

Practice. Focus.

Be Informed. Get Connected.

VOLUME 16, ISSUE 2
SUMMER 2019
WWW.MiMGMA.ORG

Save the Date!



MiMGMA'S FALL CONFERENCE

Monday, September 30 & Tuesday, October 1
Mission Point Resort, Mackinac Island, Michigan

Build Relationships.....	3
Fall Conference, Mackinac Island.....	4
Things to do on Mackinac Island	5
It's a Wrap!	6
Thank You	6
Get Engaged!	7
Get Certified!	7
MiMGMA Announces Partnership with University of Detroit Mercy HIM Program ...	8

Administrator of the Year	9
MiMGMA's Mentorship Program	9
Third Party Payer Day	9
Topics of Conversation in Lansing	10
Membership Structure Change	11
Are you taking advantage of your membership resources?.....	11
Member Services Update	12
Welcome New Members!.....	12

The Embezzlement Epidemic	13
National MGMA Needs Your Feedback	14
The Paradoxical Commandments	15





Practice Focus

Practice Focus is published four times per year by the Michigan Medical Group Association (MiMGMA).

Articles or portions of articles may not be copied without the consent of MiMGMA. To obtain consent please email INFO@MIMGMA.ORG.

Articles published in Practice Focus contain the expressed opinions and experiences of the authors and do not necessarily represent the official position of MiMGMA. The content of this newsletter is for informational purposes only and is not intended to replace professional or legal advice.

Career Opportunities

Michigan MGMA has a career center on our website WWW.MIMGMA.ORG

Call To Authors

MiMGMA welcomes the submission of articles for publication in Practice Focus. Submit article proposals to Debra O'Shea at INFO@MIMGMA.ORG

Advertising

MiMGMA offers advertising space to our supporters and industry suppliers. Contact Debra O'Shea at INFO@MIMGMA.ORG for details.

Newsletter Editors

Patty Povilunas, CMPE
Debra O'Shea, CMPE

MiMGMA

Debra G. O'Shea, MBA, CMPE
Executive Director
INFO@MIMGMA.ORG
800-314-7602
P.O. Box 205
Jackson, MO 63755

Executive Director

Debra G. O'Shea, MBA, CMPE
Epoxy Healthcare

Nominee & President

Kim Parker
Office Manager, Lisa L. Guyot, MD, PhD, PC

President Elect & Program Committee Chair

Susan Lupo, MPA
Operations Manager, Vision Care Associates

1st Vice President & Member Services Chair

Kenneth Rates, MHSA, MBA
Administrative Manager, University of Michigan Department of Urology

Treasurer

Laura Mrozinski, CPA, CGMA, FACMPE
Controller, Paragon Health, PC

Secretary

Patty Povulinas, CMPE
Administrator, Northpointe OB/GYN, PC

Immediate Past President

Malissa Becksvoort, MHA, CMPE
Director of Operations, Primary Health Spectrum Health Medical Group

Nominee & Legislative Liaison

Diane Bristol

ACMPE Forum Representative

Robert Karam, BSM, BSN, MA, FACMPE
Administrator, Paragon Health, PC

Affiliated Business Partner Chair

Ian Richardson
President, Doberman Technologies

Communications/Social Media Chair

Open

Reimbursement Chair

Sandy Sprague, FACMPE
General Manager, Great Lakes Eye Institute

Build Relationships with Business Partners



By Kim Parker

Spring has finally sprung! Finally - I was beginning to wonder if it ever would. However, living in Michigan, I think we all go through this every year. With spring came the MiMGMA 2019 Spring Conference in Port Huron. The location was new

to us this year, but it was a wonderful find. I would like to thank Susan Lupo and Patty Povilunas for all their hard work in making this event a success.

During the Spring Conference, I had the opportunity to meet with all the Business Partners that attended the event. We had an open discussion about what could be done to encourage growth in our relationships. During the discussion, our Business Partners voiced concerns that MiMGMA members may not realize what resources they have available to them through our Business Partners. As we continued the meeting they were able to make several recommendations of ways they could increase their exposure to MiMGMA members. I encourage all of our business partners to share their favorite articles with us for future newsletters or to post on our social media. Send your articles to INFO@MIMGMA.ORG. I am very



excited to see the active role the Business Partners are taking — and I look forward to the continued relationship.

At each conference, take the time to walk around to as many booths as you can to thank the Business Partners for taking the time to attend the conference, and talk to them about the services they provide. The few minutes spent meeting our Business Partners may at some time be a life ring to help you through a situation that you never thought would arise.

I can't wait to see everyone on Mackinac Island for the MiMGMA 2019 Fall Conference. ■



We have you covered.

As the strongest, most experienced healthcare liability insurer in the nation, MedPro Group has protected physicians and surgeons like you since 1899. We believe those who protect others shouldn't have to worry if they themselves are protected.

Find out more about our insurance solutions today.

JUSTIN CRAW | REGIONAL SALES LEADER | 260.486.0804 | JUSTIN.CRAW@MEDPRO.COM

MedPro Group is the marketing name used to refer to the insurance operations of The Medical Protective Company, Princeton Insurance Company, PLICO, Inc. and MedPro RRG Risk Retention Group. Visit medpro.com/affiliates for more information. Product availability is based upon business and/or regulatory approval and may differ among companies. ©2019 MedPro Group Inc. All Rights Reserved.

Fall Conference, Mackinac Island September 30 – October 1

Our keynote speaker is Avish Parashar. Using improv comedy, humor, and audience interaction, Avish shows professionals how to respond to change in a format that is entertaining and enlightening.

Ding Happens! How to Improvise, Adapt, and Innovate in an Ever-Changing World!



Anyone can perform well when everything goes right. The real test of you and your organization is how you react when things go wrong – and they will! These make-or-break moments are the “Dings!” of life. Handle them well and you come out looking like a rock star. Handle them poorly and you can end up adding unnecessary stress, difficulty, and complication to your life.

This hilarious and energetic program will show you how to stop fearing and hating change and how to use the power of improv comedy to improvise, adapt, and innovate – no matter what happens!

If things go 100% as planned for you every time, then you can skip this session; otherwise, attend and learn how to reflexively respond to the unexpected in a way that reduces stress, improves productivity, and gives you the skills to manage change. ■

Vendor registration is now open!

Click this box download the application. Contact Debra O'Shea at INFO@MIMGMA.ORG or 800-314-7602 for more information.

See what's in store for you at our Fall Conference...

While our lineup isn't complete yet, we are in the process of finding speakers to address the following topics:

- Change Management
- Cyber Security
- Legislative Update from MGMA
- Marijuana Laws
- Revenue Cycle Management
- Using Social Media Effectively
- and much more

*Don't miss our special networking event
on unique Mackinac Island*



Things to do on Mackinac Island

From the Mackinac Island Tourism Bureau

Thanks to a diverse list of activities that offers something for everyone, you'll never find yourself without something to do on Mackinac Island. Throughout your stay, you'll be able to experience the community's history firsthand at museums and historic sites, explore the natural beauty of the Island's parks and much more. Read on to discover a few of the ways the Island will win you over.

Tour The Island

A popular way to get a closer look at the Island and its history is through horse-drawn carriage tours, where you'll be led by a well-informed guide for an intimate and informative experience. Drive-your-own buggies are also available for vacationers who prefer to direct themselves.

If you'd rather move on foot, there are plenty of walking tours available. Plus, the Mackinac Island State Park, which covers more than 80% of the Island, is open for your exploration.

Touring Mackinac by bicycle is easy, too – both bikes and electric scooters are available at a variety of locations across the Island. And there's plenty of ground to cover, with over 70 miles of natural and paved trails to keep you occupied all day long.

Look To The Past

Mackinac Island's many historic sites and museums make it easy for visitors to enjoy an in-depth look into the area's background. History buffs are sure to marvel over Fort Mackinac and Fort Holmes, which were captured by British forces in the War of 1812. Both forts are now open to visitors keen to delve deeper into the area's past.

Plenty of museums are located throughout the community of Mackinac Island. You'll find establishments focused on a number of subjects, from the arts to the history of carriages.

Water Activities And Sports

No Mackinac vacation is complete without a bit of time spent on the water. At Mackinac Island, a myriad of boating tours are available on



watercraft ranging from sailboats to kayaks. Visitors can also spend a relaxing day fishing on the Straits of Mackinac, or if they'd like to up the ante, learning to parasail.

If you prefer your sports on the comfort of dry land, the Island offers uniquely designed golf courses where you can refine your skills or simply unwind in good company. ■



**CROSSING
THE BRIDGE
TO BETTER
HEALTHCARE
LEADERSHIP**



FALL CONFERENCE

Sept. 30th – Oct. 1st, 2019

AT THE

**Mission Point Resort,
Mackinac Island, Michigan**



**MISSION POINT
MACKINAC ISLAND**

Registration opens soon at www.mimgma.org

It's a Wrap!

By Debra O'Shea

CMPE, Executive Director MiMGMA

MiMGMA members traveled to Port Huron, Michigan on May 9th and 10th to collaborate on how to navigate the “Winds of Change” in Healthcare. The Spring Conference provided members a time to catch up with old friends and colleagues while gaining some valuable education and networking time with other practice managers and vendor members.

As the Executive Director of MiMGMA and as a former practice administrator myself, I understand the challenges that all our members face daily. Many of our members spend countless days, and sometimes nights, putting out the fires at their practices. In fact, just last week I spoke with someone who had to cancel a meeting we had planned because there was an actual fire in the breakroom of her practice, and it was only Monday!

Practice managers wear all sorts of hats. Whether you have a stream of people at your door waiting to get your attention, back-to-back meetings or an overflowing email in box sometimes it feels like you will never catch up. I know it may sound counter intuitive, but this is when you need to take a break the most. Getting out of the office for a day or two to think about the big picture and forgetting, for a few moments, the daily grind of your office can be cathartic. Taking the time to recharge and relax with colleagues who are feeling the same pressures you are can be transforming and makes you a better manager!

So, now I will jump off my soap box and say “Thank You” to everyone who joined us in Port Huron. We had a great group of practice managers, speakers and vendors who spent some quality time together. One of the highlights of the conference was our networking event. The Port Huron museum provided a great back drop for a fun “scavenger hunt/trivia contest.” I learned that not only do we have a great group of members we have some very competitive ones at that. It was



great to get our members together with a common goal so they could relax and get to know each other better outside the confines of their offices.

If you missed the Spring Conference you have another chance to Conference MiMGMA style and recharge your batteries at the end of September by joining your peers for education mixed in with some great networking and relaxation. Nothing says relaxation better than Mackinac Island. While our agenda isn't final quite yet, I can tell you that our speaker line-up is going to be top notch. So please consider making the trek to Mackinac Island for our Fall Conference September 30-October 1st as we join together to Cross the Bridge to Better Healthcare Leadership. Registration will open in July so stay tuned. ■

Thank You

by Patty Povilunas

What a fantastic MiMGMA Spring conference this year! The Blue Water Convention Center had a breathtaking view, along with a wonderful facility to network and educate. Although our crowd was small, we started the conference BIG with a “bigger than life” speaker in Paul Long talking to us about “FUNdamism.” His motivational message was contagious. Other topics discussed were Crucial Accountability, Telemedicine and Social

Media in the Medical Practice. The agenda this spring was packed which made for a full day.

After a full day, MiMGMA's job was to get attendees to relax and unwind through our networking event. Everyone was treated to some great food, fun, and excitement at Port Huron's Carnegie Museum. The entire museum was open for the event for everyone to enjoy. To top off the evening, a teambuilding event with a scavenger hunt was organized, and all the groups enjoyed their tasks. We

treated the winners to Amazon gift cards, and even the losers were recognized for their participation with prizes, as well. Lots of smiles, laughter and friends were made – a sure sign of success!

Not only did we have exceptional speakers, but we want to also give a big *thank you* to our loyal and giving vendors. To those vendors who participated, it certainly does not go unnoticed that you make all this possible. I am looking forward to Mackinaw Island in the Fall. Mark your calendars for September 30th – October 1st, everyone! ■

By Robert Karam,
FACMPE



Get Engaged!

The future in Medical Practice Management is going to be determined by those who engage in the processes of defining, determining and developing the continual change correlated with the greater health care environment.

The individuals embracing those changes will have to obtain and maintain the qualifications necessary to keep in step with those ongoing changes.

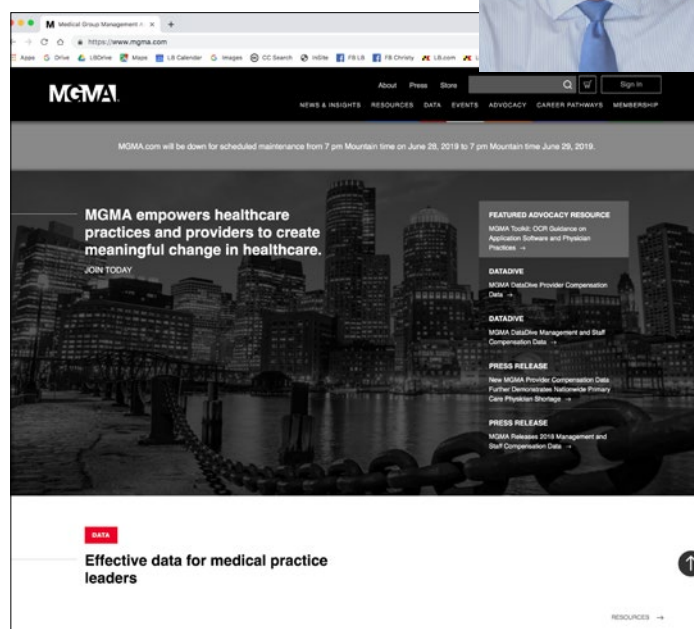
The Medical Group Managers Association is in the initial steps of refining what those qualifications will include and what modifications will be required to continually make them relevant.

The qualifications and associated processes of Certification & Fellowship under the American College of Medical Practice Executives will insure that possessing those qualifications will provide the tools to be able to flourish in the future.

The most critical phase for everyone, in moving forward within the Certification platform is the initial step of reviewing the MGMA website as to the minimal requirements and the relative ease in beginning the process.

The attainment of these qualifications is both a self-realization of personal value and a life-long endeavor of professional achievement.

All you need to do is take the initial step(s) in reviewing the American College of Medical Practice Executives certification processes on the MGMA website.



Please do not hesitate to contact me with any questions and/or assistance you might want: RKARAM@PARAGONHEALTH.US. ■

Get Certified!

What would it mean to you to have the background information coupled with your experience to be able to address virtually any professional challenge that comes your way? The review, analysis, training and attainment of certification within the American College of Medical Practice Executives provides every individual the tools to do just that.

Nearly all of us have a wide range of experiences that allows for critical decision making in our professional lives. That experience, in concert with the many tools provided through ACMPE certification, provides you with the elements necessary to make overarching strategic decisions and planning.

Those decisions can profoundly impact the business of your practice, as well as your professional career.

It is often difficult to find the time to commit to taking the next step in our career path, however, every person that I know who has committed to certification, has realized significant self-gratification and accomplishment.

That accomplishment is not only personally enduring, it also commands respect from your peers and employers.

In today's health care management arena individual professionals are judged by the professional credentials and experiences they have achieved. Your professional history and ACMPE certification credentials will eloquently set you apart within the medical management profession.

Please do not hesitate to contact me regarding any element

of Certification and/or Fellowship – my email address is RKARAM@PARAGONHEALTH.US. ■

Exam Facts

- The exams can be taken during the same exam cycle or separately, however, you must register for each exam individually. The exams can be completed in the order that works best for you.
- **Multiple Choice Test:** 175 multiple choice questions. The test is 3 hours and 15 minutes. Cost: \$165.00
- **Scenario Test:** 90 items consisting of multi-select, multiple choice, short answer or drag and drop questions covering 18-25 different practice administration scenarios. The Test is two hours long. Cost: \$165.00

Certification Dates to Remember

2019 Exam Dates	Registration Dates
September 7 - September 21	July 22 - Aug. 7
December 7 - December 21	October 21 - November 4

MiMGMA Announces Partnership with University of Detroit Mercy HIM Program

The Michigan Medical Group Management Association announces a new educational collaborative partnership with the University of Detroit Mercy Health Information Management and Technology Bachelor of Science program. This new collaboration will provide students interested in out-patient medical administrative and management careers who are majoring in the HIMT program at Detroit Mercy the opportunity to engage in outpatient internship positions, network with medical office administrative professionals, take advantage of resource and educational opportunities through attendance at state conferences, be mentored by highly skilled and trained medical office administrators and become aware of available medical management/administrator credentials.

This educational collaboration is a great resource for both students and medical office managers to work together to provide students the opportunity to apply their HIMT skills in a “real world” environment while being mentored by a medical office professional. Students may also work with willing medical office managers to assist with projects or provide resources for student research.

The University of Detroit Mercy students and faculty would like to thank the members of the Michigan Medical Group Management Association for their willingness to give of their time and resources to mentor and educate students and looks forward to a successful collaboration.

If you'd like further information through either the Michigan

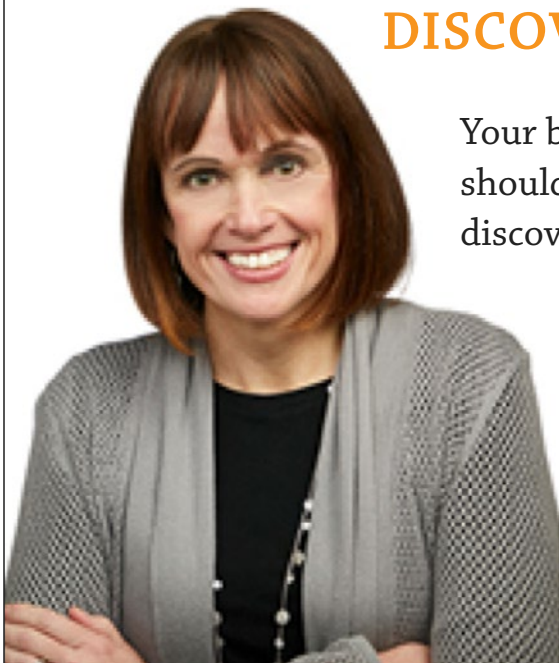


Medical Group Management Association or the University of Detroit Mercy on this educational collaboration, please contact:

Debra O'Shea, CMPE
Executive Director, MiMGMA
Acting Executive Director, ILMGMA
INFO@MIMGMA.ORG
800-314-7602

Dr. Pat DeVoy, RHIA
Program Director,
Health Information Management and Technology
University of Detroit Mercy, College of Health Professions
DEVOYPS@UDMERCY.EDU ■

Join us for our next monthly webinar: **DISCOVERING YOUR PRACTICE BRAND**



Your brand tells your patients who you are, and why they should choose you and your providers. Learn how to discover, strengthen and activate your practice brand to get patients' attention.

Monday, July 8, 2019 at 1 p.m. EST

Presenter: Stacey Christensen, Director of Brand Strategies,
POS Professional Office Services



WWW.MIMGMA.ORG/LOGIN.ASPX

Administrator of the Year

Administrator of the Year... is that how your organization would identify you?

Do you know of a colleague that fits that description? If so, the MiMGMA Administrator of the Year Award Committee would like to hear from you!

Administrator of the Year nominees must be employed as an administrator or office manager. They must be an active member of MiMGMA; have exceptional leadership and management skills; and have enhanced the proficiency in the delivery of health care in their practice and community through a recent, noteworthy achievement.

For more information please visit MIMGMA.ORG to obtain the 2019 MiMGMA Administrator of the Year nomination form. The nomination deadline is August 31, 2019. The winner will be announced at the Fall MiMGMA Conference at the Mission Point Resort on beautiful Mackinac Island September 30 and October 1. Please mark your calendars for this conference! ■



MiMGMA's Mentorship Program

Advancing Leaders! This is what MiMGMA is all about! MiMGMA offers a Mentor/Mentee Program that is available to administrators/office managers who would simply like to build an additional support system or provide the basis to assist another administrator.

The mentor/mentee relationship is one that can benefit both parties and can bring gratification to all involved.

To quote Terence F. Moore, "Leaders are learners, and mentors can be invaluable in helping someone maximize their potential. These leaders

build a cadre of people they can turn to for advice."

If you are interested in being a mentor or if you would like to be mentored; visit our website at mimgma.org and review the Mentor/Mentee program available to the MiMGMA membership. ■

Third Party Payer Day

Spring is upon us! Yet, it is not too early to mark your calendars to attend the annual MiMGMA Third Party Payer Day (TPPD) to be held Friday, November 8, 2019, at the Soaring Eagle Casino and Resort in Mt. Pleasant, Michigan.

For those who are familiar with this one day conference, you need only to be aware of the date and location and it is on your calendars; it is that beneficial and important to attend!

For those who may not be familiar with TPPD, it is a full day conference where office managers/administrators, coders, and billers are encouraged to attend and hear updates from representatives from the major payers in our state. In the past, we have even

had a couple of physicians attend! Medicare, Medicare Blue, Blue Cross Blue Shield, Medicaid, Availity, United Health Care, Priority Health, and Altarum are just an example of those who are scheduled to speak at this year's conference. Others will be speaking as well!

The morning is comprised of general sessions with numerous breakout sessions scheduled for the afternoon. Many offices find the value or return on their investment in this event so high that they send more than one representative to allow their staff to hear as many speakers as possible.

More information will be shared on the MiMGMA website at MIMGMA.ORG. ■



Questions about the stories on this page? Contact Sandy Sprague, FACMPE, at ssprague@greatlakeseyeinst.com or (989) 793-2820.

Topics of Conversation in Lansing



*By Diane Bristol
MiMGMA Legislative Liaison*

This will be my last article as your MIMGMA Legislative Liaison. After over 30 years on the Legislative Committee and the last 20 years as your Legislative Liaison, it's time to turn that job over to someone else. It has been a terrific experience for me. I was honored to receive the national MGMA "Legislative Liaison of the Year" award twice and had the opportunity to speak at national MGMA State Leaders conferences several times. I was honored to spend 3 years on the MGMA Government Affairs Council. I've had the opportunity to testify before State Senate and House Health Policy Committees. I've spent the last 15 or so years as a consultant to the MSMS State Legislation and Regulations Committee (Legs/Regs). I've been honored to receive the MIMGMA "Administrator of the Year" award. It has truly been an awesome experience.

I have to say I have enjoyed the challenges and the successes we've had. Two big ones that come to mind are timely payment legislation (working with then State Senator Bill Schuette) and the repeal of the SGR (working with former Congressman Dave Camp).

As Michigan MGMA members, we've been able to provide MSMS and national MGMA with statistics and stories that

have enabled them to educate legislators in the "business" of medicine. Due to term limits in Michigan, it has been what seems like, a constant turnover of legislators – many who had no concept of the business aspect of medical practices.

Kim Parker, your current MIMGMA President, will take over for me in September when her current term ends. Kim has been attending the MSMS Legs/Regs meetings with me for the last couple of years. With your help and input, I know she will do a great job in keeping you current on legislative issues. I hope you will be as helpful to her as you have been to me in providing the statistics and stories necessary in educating legislators. It is only by working together that we can be successful in changing some of the things that challenge practice administrators on a day to day basis. ■

A Bittersweet Farewell to our Legislative Liaison

Yes – there truly has been a "disturbance in the force." Diane Bristol has announced that after 20 years as the Michigan MGMA Legislative Liaison, she will be stepping down. Diane started with Michigan MGMA Legislative committee in 1986 and became the chair and Legislative Liaison in 1999. During this time, Diane has received several awards for her hard work and dedication to the healthcare industry. As the person that will be (trying to) fill her shoes, I know there will be a lot of hard work ahead to meet the expectations of the Michigan MGMA members that Diane has been known for. She will definitely be missed as our Legislative Liaison. — By Kim Parker



We focus on
Stress-Free IT so you
can focus on running
your practice.

**RELIABILITY.
CONTINUITY. SECURITY.**



Membership Structure Change

Earlier this year the Board Members of MiMGMA voted to change the membership structure of MiMGMA members in order to increase the value and length of each member's membership. This was first announced at the 2019 Spring Conference. Since this requires a change in the bylaws, this change must be approved by the general membership.

A vote to approve this change is planned to take place during the business meeting at the 2019 Fall Conference in Mackinaw Island. Below please find a simple graph outlining current state of membership in MiMGMA versus the proposed state. If you have any questions please reach out to either our Executive Director Debra O'Shea at DOSHEA@EPOXYHEALTH.COM or our Member Services Chair, Kenneth Rates at KRATES@MED.UMICH.EDU. ■

Current State	Proposed State
Membership is calendar-based	Membership is anniversary-based
Membership expires at the end of the calendar year regardless of when a member joins/renews their membership	Membership will expire 365 days from join/renewal date
MiMGMA offers two month grace period for lapsed members	No grace period

Are you taking advantage of your membership resources?

By Patty Povilunas

Your membership offers many benefits, and this segment gives you tidbits about the resources you may have missed, like the MGMA-ACMPE Lending Library.

If you click on the Membership Tab on the MiMGMA home page, you will see the Lending Library as a drop down option. Click on Lending Library and View the MiMGMA Lending Library Reference Book Listing. You will find an incredible amount of publications all offered with your membership. You will see many different options including "Get the Money in the Door - Physician Billing Basics" or what about something more robust like "HR Policies and Procedures - Manual for Medical Practices." Not only does the library offer reference materials to augment your practice, but it also offers materials for a practice manager's self-growth. How about "Let it Go, Just Let It Go - A Guide to Reducing Stress" or "Acknowledge! Appreciate! Applaud! - 172 Easy Ways to Reward Staff for Little or No Cost." Other noteworthy titles are the five books of "ACMPE Body of Knowledge." For those who would like to further their careers with a certification; you can't miss these valuable tools. They are also great for enriching your knowledge of a medical practice.

Your first step is to download a form to start the process. Once you have picked your title, fill out your form and submit to the address on the form. The book is considered a rental, so you have up to 30 days to glean as much information as you can before

your return it. Shipping cost will be your responsibility, but the materials are worth it.

As a member of MiMGMA, take a look at this resource and make your membership dues work for you. ■



Wellness is more than apples in the break room.

Wellness is about forming healthy habits in all areas of our lives: health, finances, emotions, careers, relationships. A wellness program that addresses all these factors can reduce healthcare costs, boost employee engagement and foster a healthy, productive culture and workforce — and Keyser has it.

Reach out to learn how we'll make it happen for you.

KEYSER

Benefits | Insurance | Surety | HR Solutions

Cassie Goodband

269.491.9320 **MOBILE**

877.381.3570 **LAND**

cgoodband@keyseragency.com

keyseragency.com



Member Services Update



by *Kenneth Rates*
Member Services Committee Chair

As we are coming off a strong 2019 Spring Conference in Port Huron, we are excited to shift our focus towards the Fall Conference in Mackinac Island. A key component of the Member Services Committee is

providing value to our members.

Without a doubt, we rely heavily on the work of the Program Committee, who, in large part, plan and coordinate the events we hold every year. Without the work of our committees, the value we as a chapter are able to deliver to our membership would be drastically reduced. If, as a member, you come across a board member, committee member, or someone who you know contributes above and beyond for our state chapter, please thank them.

The individuals that sit on these committees and that hold various positions volunteer their time and energy to MiMGMA to ensure that we are delivering the most value for your membership. Additionally, if any member is looking to become more involved in our state's chapter, and if you are looking to take your membership and your networking to the next level, please consider joining a committee.

Committee work is an amazing way to meet other individuals who share your passion for practice management and healthcare administration; a great way to share and exchange tips and tricks on what works well for you and your practice and to learn from others in the industry; and finally, committee work is a great way to give your resume a little added boost.

The Member Services Committee hopes you found the Spring Conference valuable, entertaining, and informative. We look forward to seeing you on Mackinac Island for the Fall Conference. ■

Welcome New Members!

New Member Name	Month Joined	Practice/Employer
Cassie Ryzenga	March 2019	Plastic Surgery Arts of West Michigan
Cristina Garza	March 2019	Dearborn Cardiology
Katie Feldhouse	April 2019	Cardiology Associates of Port Huron
Lindsey Savickas	June 2019	Infusion Associates



The Embezzlement Epidemic

By Tom Ealey and Cynthia Kruse

Those of us who monitor embezzlement cases are not surprised by the constant media reports of new cases. Those of us with health care financial background are not surprised by the regular reports of embezzlement in provider offices.

Michigan seems to be a very active state for embezzlement cases (and for every case prosecuted there are likely many more that are missed or settled in-house).

So why the chronic problems in physician groups?

Physician groups operate with these sorts of parameters:

- Ultra complex revenue cycles
- Multi-part receivables with copays, deductibles, primary and secondary insurers, etc.
- Lots of cash into the practice and a lot of balance write-offs (easier cover ups)
- A crushing workload in the revenue management department
- Physicians do not have time to monitor details of transactions and internal controls
- Weak internal control policies, or weak supervision or both
- Massive paper trails and/or digital trails through the cycle
- Inadequate advice on internal control practices
- Long-term employees, trusted by default

What About Your CPA?

Your CPA firm will likely not give you extensive consulting on internal controls unless you ask for it. There are misconceptions about the role of CPAs, they are not all fraud hunters and do not automatically pursue forensic audits without a reason and your invitation.

It is imperative that the practice get advice from someone who has experience with your revenue cycle and with your internal control issues. Your CPA is more likely to help if you simply ask.

Whom Do You Trust?

The proper attitude is to trust no one, everyone is subject to review and every transaction is subject to review.

This does not require a hostile environment, just sound policies and procedures backed up with continuous review and frequent internal audit procedures. These need not be time consuming or burdensome (employee knowledge of the review procedures is a form of deterrence).

Internal control practices for preventing various embezzlement schemes include:

- No one person handles a transaction or group of transactions from beginning to end -separation of duties



- Responsible employees are bonded by your general liability insurer, and consider adding a rider for embezzlement losses
- Background checks are completed on responsible personnel and credit checks to identify employees with financial pressure
- Supervisory review processes are used and supervisors document compliance failures
- Bank deposits are reconciled to posted entries
- Posted entries are completed timely
- Deposits are completed timely
- AR account write-offs are reviewed by someone other than the person doing the write-off
- Weekly and monthly billing and AR

reports are reviewed by supervisors and at least one physician

- Payroll checks are reviewed and reconciled by someone who did not write payroll
- Disbursement checks are reviewed for proper documentation and approvals
- Whistleblower policy in place

When You Suspect Something

The less said the better.

The lead physician-executive should be notified, and the next step is usually to notify your accountants and your lawyer. There is no need to notify law enforcement until you know a little more about what you are dealing with.

No changes should be made, and no accusations should be leveled at anyone. Facts before confrontation is the working order here.

If you can prove something, either directly or via your accountants, your lawyer will advise you on how to proceed both internally and with regard to authorities. The lawyer should also advise you on backing up materials that are potential evidence.

If you employees are bonded or there is a theft section in your insurance policy, you will need to notify your insurance carrier. Your attorney may want to do that directly, or may advise you of the proper timing and the correct language. ■

Tom Ealey, CPA (Ohio), an accounting professor at Alma College, is an experienced practice administrator and an MGMA member. He has been a compliance officer and is a revenue cycle audit expert. He is an expert in internal controls and investigative audits.

Tina Rolling, CPA, CMA, an accounting professor at Alma College, is an expert in accounting system design and internal controls. She has experience with computerized accounting systems and forensic accounting (certified by the AICPA)."

National MGMA Needs Your Feedback

Obtaining prior authorization from Medicare Advantage plans

Congress introduced the “Improving Seniors’ Timely Access to Care Act of 2019” (H.R. 3107), which establishes transparency requirements and requires electronic and real-time prior authorization within the Medicare Advantage (MA) program. MGMA would appreciate your feedback regarding the challenges you’ve faced when obtaining prior authorization for patients covered by MA plans. The real-world examples you provide will assist MGMA in getting this important bill signed into law.

Please click [HERE](#) to provide your feedback!

Questions? Contact MGMA Government Affairs by emailing GOVAFF@MGMA.ORG or calling 202-293-3450, 877-275-6462 toll-free.



Save the date: MGMA Regulatory and Payment Outlook webinar

MGMA Government Affairs invites you to join us for a member exclusive webinar on Wednesday, July 24 at 1 p.m. ET. This 60-minute webinar will feature a comprehensive discussion of the state of federal healthcare policy, the latest congressional efforts to reform the healthcare system and a review of the proposed rules for 2020. Important details will be provided about the potential new changes to the Merit-based Incentive Payment System (MIPS) and alternative payment models (APMs), including MGMA’s continuing efforts to improve both tracks and reduce the regulatory burden on physician group practices. Attendees will also have a chance to ask their most pressing questions during a question and answer session. Don’t delay! Register now to secure your place. ■

healthy vitals

ProAssurance has been monitoring risk and protecting healthcare industry professionals for more than 40 years, with key specialists on duty to diagnose complex risk exposures.

Work with a team that understands the importance of delivering flexible healthcare professional liability solutions.

PROASSURANCE
Treated Fairly

Healthcare Professional Liability Insurance & Risk Resource Services

When you are **treated fairly** you are confident in your coverage • 800.282.6242 • ProAssurance.com/Michigan

The Paradoxical Commandments



By Dr. Pat DeVoy

In our fast-paced, technology-oriented world of today, oftentimes our leadership gets lost in a “putting out fires” behavior. It’s easy to get swept up into “just getting things done” and “keeping our head above water,” while we forget to focus on the most important asset of our practice – our people. Our leadership is our lifestyle, and we must live our lifestyle of leadership to continually challenge everyone to develop their talent, value everyone for their contribution and serve people to bring out their best (Greenleaf, 1970 as cited in Trompenaars, 2008).

If we look at work as, “work exists for the person, as much as the person exists for the work,” (Greenleaf, 1970 as cited in Trompenaars, 2008, p. 4) we can see the importance of service as a basis of leadership. Kent Keith saw the importance in identifying the needs of others and service as the basis of leadership as a leadership model during the turbulent 1960s. Kent Keith wrote the Paradoxical Commandments in 1968 as a 19-year-old sophomore at Harvard. To quote Keith, the writing of the commandments came about because, “The challenge is to always do what is right and good and true, even if others don’t appreciate it. You have to keep striving, no matter what, because if you don’t, many of the things that need to be done will never get done” (Trompenaars, 2008, p. 9).

Kent Keith went on to become Dr. Kent Keith, JD and the author of many publications on leadership including, *Servant Leadership in the Boardroom* in 2013 and his first publication *The Silent Revolution* published in 1968 which is still used today in leadership seminars.

As you read *The Paradoxical Commandments* you will see that they

The Paradoxical Commandments

by Kent Keith, 1968

People are illogical, unreasonable, and self-centered.
Love them anyway.

If you do good, people will accuse you of selfish ulterior motives.
Do good anyway.

If you are successful, you will win false friends and true enemies.
Succeed anyway.

The good you do today will be forgotten tomorrow.
Do good anyway.

Honesty and frankness make you vulnerable.
Be honest and frank anyway.

The biggest men and women with the biggest ideas can be shot down by the smallest men and women with the smallest minds.
Think big anyway.

People favor underdogs but follow only top dogs.
Fight for a few underdogs anyway.

What you spend years building may be destroyed overnight.
Build anyway.

People really need help but may attack you if you help them.
Help people anyway.

Give the world the best you have and you’ll get kicked in the teeth.
Give the world the best you have anyway.

are a timeless testament to the mission of us all to create a better world — “anyway.”

As we all go out into the world, to our families, our jobs, our provider practices, as educators, as leaders, what if we all remember the words of Kent Keith? If we love anyway? Do good anyway? Help people anyway? Build anyway? Always give our best anyway? Would we build a better world, not through self-sacrifice,

but through self-fulfillment? Would we build a better practice, not through self-centeredness, but through self-awareness?

And would we provide better patient care and education, not through self-dedication, but through the self-satisfaction we will receive in the giving of ourselves to others?

I wish you all the ability to create a better world — anyway. ■

References

Trompenaars, F. (2008). *Servant-leadership across cultures*. New York, NY: McGraw Hill.



Michigan Medical Group Management Association

P.O. Box 205

Jackson, MO 63755

800-314-7602

INFO@MIMGMA.ORG