enhance your board’s performance through function, structure and composition

G08 Beyond SRAs: Contingency Planning for Ransomware and Data Loss

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Federal Laws, Regulations and Advocacy
Intermediate | Traditional

Rana McSpadden, FACMPE, CPC, medical practice consultant and analyst, SVMIC, Brentwood, Tenn.

Most medical practices understand the requirements of the HIPAA Privacy Rule, but fewer understand all the requirements of the Security Rule, as demonstrated by recent Office for Civil Rights audit findings. Many practices believe if they completed a security risk assessment (SRA) for meaningful use and back up their data, they are in compliance. But there is so much more to the Security Rule, including security awareness training, security incident response and contingency planning. Case study examples will show how to handle various security incidents and how contingency planning did or would have assisted in the recovery of their data. Attendees will also learn how to recognize a security incident, how and to whom to report it, as well as how to mitigate it.

This session will provide you with the knowledge to:

• Analyze the risks to patient care, finances and reputation as a result of experiencing loss of data due to ransomware or cyberattacks
• Inspect a practice’s requirements to ensure the confidentiality, integrity and availability of their data under the Security Rule
• Diagram the process of security awareness training, security incident response and contingency planning in the practice
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm
G09 Steps for Quality-focused Growth in an Ambulatory Care Setting

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Strategy and Planning
Intermediate | Traditional
Kimberly Allenman, BSN, RN-BC, CLSSBB, coordinated operational and clinical help (COACH) RN, UT Physicians, Houston
Lindy Anderson-Papke, MHA, CLSSBB, PCMH CEC, coordinated operational and clinical help (COACH) Administrator, UT Physicians, Houston

Practices that experience rapid growth and an increase in regulatory quality measure requirements may experience a lag between the expansion and infrastructure development, creating a challenge for leaders in the ambulatory care setting. This session will detail the primary tools developed by UT Physicians to support organizational growth and quality-driven patient care to improve overall patient satisfaction scores, standardize workflows, boost employee satisfaction and ensure regulatory standard compliance.

This session will provide you with the knowledge to:
• Discover challenges encountered during the change management process
• Interpret the Lean Six Sigma methods used to assist leadership during the growth stage of the industry life cycle
• Employ strategies and tools developed to support organizational expansion

G10 ACMPE Certification — What is it?

Available for ACMPE Credit: 1 | CEU Credit: 1

Professional Development and Leadership
Basic | Traditional
Janet Benzing, CMPE, executive director, ancillary services, Delta Regional Medical Center, Greenville, Miss,
Tracy Bird, FACMPE, CPC, CPMA, CEMC, president, owner, Medical Practice Advisors LLC, Spring Hill, Kan.

For over sixty years, the leaders who attained these prestigious credentials continue to elevate the field of medical practice management. The network of American College of Medical Practice Executives (ACMPE) have the highest standard of service and knowledge, and are the gold standard amongst healthcare management professionals. Learn more about the board certification achievement and how to lead the way towards achieving Fellowship through ACMPE.

This session will provide you with the knowledge to:
• Explain the purpose achieving board certification
• Identify value of advancing to Fellowship
• Summarize next steps to complete each certification
TUESDAY, OCT. 2 (CONTINUED)
1:30-2:30 pm
**G11 Building and Maintaining a Positive Workplace Culture in Healthcare**
Available for ACMPE Credit: 1 | CEU Credit: 1
Professional Development and Leadership
Basic | Traditional
Steve Marsh, founder and chief executive officer, The Medicus Firm, Dallas

Maintaining a positive workplace culture in healthcare continues to be a struggle. Demands are increasing while reimbursement is decreasing, creating a more stressful and intense environment for organizations to provide quality healthcare services. This session provides specific solutions for creating a positive environment, reducing turnover and increasing productivity. Causes for workplace stress are outlined, with both big picture and foundational concepts needed for an organization to create and maintain a great culture, as well as specific action items for positive cultural change in your organization.

This session will provide you with the knowledge to:

- Explain core values to leaders and employees in your organization
- Identify five critical concepts for building a positive, sustainable organizational culture
- Convert small applications of these concepts to rearrange your workplace culture

2:30-2:45 pm
Networking break

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**G12 Teamwork to Identify and Mitigate Medical Errors**
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Patient Centered Care
Basic | Traditional
Franchesca Charney, RN, MS, CPHRM, CPPS, CPHQ, CPSO, DFASHRM, director, risk management, American Society for Healthcare Risk Management, Chicago

Even the best nurses, physicians, office assistants, practices and hospitals make errors. Teamwork has proven to decrease some errors in care delivery models, with each team member in the care process and the delivery of safe and trusted healthcare responsible for the best possible outcomes for patients. This session will provide examples of how these errors occur and demonstrate how teamwork can decrease the likelihood of these errors recurring. Attendees will see how the quality of care established by error reduction, system redesigns and the teamwork culture can play a role in establishing a new care delivery model.

This session will provide you with the knowledge to:

- Explain the linkage of culture, communication, teamwork and patient safety
- Identify how errors can occur and methods to minimize repeating them
- Review system designs to reinforce efforts to reduce errors

Questions? Contact MGMA at 877.275.6462, ext. 1888, or email service@mgma.com.
TUESDAY, OCT. 2 (CONTINUED)
2:45-3:45 pm

CONCURRENT SESSIONS – H SERIES

FEATURED SESSION

H01 GA Featured Event: MGMA Regulatory Relief Forum

Available for ACMPE Credit: 1 | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1*

*AAPC credit is not available for this session.

Government Affairs
Overview | Interactive
Anders Gilberg, MGA, senior vice president, Government Affairs, MGMA, Washington, D.C.
Jennifer McLaughlin, JD, senior associate director, Government Affairs, MGMA, Washington, D.C.
Robert Tennant, MA, director, health information technology, Government Affairs, MGMA, Washington, D.C.

Physician practices face ballooning federal regulatory mandates that impede innovation, drive up costs, and stand in the way of delivering better care for patients. While certain federal regulations may result in standardization across the industry and thus reduce burden, many impede patient care and access. Join MGMA Government Affairs for an interactive session that will shine a spotlight on legislative and regulatory efforts to provide medical groups with relief from the government red tape. Attendees will be encouraged to share their thoughts about how MGMA can improve our healthcare system for medical group practices.

This session will provide you with the knowledge to:
• Discuss regulatory burdens impeding physician practices
• Identify recent efforts to mitigate federal regulatory burdens
• Recognize MGMA’s advocacy efforts on behalf of medical practices

H02 Building and Sustaining Highly Effective Teams: A Proactive Approach

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Intermediate | Traditional
Amber Pedersen, RN, MBA, CMPE, administrator, Valley Obstetrics and Gynecology PS, Spokane Valley, Wash.
Molly Ramsay, corporate operations director, MedMan, Boise, Idaho

Organization success hinges on teams functioning at the highest levels of efficiency and compatibility. The groundwork for this is laid in the hiring process and continues through onboarding and developing employees. Practicing skills to be efficient and compatible across the medical group leads to strong, cohesive teams. This session will detail the communication, critical thinking skills and creativity needed and the team-building exercises needed to develop these factors.

This session will provide you with the knowledge to:
• Produce strategies for assessing candidates for fit within a position and the team
• Employ proactive approaches to retaining employees and knowing when you might be at risk of losing an employee
• Apply team-building activities to fit the group and the need for the desired outcome
TUESDAY, OCT. 2 (CONTINUED)
2:45-3:45 pm
**H03 Primary Care 3.0: A Physician-led, Team-based Care Model**

Available for ACMPE Credit: 1 | AAPC Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Patient Centered Care**

Basic | Traditional

*Clive Fields, MD, chief medical officer, Village Family Practice, Houston*

Population health is one of the key strategies for driving improved clinical performance in value-based care. This session will detail a Houston-based family practice clinical model, addressing attribution, acuity and utilization with a focus on high-risk patient management. Attendees will be presented successful access strategies targeted at specific populations that include extended hours, open scheduling and home visits, and high-risk patient management (chronic care management and integrated pharmacy with home-based medication reconciliation). The case study will demonstrate care coordination and high-risk management fully integrated into the primary care practice, resulting in improved and sustainable clinical results, as well as improved patient experience, quality and cost outcomes.

This session will provide you with the knowledge to:

- Describe what a physician-led and team-based model for care looks like and how it supports physicians in managing the health of their patient populations
- Explain strategies for improving clinical outcomes for high-risk patient populations
- Review the effects of this model on overall clinical cost results

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**H04 Extreme Makeover: Office Communication Edition**

Available for ACMPE Credit: 1 | AAPC Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Professional Development and Leadership**

Intermediate | Interactive

*Lynn Dorvil, MHA, senior practice manager, FSU SeniorHealth, Florida State College of Medicine, Tallahassee, Fla.*

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

This interactive session is designed to share three common office communication scenarios involving different sets of medical practice workers; each is cast in three different ways. Leaders will role-play and audience members will evaluate. Each version of each scenario will help guide participants in understanding how to create effective, appropriate communications with presence and credibility.

This session will provide you with the knowledge to:

- Differentiate ethical versus nonethical, legal versus illegal and approachable versus abrasive methods of professional communication
- Examine links between communication principles and each of the domains in medical practice management
- Outline the process of regular, constructive self-examination and the support of others, with suggestions presented in the session
TUESDAY, OCT. 2 (CONTINUED)

2:45-3:45 pm

H05 Tackling the Complexities of Value-based Physician Compensation

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Financial Management

Advanced | Traditional

Stuart J. Schaff, CVA, FHFMA, senior manager, Veralon, Chicago

Balancing value and productivity incentives for compensation models that are mutually acceptable and beneficial for providers and practices can be difficult. This session will present field-tested principles for the effective design of next-generation compensation models that minimize pain while maximizing results and while keeping in mind the potential implications of MACRA/QPP. Attendees will find guidance in answering the difficult questions: How much incentive is enough? How should value be measured and incented? How should a new plan be implemented?

This session will provide you with the knowledge to:

• Assess step-by-step approaches to designing effective value-based compensation models
• Establish optimal quality and cost-effectiveness targets in incentive models
• Compare alternative incentive models using simulation testing to find necessary adjustments

H06 Not All Audits are Created Equally: Strategies for Scope and Selection

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations

Intermediate | Traditional

Jaci Kipreos, CPC, CPMA, CEMC, COC, CPCI, president and owner, Practice Integrity, Richmond, Va.

Auditing is really the only way to confirm if your coding and documentation is compliant. A proper audit begins with defining a scope that will address what is really needed beyond just stating, “It’s time for an audit.” Once the scope is defined, determining how best to make the selection of claims can be equally challenging. These two are by far the most important steps in the audit process. This session will explore real-life examples of making choices on scope and selection, the different types of audits and how each can affect the selection of the claims.

This session will provide you with the knowledge to:

• Interpret the scope of an audit through definition and selection
• Discover the intent and reasons for a particular type of audit
• Produce an audit plan that yields information on coding and documentation compliance
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<thead>
<tr>
<th>Time</th>
<th>Event Title</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:45-3:45 pm</td>
<td><strong>H07 The Physician’s Role in Population Health</strong></td>
<td>Available for ACMPE Credit: 1</td>
</tr>
<tr>
<td></td>
<td>Best Practice in Operations</td>
<td><strong>Interpret the three most common leadership mistakes when trying to engage physicians in population health programs</strong></td>
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<td><strong>Employ technology or services for a physician workflow that ensures adoption and compliance</strong></td>
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<td></td>
<td><strong>Produce a physician-friendly population health checklist for your vendors and staff</strong></td>
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</table>

**H08 Breaking Down Bias: Achieving Diversity and Inclusion**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership

Intermediate | Traditional

*Charlotte Flood, MS-HCA, CMPE, administrator, Department of Psychiatry and Behavioral Sciences, Tulsa, Okla.*

Most organizations understand the importance of diversity and inclusion, and leaders desire to ensure diverse, inclusive environments. Yet even with those positive intentions, patterns of bias and oppression often persist within organizations. This session will explore the understanding of our personal beliefs and feelings, how group dynamics affect organizations in the handling of diversity and inclusion, and how to match words with action. Attendees will leave with information on how to create cooperation, develop goals toward acceptance and be offered tools to monitor and measure success.

This session will provide you with the knowledge to:

- Interpret each individual and group paradox of diversity and inclusion exists
- Report why there exists a paradox of diversity and inclusion
- Apply goals and specific tools to eliminate the paradox of diversity and inclusion
TUESDAY, OCT. 2 (CONTINUED)

2:45-3:45 pm

H09 Who’s the Boss? Hospital Employment of Subspecialty Physicians

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Strategy and Planning
Intermediate | Traditional
Ross Swanson, RN, ND, MSN, CCRN-R, executive vice president, Corazon Inc., Pittsburgh

The “hopelessly intertwined” hospital-physician relationship is fraught with difficulty over competing incentives and volume concerns. Using the hospital service line administrator and specialty physician medical director dyad model as the foundational base for effective hospital-physician practice management is a very successful starting platform in physician employment. This session will also focus on the contrasting goals of both the hospital and the physician, and how to manage expectations related to each, as well as the knowledge and resources required so that hospitals and their newly acquired physician(s) remain aligned in strategies for patient growth, satisfaction and revenue enhancement.

This session will provide you with the knowledge to:

• Examine employment model goals from both the hospital administrator and specialist physician perspective
• Analyze the readiness or success of the specialty physician relationship using a practice acquisition gap assessment scoring tool
• Outline the cogent business and clinical case for the resources required to enhance the hospital-employed physician and/or physician practice

H10 Three Models of Change Management for Care Innovation

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Advanced | Traditional
Tina Maloney, MA, healthcare systems strategy consultant, Perennial Leadership, Seattle

The intersection of social determinants of health and the rising cost of care has come into focus. Healthcare organizations now have entire teams focused on community engagement and social responsibility. What would it take for practices to align leadership and professional development goals with key systemic changes in the world around us? This session will dive deeply and critically into that theory to broaden the participants’ thinking on what might be possible to innovate in this space. We will use end-of-life care, opioid addiction and cardiovascular disease models to test this theory. Each participant will leave with a personal and systemic plan of action.

This session will provide you with the knowledge to:

• Assess a presented theory of change and the systemic barriers and levers for creating an integrated point of view
• Establish a personal system view based on a relevant healthcare challenge, such as end-of-life care or cardiovascular disease
• Critique systemic challenges and levers that can be addressed to innovate in personal- or system-level leadership development
TUESDAY, OCT. 2 (CONTINUED)

2:45-3:45 pm

H11 Finding Revenue Hidden Across Workflows: Growing Collections for Every Payment Source

Available for ACMPE Credit: 1 | CEU Credit: 1

Financial Management

Intermediate | Traditional

Patti Peets, senior director, revenue cycle management, CareCloud, Miami

One of the fastest ways to grow is to focus on collecting money your practice has already earned. There’s revenue hiding across your workflows: 40% of practices don’t collect patient copays, and 88% don’t collect outstanding balances when a patient visits. In this session, attendees will learn revenue-building strategies across every payment source in your practice — from patient arrival technology to mobile payment apps and other new ways to ensure that your practice is collecting in a landscape increasingly driven by patient out-of-pocket costs.

This session will provide you with the knowledge to:

• Interpret key performance indicators for revenue opportunities across every practice workflow

• Use strategies and types of technology that improve patient collections at the time of service and first-pass resolution rates

• Apply strategies that improve both staff productivity and patient retention while increasing revenue.

3:45-4:00 pm

Networking break
TUESDAY, OCT. 2 (CONTINUED)
4:00-5:00 pm

CONCURRENT SESSIONS: I SERIES

FEATURED SESSION

I01 Ready, Aim, Fire: The Art and Science of Critical Decision-making
Available for ACMPE Credit: 1 | AACP Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Professional Development and Leadership
Intermediate | Traditional
Frank Cohen, MBB, MPA, director, analytics, Doctors Management LLC, Knoxville, Tenn.

Why do we make bad decisions? Contrary to popular belief, it is not always due to incompetence or lack of experience, but rather a flawed decision-making process. This session will delve into two areas: Why we make bad decisions and what techniques and behaviors guide us toward making good decisions. The session will examine how individuals make decisions and how organizational thinking influences the decision-making process. Attendees will receive a complete toolbox to apply critical thinking and decision-making techniques personally and within their organization.

This session will provide you with the knowledge to:
• Examine the individual decision-making process
• Analyze how groupthink can help and hinder your individual decision-making
• Compare tools and techniques to make better decisions informed by critical thinking

I02 An Alternative Pathway to Admission: The MGH/PHH Home Hospital Program
Available for ACMPE Credit: 1 | AACP Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Patient Centered Care
Intermediate | Traditional
Sara DeGregorio, MHA, senior director, population health, Massachusetts General Hospital, Boston
Dana Sheer, RN, MSN, ACNP, director, advanced clinical programs, Partners HealthCare at Home, Massachusetts General Hospital, Boston
Cindy Yu, MD, associate medical director, Home Hospital Program, Massachusetts General Hospital, Boston

Avoiding hospitalization via safe and effective care in alternative settings is a key component of population health. This session will explain how a Home Hospital program launched in April 2017 has saved hundreds of hospital bed days and prevented numerous 30-day readmissions. The speakers will describe the environment that prompted this intervention, outline the logistical challenges of implementing the program and share the vision for expansion, which culminated in the program becoming part of the emergency department’s standard workflow.

This session will provide you with the knowledge to:
• Analyze the necessary infrastructure and resources needed for a pilot Home Hospital program, as well as the logistical challenges
• Classify the role of the Alternative Pathways Navigator in determining appropriate patients for Home Hospital admission
• Examine how the direction of the Home Hospital aligns with improved performance in a value-based environment
TUESDAY, OCT. 2 (CONTINUED)

4:00-5:00 pm

103 Building The Clinician-Patient Connection: Communication Skills That Work

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Intermediate | Interactive

Sandra Reifsteck, RN, MS, Ed, FACMPE, master trainer, faculty emeritus, Institute for Health Care Communication, Champaign, Ill.

The benefits of effective communication between clinicians and their patients are far-reaching. Clinicians achieve greater diagnostic accuracy when patients are actively engaged in decision-making around their care. Patients adhere more to their therapeutic regimens and more satisfied with their care. Effective communication is the foundation for a strong and trusting relationship, which also contributes to provider job satisfaction and decreases the likelihood of malpractice litigation. This session will outline four key communication skills for the practice setting and how to approach training all staff to embrace better interpersonal skills in support of a culture of caring.

This session will provide you with the knowledge to:
• Breakdown the two essential tasks in biomedical skills and communication required in clinical care today
• Outline the four key communication skills for replication in your home practice setting
• Determine skill sets utilizing peer and coaching feedback

104 Lean Leadership: Effective Behaviors That Drive Results

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership
Basic | Traditional

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

The 50- or 60-hour workweek — where do all those hours go? Are they all focused on improving your practice or are they being spent on waiting, fixing repetitive errors or searching for people and papers? This session will show how a “waste walk” helps identify where all that time and energy goes and introduce strategies to reduce or eliminate those losses so there's more time for actual leadership day to day.

This session will provide you with the knowledge to:
• Describe Lean principles and types of time and resource waste
• Identify ways that Lean principles can be used in a “waste walk”
• Explain specific strategies for reducing and eliminating identified wasteful practices
TUESDAY, OCT. 2 (CONTINUED)

4:00-5:00 pm

I05 Tackling Fellowship – Topic Round Table

Available for ACMPE Credit: 1 | CEU Credit: 1

Professional Development and Leadership
Basic | Interactive

Paul Berkley, FACMPE, administrator, chief executive officer and president, Healthcare Associates in Medicine PC, Staten Island, N.Y.
Lee Ann Webster, MA, CPA, FACMPE, practice administrator, Pathology Associates of Alabama PC, Birmingham, Ala.

To establish oneself as a leader of the future, becoming a Fellow of the American College of Medical Practice Executives (ACMPE) is a clear pathway. Becoming a Fellow is to join a network of executives ready to establish a relationship built upon the ideas of the future. This session will help review the many topics you may have as a Fellowship submission, steer you in a direction most beneficial, and find a colleague for your Fellowship journey to ensure you are headed the right way.

This session will provide you with the knowledge to:

- Identify a relevant opportunity, topic, or challenge in medical practice leadership which requires a dynamic solution
- Review issues in your practice that may lead to a topic selection
- Summarize next steps and develop relationship with those who can assist

I06 Telemedicine: Coverage and Reimbursement Guidance

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Federal Laws, Regulations and Advocacy
Basic | Traditional

Tana Williams, provider outreach and education representative, Noridian Healthcare Solutions, Fargo, N.D.

The Centers for Medicare and Medicaid Services (CMS) are expanding telehealth services and reducing administrative burden for practitioners, opening the door for more providers to embrace technology and connect with patients in a new way. This session will define telehealth services and the different payers, as well as detail patient geographic concerns, eligible services, proper settings for telemedicine encounters and billing scenarios.

This session will provide you with the knowledge to:

- Identify patient geographic location and other appropriate data requirements for telehealth reimbursement eligibility
- List the telehealth services reimbursed by CMS
- Select effective telemedicine services to offer
TUESDAY, OCT. 2 (CONTINUED)

4:00-5:00 pm

**I07 Change Management for Practice Leaders: Models for Team Engagement, Success**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Basic | Interactive

*Elizabeth Jaggers, MBA, CPA, CPC, administrative director, University of Iowa Physician Group, University of Iowa Hospitals and Clinics, Coralville, Iowa*

*Todd Patterson, chief operating officer, Washington County Hospital and Clinics, Washington, Iowa*

Most healthcare organizations are experiencing significant change from internal and external influences. Change management tools may provide much-needed assistance for practice managers to steer their organizations in a new direction. This session will explore different models of change management and the individual behaviors necessary to implement change. Attendees will receive tips for helping teams through the process, with examples and best practices for change initiatives.

This session will provide you with the knowledge to:
- Identify a variety of change management models
- Review options to address the needs of individuals and the team amid an organizational change
- Interpret personal insight to help oneself and others adjust to change

**I08 Building Supply Chain Partnerships and Lowering Costs**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Basic | Traditional

*Herman Lovato, MBA, MSHA, director, supply chain, Centura Health Physician Group, Centennial, Colo.*

*Ruvini Schultz, MBA-HA, CNA, supervisor, supply chain, Centura Health Physician Group, Centennial, Colo.*

In the quest to lower cost in healthcare, medical group leaders who aren’t affiliated with hospital systems may be overlooking an area of opportunity: the supply chain. Evaluating your vendors and finding the right partners for equipment and third-party service agreements can help an organization consolidate its spending. This session will help attendees understand how to review contracts and vendor commitments, develop relationships with distributors, establish performance measures on contracts and pricing, and work with manufacturers, and understand the benefits of affiliate relationships and group pricing.

This session will provide you with the knowledge to:
- Describe the scope of the supply chain and your categorized operational spend
- Identify opportunities to reduce operational cost and build better relationships with vendors to alignment with strategy and goals
- Review data analytics for focus areas that will make the largest impact
I09 Should I Stay or Should I Go: EHR Optimization Decision-making

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Intermediate | Traditional
David N. Gans, MSHA, FACMPE, senior fellow industry affairs, MGMA, Englewood, Colo.
Marion Jenkins, PhD, FHIMSS, partner, Healthspaces, Denver

There is no single answer as to why your practice is unsatisfied with the EHR being used, but there are many examples to help decide whether to stick with your current technology or explore seeking out a new vendor. Examining what your organization needs out of this technology can turn a system from a frustrating cash drain into a strategic enabler. This session will show you how to leverage existing technology investments, deal with the hopelessly complex landscape of hundreds of vendor products, do more with less with your technology budget, and maximize the usefulness of technology systems. The session will also provide useful templates and methodologies for evaluating existing and proposed technology solutions, freeing decision-makers to focus internally on practice needs rather than externally on what vendors claim their solutions provide.

This session will provide you with the knowledge to:
- Outline the parameters necessary for a long-term information technology strategic plan and budget
- Survey options in evaluating, selecting and implementing new systems to avoid “technology sprawl”
- Calculate long-term technology needs via tools and checklists for a roadmap of potential technology improvements

I10 Scripting a Successful Card-on-file Program

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Financial Management
Intermediate | Traditional
Joe Clark, CMPE, chief executive officer, Sierra Pacific Orthopedics, Fresno, Calif.

Increasing health plan deductibles and patient financial responsibility is a reality that medical groups confront daily. Sierra Pacific Orthopedics addressed it through implementation of a card-on-file program. This session will outline staff training and education, staff scripting and coaching, along with role-playing activities performed to improve staff’s ability to stay on script. Research and data will be explained supporting patient behavior when paying their portion before and after their office visit. Attendees will receive examples of practice documents prepared for patients to aid in their understanding of this program, authorization documents, and examples of staff scripting documents to help guide the implementation of a card-on-file program.

This session will provide you with the knowledge to:
- Calculate the financial risks for practices due to increasing patient responsibility and higher deductibles
- Examine the importance of staff training and education prior to, during and after implementation of a card-on-file program
- Outline sample scripts for staff to use in managing a card-on-file program
TUESDAY, OCT. 2 (CONTINUED)

4:00-5:00 pm

I11 RCM: The Life of a Claim

Available for ACMPE Credit: 1 | CEU Credit: 1

Financial Management

Intermediate | Tradional

Samantha Meyer, director, revenue cycle management, Pulse Systems Inc., Kansas City, Mo.
Dar Griffeth, DC, senior vice president, RCMP Services, Pulse Systems Inc. Kansas City, Mo.

Busy practice administrators who outsource aspects of revenue cycle management (RCM) may lose sight of some processes that are key to getting a claim paid correctly the first time. Clean claims are key to accelerating your practice’s reimbursement and minimizing denials. This session will outline the full life cycle of a claim, from patient visit to payment received, and show how to develop and maintain policies that consistently result in properly documented and accurately submitted healthcare claims.

This session will provide you with the knowledge to:

- Produce procedures for entering patient demographics to ensure clean claim submission
- Solve key mistakes made that cause insurance denials
- Use optimized procedures for submitting claims and working denials to ensure no write-offs

5:00-5:15 pm

Passing break

I12 Balancing Patient-centric and Provider-engaging Cultures in Hospital Systems

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Professional Development and Leadership

Intermediate | Traditional

Reginald Knight, MD, MHA, vice president, medical affairs, Bassett Healthcare Network, Cooperstown, N.Y.

Finding a balance between the patient-centric and physician/clinician-centric work environment is crucial to developing a workplace that meets both the demands of today’s healthcare consumers and nurtures provider engagement. Developing improved congruence between the system, physicians and clinicians should be a primary goal for high-functioning organizations. This session will lay a groundwork for discussion of how to develop a just culture, as well as identify potential barriers to improved workplace environments (lack of trust, transparency or effective communication).

This session will provide you with the knowledge to:

- Examine the state of your organization’s primary customer prioritization
- Outline a strategy for cultural transformation in your organization utilizing balanced accountability and discussion of organizational congruence
- Distinguish where barriers exist to meaningful change in systematic communication surrounding issues of work-life balance
TUESDAY, OCT. 2 (CONTINUED)
5:15-6:15 pm

CONCURRENT SESSIONS – J SERIES

J01 Better Care Outcomes: Financial Performance in Clinically Integrated Networks

Available for ACMPE Credit: | AAPC Credit: | Core B, CPPM | ACHE Credit: | CME Credit: | CNE Credit: | CPE Credit: | CEU Credit: 1

Strategy and Planning

Basic | Interactive

Tim Gronniger, MPP, MHA, senior vice president, strategy and development, Caravan Health, Kansas City, Mo.
Anna Loengard, MD, chief medical officer, Caravan Health, Berkeley, Calif.

Building a clinically integrated network (CIN) can help hospitals, clinics and clinicians efficiently manage the health of their patient population and thrive under value-based payment models. The session will describe the benefits of developing a CIN to enhance coordination of care, create a partnership model with employed and independent physicians, define performance improvement initiatives to provide demonstrated value to the market, provide a platform for joint contracting to support care redesign and performance improvement, and negotiate with potential partners for risk-based contracts. The session will include an interactive SWOT analysis, a discussion of policy and legal requirements and challenges related to CIN development, as well as strategies to address those challenges.

This session will provide you with the knowledge to:
• Review the strengths, weaknesses, opportunities and threats related to developing a CIN
• Identify the basic components and structure of a CIN
• Describe a process with steps needed to establish an effective CIN

J02 MACRA+: Getting Arms Around Cost

Available for ACMPE Credit: | AAPC Credit: | All except CIRCC and CPMS | ACHE Credit: | CME Credit: | CNE Credit: | CPE Credit: | CEU Credit: 1

Financial Management

Intermediate | Traditional

Doral Jacobsen, MBA, FACMPE, chief executive officer, Prosper Beyond Inc., Asheville, N.C.
Aaron Cohen, principal, healthcare co-practice leader, Citrin Cooperman, White Plains, N.Y.

By 2019 cost will represent 30% of a practice’s MIPS score, and many clinicians involved in alternative payment models (i.e., CPC+) will be working to improve efficiency and reduce healthcare costs. This is an area in which most administrators and clinicians have very little experience in terms of understanding their total cost of care, let alone actively managing healthcare spend. This session will define total cost of care in terms relevant for all practices, including both per-capita and episode-based spending as defined in the Quality Payment Program (QPP) and utilized by other payers. The discussion will provide examples of data sets available to clinicians, including instructions on how to access and/or request such data. The focus will then turn to examples of how practices can interpret and utilize this data to begin to manage what is within their control from a cost perspective, with specialty-specific examples and applications for payer contracting, recruiting, network alignment, compensation and more.

This session will provide you with the knowledge to:
• Outline how to use the total cost of care, including how to obtain data
• Examine resources and strategies to manage healthcare costs
• Outline how to leverage total cost of care data by putting it to work in negotiations, compensation and recruiting
TUESDAY, OCT. 2 (CONTINUED)

5:15-6:15 pm

**J03 Stop the Stigma: Managing Mental Illness in the Workplace**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Professional Development and Leadership**

Intermediate | Traditional

Katie Fergus, CPA, CMPE, founder, chief financial officer and strategist, Finansynergy, Cumming, Iowa

As employers, medical group leaders must learn to manage employees who experience mental health issues. Recent estimates suggest more than 43 million adults in the United States have a mental illness. Traditional talent management case studies do not cover how to effectively manage a team with respect to team members who may have mental illness. Regardless of your employee makeup, you should provide staff a sense of security and trust. Policies, procedures and leadership behavior defines a business’ culture. This session will explore ways to provide a safe working environment for all staff, recognizing the prominence of mental illness in our society.

This session will provide you with the knowledge to:

- Produce training on policies and procedures related to maintaining a safe and supportive working environment for all employees
- Discover wellness and health benefits that address employee physical, mental and emotional health needs
- Modify a culture to communicate, motivate and promote team members affected by mental illness

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**J04 The Quest for Interoperability: Bridging the Digital Divide**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

**Best in Practice Operations**

Intermediate | Traditional

Niko Skievaski, MA, president, Redox, Madison, Wis.

Despite the prevalence of digital transformation in healthcare, there continues to be a lack of shared infrastructure across the industry. As health systems adopt new technologies, application interoperability will be paramount to their success and progress. This session will provide an overview of these challenges and discuss the infrastructure required to support digital integration for today and beyond.

This session will provide you with the knowledge to:

- Analyze the factors that led to the lack of shared infrastructure in healthcare today
- Point out why EHR vendors aren't completely at fault
- Outline a framework for evaluating the current interoperability strategies on the market and demonstrate when they would be appropriate
TUESDAY, OCT. 2 (CONTINUED)

5:15-6:15 pm

**J05 Sixty Seconds to Opioid Best Practices**

Available for ACMPE Credit: 1 | CEU Credit: 1

**Best in Practice Operations**

Basic | Traditional

**Rob Valuck, PhD, RPh, FNAP, co-founder and chief executive officer, OpiSafe.com, Denver**

The use of opioids for managing pain has grown increasingly complex, with the attention being given to the opioid overdose epidemic in the United States. New laws, regulations, guidelines, and changes in payment systems are creating challenges for practices to comply with legal requirements and achieve meaningful use and other incentives. Health information technology systems are emerging to help practices achieve efficient, effective, best practice care for their opioid patients. A case study will be used to share how seamless, integrated solutions can be deployed to manage opioid patients according to best practices and do so without interrupting workflow.

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

- Summarize the scope and impact of the opioid crisis in the United States
- Recognize trends in laws, regulations, guidelines and payment systems that affect opioid prescribing
- Identify at least two technological solutions for achieving best practice based opioid prescribing and patient care management

7:00-9:30 pm

**ACMPE Fellows dinner**

The Fellows Dinner is a private event, by invitation only, for ACMPE Fellows, distinguished 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. Ticketed event; preregistration required.
## CONFERENCE SCHEDULE

### WEDNESDAY, OCT. 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:00-8:00 am</td>
<td>Continental breakfast</td>
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<tr>
<td>7:00 am-12:15 pm</td>
<td>Conference registration open</td>
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<tr>
<td>7:30-8:00 am</td>
<td>MGMA Business Meeting</td>
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<tr>
<td>7:30 am-12:00 pm</td>
<td>MGMA 1:1 Consultations (location tbd)</td>
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<td>8:00-8:15 am</td>
<td>Passing break</td>
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<tr>
<td>8:15-9:15 am</td>
<td>Concurrent sessions – K Series</td>
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<tr>
<td>8:15 am-12:00 pm</td>
<td>Anesthesia Specialty Block</td>
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<td>Pediatrics Specialty Block</td>
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<td>Family Medicine Specialty Block</td>
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<td>OB/GYN Specialty Block</td>
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<td>Gastroenterology Specialty Block</td>
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<td>Orthopedics Specialty Block</td>
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<tr>
<td>9:30 am-12:00 pm</td>
<td>Concurrent sessions – Extended L Series</td>
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<td>11:00 am-12:00 pm</td>
<td>Concurrent sessions – M Series</td>
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**7:00-8:00 am**

- Continental breakfast

**7:00 am-12:15 pm**

- Conference registration open

**7:30-8:00 am**

- MGMA Business Meeting

**8:00-8:15 am**

- Passing break

**8:15-9:15 am**

- Concurrent sessions – K Series
  - Anesthesia Specialty Block
  - Pediatrics Specialty Block
  - Family Medicine Specialty Block
  - OB/GYN Specialty Block
  - Gastroenterology Specialty Block
  - Orthopedics Specialty Block

**9:30 am-12:00 pm**

- Concurrent sessions – Extended L Series

**11:00 am-12:00 pm**

- Concurrent sessions – M Series

**7:30 am-12:00 pm**

- MGMA 1:1 consultations (location tbd)

**8:00-8:15 am**

- Passing break

**8:15 am-12:00 pm**

- Specialty content
  - Explore interactive deep dives into specialty content, developed by practice administrators for peer-to-peer learning.
WEDNESDAY, OCT. 3 (CONTINUED)
8:15-9:15 am

CONCURRENT SESSIONS – K SERIES

K01 Centralizing Revenue Cycle Operations in an Academic Medical Practice
Available for ACMPE Credit: 1 | Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Best Practice in Operations
Basic | Traditional
Joyce Dupee, MHA, CPC, director, billing and coding, Yale School of Medicine, Yale University, New Haven, Conn.
Sally Thibodeau, director, business office operations, Yale Medicine, West Haven, Conn.

Decentralized, siloed approaches to familiar revenue cycle operations can lead to inconsistencies in processes, communication, training, reporting standards and productivity. Medical practices need consistent performance in areas such as patient registration, pre-authorization, pre-estimation, coding and billing. This session will outline how Yale Medicine worked on process improvement and engaged staff to identify redundancies, workflow gaps and opportunities to optimize efforts and productivity.

This session will provide you with the knowledge to:
• Identify the need for process improvement and centralization within a function, enlisting clinical department support and participation based on ongoing successes
• Define current processes, and develop and document updated workflows to ensure accuracy and consistency in effort, providing staff with the tools that they need
• Identify ongoing success and process improvement through metrics and data

K02 MGMA Health IT Policy Update
Available for ACMPE Credit: 1 | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1*
*AAPC credit is not available for this session.

Government Affairs
Basic | Traditional
Robert Tennant, MA, director, health information technology, Government Affairs, MGMA, Washington, D.C.

This presentation will provide up-to-date and timely information on critical health information technology (HIT) issues coming from Congress, federal regulatory agencies and the private sector. Topics for the session include opportunities for administrative simplification and revenue cycle automation, EHRs, interoperability and cybersecurity. Attendees will learn how these important HIT issues will impact their medical group and determine how best to implement or address them in their organization. Additionally, attendees will learn what educational and implementation resources are available from MGMA, the federal government and other sources.

This session will provide you with the knowledge to:
• Recognize critical HIT initiatives
• Identify how the latest legislative, regulatory and private sector initiatives will impact your medical group
• Describe additional resources available to assist you
WEDNESDAY, OCT. 3 (CONTINUED)

9:30-10:45 am

CONCURRENT SESSIONS – EXTENDED L SERIES

L07 Interpossibilities: The Next Generation of EHRs

Available for ACMPE Credit: 1.25 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1.25 | CME Credit: 1.25 | CNE Credit: 1.2 | CPE Credit: 1.5 | CEU Credit: 1.25

Best in Practice Operations

Intermediate | Traditional

Allen L. Gee, MD, PhD, FAAN, owner, director, Frontier NeuroHealth, Jackson Hole Technology Partners, Healthcare Initiative, Cody, Wyo.

Joy Somogyi, director, network services, athenahealth, Watertown, Mass.

Robert Van Tuyl, chief innovation officer, Easter Seals Bay Area, Walnut Creek, Calif.

In order to move the needle on data access in the healthcare industry, we must leap beyond interoperability toward a new world of data liquidity. It’s time for organizations to shift from a dependency on a single system of record to a patient-centric approach that encourages open data exchange and collaboration across organizational bounds. This session brings together leaders who have challenged the status quo, spearheading efforts to innovate utilizing open APIs and data sharing across the healthcare ecosystem.

This session will provide you with the knowledge to:

• Examine the fundamental components of EHRs and how data exchange in today’s world is instrumental in improving care and trimming costs
• Outline examples of how to make data more useful/consumable to providers and organizations while giving patients a greater role in their care
• Differentiate between the latest “buzzwords” and valuable technology ventures worth adopting

9:30 am-12:00 pm

L08-E E&M Gray Areas: Getting Providers, Coders, and Auditors All on the Same Page

Available for ACMPE Credit: 2.25 | AAPC Credit: 2.5 All except CASCC and CIRCC | ACHE Credit: 2.25 | CME Credit: 2.25 | CNE Credit: 2.2 | CPE Credit: 2.70 | CEU Credit: 2.25

Financial Management

Intermediate | Extended Session


Cristy Good, MPH, MBA, CPC, content advisor, MGMA, Englewood, Colo.

E&M codes contain more than 50 elements that must be evaluated, documented and assessed to code correctly. To make matters worse, seemingly benign terms such as severity, location, duration, timing and context can stir up a ton of controversy. This session will offer concrete approaches for navigating tricky and ambiguous areas, including medical necessity, incident-to rules, time-based documentation, locum tenens, and more. This interactive, 2.5-hour session will help bring clarity to these and other thorny aspects of leveling E&M codes.

This session will provide you with the knowledge to:

• Interpret requirements for leveling E&M codes in your practice
• Produce practice standards for your compliance plan
• Employ guidelines for providers, coders, and auditors
WEDNESDAY, OCT. 3 (CONTINUED)
11:00 am-12:00 pm

CONCURRENT SESSIONS – M SERIES
M06 Optimizing Performance and Compliance Through Fair Physician Scheduling
Available for ACMPE Credit: 1 | CEU Credit: 1

Best in Practice Operations
Basic | Traditional

Matt Florack, product line manager, momentum scheduling, Bio-Optronics, Rochester, N.Y.

Examine the real-world impact of intelligent scheduling technologies on health care practices with a multitude of roles to enhance quality, efficiency and performance of the practice. Case studies from Lakewood Health, SLU Care Anesthesiology, and Sands-Constellation Heart Institute (SCHI) will provide insight into automated scheduling incorporating practice requirements, employee credentials and contractual obligations into an algorithm designed to create fair & equitable schedules, minimize waste, and prevent burnout.

Extended use of the techniques has resulted in fewer "short staffed" situations, better case management and more equitable allocation of shifts and responsibilities. Practices also exhibit fewer compliance risks related to improper scheduling. Enhanced productivity and equity from the resulting schedules also increased physician satisfaction and reduced burnout, which directly impacts quality of care. Health care practices adopting automated scheduling are benefitting from the better management of the complexities associated with scheduling physicians and staff.

This session will provide you with the knowledge to:

- Describe how intelligent physician scheduling can positively impact the operational performance of medical groups
- Explain the impacts of intelligent, automated scheduling to non-operational issues in medical groups that also impact performance, including employee satisfaction, physician burnout and more
- Review one's current scheduling situation and compare current performance to presentation examples in order to identify potential areas of improvement
WEDNESDAY, OCT. 3 (CONTINUED)

ANESTHESIA SPECIALTY BLOCK
8:15 am-12:00 pm

Specialty content
Explore interactive deep dives into specialty content, developed by practice administrators for peer-to-peer learning.

8:15-9:15 am
Anesthesia Block A
K03 Playing Nicely in the Sandbox: Human Resource Challenges in an Anesthesia Practice
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Anesthesiology
Intermediate | Traditional

Genie G. Blough, MBA, FACMPE, principal, G. Blough Associates LLC, Mobile, Ala.
Shena J. Scott, MBA, FACMPE, president and chief executive officer, Scott Healthcare Consulting Inc., Melbourne, Fla.

Anesthesia practices face many obstacles to maintaining a happy, healthy provider workforce: integrating different provider types and generational differences, and equitably addressing the varying priorities of an increasingly diverse workforce. Pressures to expand coverage hours, provide locations inside and outside the OR and improve efficiency can lead to exhaustion, unhappiness, burnout, disruptive behavior and even impairment.

Practice leaders need to develop proactive policies to improve job satisfaction and prevent burnout, recognizing the warning signs of burnout and alleviating the pressure before it erupts into something worse. This session will help attendees understand how flexibility, nurturing and a solid leadership team help overcome these common HR challenges.
WEDNESDAY, OCT. 3 (CONTINUED)

9:30-10:45 am
Anesthesia Block B
L01 Surviving a Merger
Available for ACMPE Credit: 1.25 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1.25 | CME Credit: 1.25 | CNE Credit: 1.2 | CPE Credit: 1.5 | CEU Credit: 1.25
Specialty: Anesthesiology
Intermediate | Traditional
Steve Comess, MHSA, executive director, United Anesthesia Services PC, Plymouth Meeting, Pa.
John Friedel, MBA, CMPE, chief operating officer, Premier Anesthesia LLC, Alpharetta, Ga.
Will Latham, MBA, president, Latham Consulting Group, Chattanooga, Tenn.

Many anesthesia practices see safety in numbers amid a challenging climate for the industry. Deciding the best way to grow your group and its footprint is a challenge requiring considerable time and energy. This session will include two case studies of attempted expansion — the decision process, the trials and tribulations of forming a deal and the benefits realized through the process. Practice leaders will hear how to proactively address changes in a merger to ensure the best outcomes.

This session will provide you with the knowledge to:
• Discover the factors groups should consider in expanding their footprints
• Interpret the nuts and bolts of the merger and acquisition process
• Produce an action plan for yourself during the transition

11:00 am-12:00 pm
Anesthesia Block C
M01 Measuring Success in an Anesthesia Practice
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A and CANPC | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Specialty: Anesthesiology
Intermediate | Traditional
Laura Tarlow, MBA, CMPE, executive director, Anesthesia Consultants of New Jersey LLC, Somerset, N.J.
Joe Laden, vice president, client management, AdvantEdge Healthcare Solutions, Warren, N.J.

With financial pressures mounting, anesthesia practices continue to look for cost reduction strategies, including outsourcing their revenue cycle management (RCM) and components of their back-office management. Understanding the why goes a long way to determining how to transition to an external billing company. Co-management of the RCM is one way to protect the key goals established by your governing board. Whether outsourcing or billing in-house, developing key metrics will ensure that everyone stays on track for success. This session will explore the types and sources of benchmarks, metrics and key performance indicators (KPIs) that can be used. You will also learn to construct dashboards to monitor the billing and operational performance of your anesthesiology practice, including RCM monitoring, OR utilization, staffing and quality metrics.

This session will provide you with the knowledge to:
• Distinguish considerations for evaluating RCM options
• Calculate performance metrics for key leadership and operational areas
• Analyze your practice’s performance via an RCM evaluation checklist and KPI anesthesia dashboard
WEDNESDAY, OCT. 3 (CONTINUED)

PEDIATRICS SPECIALTY BLOCK

8:15-9:15 am

Pediatrics Block A

K04 Implementing Transition to Adult Care

Available for ACMPE Credit: 1 | AAPP Credit: 1 Core A | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Pediatrics

Intermediate | Traditional

Cheryl Arnold, MHSA, FACMPE, clinic administrator, Central Arkansas Pediatric Clinic, Benton, Ark.

Preparing your pediatric patients to move to adult care can be complicated, especially for patients with special healthcare needs. Learn the key indicators and deciding factors when creating a transition to an adult care plan in your practice. This session will include a review of methodologies for implementing a transition of care plan.

This session will provide you with the knowledge to:

• Interpret key indicators and deciding factors in creating a transition to adult care plan in your practice
• Use various methodologies to consider when to implement a transition to adult care plan
• Operate an adult transition of care program from implementation through maintenance

9:30-10:45 am

Pediatrics Block B

L02 Integrating Behavioral Health in Pediatrics

Available for ACMPE Credit: 1.25 | AAPP Credit: 1 Core A and CPEDC | ACHE Credit: 1.25 | CME Credit: 1.25 | CNE Credit: 1.2 | CPE Credit: 1.5 | CEU Credit: 1.25

Specialty: Pediatrics

Intermediate | Interactive

Rebekah Phillips, RN, BSN, MBA, FACMPE, practice administrator, Pediatrics 5280, Centennial, Colo.


Michelle DuJardin, JD, FACMPE, senior administrator, IBSP and CBDI, Johns Hopkins All Children’s Hospital, St. Petersburg, Fla.

D’Ann Voss, administrative manager, pediatrics, Michigan Medicine, Ann Arbor, Mich.

This panel session will give attendees insights from three administrators with varying perspectives on their experiences with integrated behavioral health implementation for pediatric practices. This high-level look will be followed by an open discussion forum for attendees to gain further detail into this integration.

This session will provide you with the knowledge to:

• Compare varying approaches for private and academic practice integration of behavioral health for pediatrics
• Analyze the key considerations when recruiting and hiring a behavioral health provider
• Breakdown the operational considerations when implementing integrated behavioral health
### WEDNESDAY, OCT. 3 (CONTINUED)

**Pediatrics Block C**

**M02 Emergency Preparedness**

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**Specialty:** Pediatrics  
**Intermediate | Traditional**

David N. Gans, MSHA, FACMPE, senior fellow industry affairs, MGMA, Englewood, Colo.  
Erin Hamilton-Mullin, JD, MHA, academic program manager, Johns Hopkins Children's Hospital, St. Petersburg, Fla.

All healthcare organizations must be ready to respond when emergencies happen, but pediatric practices have particular concerns for ensuring safety in preparing for and responding to medical emergencies, extreme weather and even violence in the practice, including active shooters. This session will provide you with the knowledge to:

- Discover key factors in creating an emergency preparedness plan
- Complete a review of your practice's policies and procedures for responding to emergency situations, including medical emergencies, weather-related emergencies and safety-related emergencies
- Apply best practices for staff training and practicing with simulated emergency drills

### FAMILY MEDICINE SPECIALTY BLOCK

**8:15-9:15 am**

**Family Medicine Block A**

**K05 Transformational Thinking to Boost Your Practice Culture**

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**Specialty:** Family Medicine  
**Intermediate | Interactive**

Deb Wiggs, FACMPE, transformationalist, V2V Management Solutions, Lewiston, Idaho

To thrive as a transformationist is more than just filling a seat on the bus — even if it IS the driver’s seat. It takes a commitment to your care delivery culture. This session will explore the leadership skills that can significantly influence culture at your organization, including focusing on assessing where your practice is and where you want it to go through truth and honesty with your physicians, other providers and staff. This session will provide you with the knowledge to:

- Sketch your practice's current cultural state
- Interpret input from providers and staff for use in transformation strategies
- Demonstrate the leadership skills necessary for fundamental changes in your practice
WEDNESDAY, OCT. 3 (CONTINUED)

9:30-11:00 am

Family Medicine Block B

L03 Mastering Chronic Care Management with the Data to Back It Up

Available for ACMPE Credit: 1.5 l AAPC Credit: 1.5 Core B, CPPM l ACHE Credit: 1.5 l CME Credit: 1.5 l CNE Credit: 1.5 l CPE Credit: 1.8 l CEU Credit: 1.5

Specialty: Family Medicine

Intermediate l Interactive

Cheryl Mongillo, MBA, office director, Family Medicine at Greenhill, Wilmington, Del.

Taya Moheiser, CMOM, CMPE, owner, ITS Healthcare, LLC, H3C LLC, Omaha, Neb.

Chronic conditions make up a substantial amount of our nation’s health expenditure, and practices need to arm themselves with strategies to effectively treat them while being sustainably reimbursed for this case. This session will explore the how and why of chronic care management (CCM) and explore national performance and outcome data regarding Medicare-based care coordination programs, as well as clinic revenue opportunities, implementation strategies and real practice success stories.

This session will provide you with the knowledge to:

• Compare national performance rates, outcome data and trends on patient improvement related to CCM
• Examine the billing codes and requirements for a successful CCM program
• Distinguish applicable implementation processes for CCM in your practice

11:10 am-12:00 pm

Family Medicine Block C

M03 Innovative Care Delivery: Addressing Access and Avoidable ED Visits

Available for ACMPE Credit: .8 l AAPC Credit: 1 Core A and CEDC | ACHE Credit: .8 l CME Credit: .8 l CNE Credit: .8 l CPE Credit: 1 l CEU Credit: .8

Specialty: Family Medicine

Intermediate l Interactive

Cynthia Edwards-Tuttle, MSN, APRN, FNP-BC, FAANP, vice president, ProMedica Physician Group, Toledo, Ohio

Provider shortages in primary care and specialties nationwide contribute to limited access and avoidable emergency department visits, which often cause cost increases and lower quality of care. This session will look at how understanding patient populations can assist in developing strategies to maximize office hours, provider utilization, nurse visits, telehealth services and urgent care facilities.

This session will provide you with the knowledge to:

• Examine your practice’s need for expanded access for patient visits and care delivery
• Outline staffing strategies for nontraditional office hours and care delivery methods that can boost patient access
• Experiment with new and innovative care delivery methods in your practice
WEDNESDAY, OCT. 3 (CONTINUED)

OB/GYN SPECIALTY BLOCK

8:15-9:15 am
OB/GYN Block A
K06 From Paper to Pixel: Cutting-edge Digital Marketing Solutions
Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1
Specialty: OB/GYN
Intermediate | Traditional
Kathy Gaughran, senior marketing manager, HealthCareSuccess, Irvine, Calif.

The customer experience is king and healthcare consumer expectations are high. They are looking for a dynamic experience and want choice, information and interaction. Learn about the critical steps in identifying, reaching and retaining your patient base, market segmentation and distribution and getting your services to the right place at the right time with cutting-edge digital marketing solutions.

This session will provide you with the knowledge to:

• Discover insights on healthcare’s competitive landscape, patient needs, pain points and media consumption
• Report analytics on how patients search for providers in your service area
• Interpret data for use in marketing strategies for your practice

9:30-10:45 am
OB/GYN Block B
L04 Make Your Group a Doctor Magnet
Available for ACMPE Credit: 1.25 | AAPC Credit: 1.5 Core B, CPPM | ACHE Credit: 1.25 | CME Credit: 1.25 | CNE Credit: 1.2 | CPE Credit: 1.5 | CEU Credit: 1.25
Specialty: OB/GYN
Intermediate | Traditional
Kurt Mosley, vice president, strategist alliances, MGHA Group, Irving, Texas

The workforce in obstetrics/gynecology continues to evolve with the overall healthcare industry. Supply and demand for specialty providers has significant effects on compensation expectations, recruiting incentives, cultural issues across generations and strategies for provider engagement and retentions. This session will explore these topics so you can effectively manage these issues for greater productivity and success in your practice.

This session will provide you with the knowledge to:

• Analyze trends in physician supply and demand for OB/GYN and the broader healthcare industry
• Calculate specific compensation for specialty providers, including signing bonuses
• Survey your practice for productivity patterns, generational/cultural issues and provider engagement opportunities
**CONFERENCE SCHEDULE**

**WEDNESDAY, OCT. 3 (CONTINUED)**

11:00 am-12:00 pm

**OB/GYN Block C**

**M04 Mastering Cost Reductions Without Sacrificing Quality**

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: OB/GYN

Intermediate | Traditional

Bill Hambsh, CPA, CMPE, chief executive officer, North Florida Women’s Care, Tallahassee, Fla.

Allison Raffaele, MM, practice administrator, Audubon Women’s Medical Associates, Williamsville, N.Y.

Molly Lacy, MBA, RN, CMPE, practice administrator, OB-GYN PC, Kalamazoo, Mich.

The U.S. healthcare system is the most expensive in the world and is projected to continue to grow. In an attempt to slow or reduce this continuing growth in costs, reimbursement from payers is declining, making it more difficult for physician practices to have a positive margin. Cost reduction is essential to ensure viability of practices. This session will explore cost reduction measures initiated by your colleagues that have proved to be successful.

This session will provide you with the knowledge to:

- Outline techniques for cost reduction in OB/GYN practices
- Analyze how to best implement and engage staff and providers in cost reductions
- Examine a system to capture cost savings that can be shared within the OB/GYN practice

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**GASTROENTEROLOGY SPECIALTY BLOCK**

8:15-9:15 am

**Gastroenterology Block A**

**K07 Documenting and Coding for Risk: HCCs and MIPS**

Available for ACMPE Credit: 1 | AAPC Credit: 1 All except CIRCC and CPMS | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Gastroenterology

Intermediate | Traditional

Stacey Torurica, CPC, CPMA, CRC, Fellow, chief executive officer, owner, Stalking Horse LLC, Spring Hill, Fla.

Nick Sisto, CPA, chief financial officer, Stalking Horse LLC, Spring Hill, Fla.

The quest to control costs in healthcare through government payment programs such as MIPS has made Hierarchical Condition Categories (HCCs) as important as ever in the shift to value-based care. This session will explore the role of HCCs in the risk adjustment of patients and the outpatient clinical documentation guidelines necessary to succeed under MIPS.

This session will provide you with the knowledge to:

- Examine outpatient clinical documentation guidelines for GI practices using MEAT (Monitoring, Evaluation, Assess/Address, Treatment)
- Breakdown how risk adjustment is used in relation to Hierarchical Condition Categories (HCCs)
- Analyze how HCCs are pertinent within a GI practice under MIPS and other value-based programs
WEDNESDAY, OCT. 3 (CONTINUED)

9:30-10:45 am

Gastroenterology Block B

L05 What’s Your Worth? Preparing a GI Practice for Maximum Valuation

Available for ACMPE Credit: 1.25 | AAPC Credit: 1.5 Core A | ACHE Credit: 1.25 | CME Credit: 1.25 | CNE Credit: 1.2 | CPE Credit: 1.5 | CEU Credit: 1.25

Specialty: Gastroenterology
Intermediate | Traditional
Karen Mosteller, CPA, CHBC, consulting partner, Markham Norton Mosteller Wright and Co., Fort Myers, Fla.

As acquisitions of physician practices continue across multiple areas of care delivery, it’s as important as ever for practice leaders in gastroenterology to have a solid handle on the many elements that contribute to a strong valuation that healthcare buyers want to see. This session will explore the steps needed to prepare for the valuation process to achieve maximum valuations.

This session will provide you with the knowledge to:

• Report on elements of your practice that contribute to valuation
• Produce strategic plans that contribute to an improved practice valuation
• Apply proven techniques to improve your practice’s EBITDA

11:00 am-12:00 pm

Gastroenterology Block C

M05 Private Equity Interest in GI Practices: From Mergers and Acquisitions to Demergers

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core B, CPPM | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Gastroenterology
Intermediate | Traditional
Gary Herschman, JD, Epstein Becker and Green PC, Newark, N.J.
Eric Major, vice president, Provident Healthcare Partners, Boston

Mergers and acquisition (M&A) activity has spiked in recent years, and gastroenterology practices have been a frequent target for private equity firm investment. This session will look at the pros and cons of partnering with a private equity firm as part of a strategic M&A move to sustain and grow your practice, as well as the rising number of demergers to unwind previous M&A deals.

This session will provide you with the knowledge to:

• Differentiate the different trends in mergers and acquisitions in healthcare today
• Outline the role of private equity firms in M&A transactions
• Breakdown the factors prompting demergers and the unwinding of M&A deals in healthcare
WEDNESDAY, OCT. 3 (CONTINUED)

ORTHOPEDICS SPECIALTY BLOCK

8:15-9:15 am
Orthopedic Block A
K08 Strategic Options for Orthopedic Groups

Available for ACMPE Credit: 1 | AAPC Credit: 1 Core A and COSC | ACHE Credit: 1 | CME Credit: 1 | CNE Credit: 1 | CPE Credit: 1.2 | CEU Credit: 1

Specialty: Orthopedics
Intermediate | Traditional

Gary Herschman, JD, Epstein Becker and Green PC, Newark, N.J.
Robert Aprill, associate, Provident Healthcare Partners, Boston

Shifting reimbursement from increased value-based payments and risk programs and enhanced focus on quality care has played a big part in the substantial consolidation across American healthcare. The unique position that orthopedic groups are in amid this industry change means practice leaders need to consider their strategic options when larger, well-capitalized organizations come calling amid this increase in acquisitions. This session will explore how orthopedic groups can position themselves for profitability and growth as the industry transformation deepens.

This session provides you with the knowledge to:

• Examine trends in the healthcare industry regarding acquisitions and mergers for orthopedic groups
• Breakdown how consolidation can affect the strategic planning for your practice
• Analyze various models for pursuing strategic transactions for orthopedic groups

9:30 am-12:00 pm
Orthopedic Block B
L06-E Better Dashboards, Better Decisions: Revenue Cycle Management for Orthopedic Practices

Available for ACMPE Credit: 2.25 | AAPC Credit: 2.5 Core B, CPPM | ACHE Credit: 2.25 | CME Credit: 2.25 | CNE Credit: 2.2 | CPE Credit: 2.7 | CEU Credit: 2.25

Specialty: Orthopedics
Intermediate | Traditional

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

Data access within the healthcare industry will remain a problem until we move beyond interoperability toward a new world of data liquidity. It’s past time for organizations to shift from a dependency on a single system of record to a patient-centric approach that encourages open data exchange and collaboration across organizational bounds. This forward-thinking session brings together leaders who have challenged the status quo and spearheaded innovation by utilizing open APIs and data sharing across the healthcare ecosystem.

This session will provide you with the knowledge to:

• Compare examples of practice-changing dashboards for orthopedic practices nationwide
• Experiment with new ways to drive change in your organization via timely, relevant data
• Outline to peers how to build better practice dashboards for your specific organization
NOT ALL PROBLEMS ARE BEST SOLVED IN A CONFERENCE ROOM

No matter where you are in The Annual Conference Exhibit Hall, you’re sure to bump into top industry professionals, current contacts, new business partners and cutting-edge medical group practice technologies from top EHR leaders, practice management system experts, human resource professionals and much more. With more than 250 companies filling the floor, we put together this must-see list on how to tackle your MGMA18 Exhibit Hall experience.

EXHIBIT HALL HOURS

- Sunday, Sept. 30: 5:00-7:00 pm
- Monday, Oct. 1: 10:00 am-5:30 pm
- Tuesday, Oct. 2: 9:00 am-1:30 pm

Plan now and put tools in place to help you manage your time on the Exhibit Hall floor. With a growing list of exhibitors signing on daily, be sure to check back for the expanding MGMA18 | The Annual Conference Current Exhibitor List.

NEW THIS YEAR!

Grab your copy of the official Exhibit Hall Guide printed on-site to receive the most up-to-date Exhibit Hall map, company descriptions and product category listings so you can navigate the floor with ease.

The Exhibit Hall Guide will also contain valuable information such as show booth specials, Trail Map prize game and a listing of all the exhibitors with drink tickets for the taking! Keep this guide with you on-site, then take it home with you as a critical vendor resource to use throughout the year.

Note: Attendees are required to wear a badge to enter the Exhibit Hall floor.

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
- Staffing and Productivity
- Healthcare IT/Revenue Cycle/Billing/Collection groups

You will also have the opportunity to double your winnings by visiting the Product Sneak Peek and collecting your bonus signature on the Trail Map. Your completed Trail Map could be worth $2,000!

MATCH, MINGLE AND WIN!

Back by popular demand — only this time the game lasts longer! This year you can earn tickets ANYTIME the Exhibit Hall is open. Match up with exhibitors wearing game buttons. Mingle to learn about their solutions and collect a prize ticket at each stop.

WIN! Stop by the Prize Store on Monday or Tuesday to turn in your tickets and choose your MGMA prizes and swag, like tech gadgets, handy travel tools, awesome bags, and even some high-end electronics.

PUBLICATION BINS

The publication bins will have the latest issues of these must-read healthcare magazines:

- MGMA Connection
- Modern Healthcare
- Health Data Management
- Medical Economics
THANK YOU TO OUR VOLUNTEERS

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

VOLUNTEERS

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