

Practice. Focus.

Be Informed. Get Connected.

VOLUME 19, ISSUE 1
SUMMER 2022
WWW.MiMGMA.ORG

SAVE THE DATE

FALL CONFERENCE

September 29 & 30
Crystal Mountain
Thompsonville

President's Message	3
Executive Director Update	3
Affiliated Business Partner Update and Welcome!	4
Thank you to our 2022 Corporate Sponsors	5
MGMIA News: Communications, Conferences, Webinars	6
Membership Committee Update	7
Program Update: Save The Date and Thank You	8

Legislative Update: Get Involved!	9
ACMPE Program Update	10
Fall Reimbursement Update	11
Denial Management: Create Protocols to Stabilize Workflow and Reduce Cost	12
Improving the Value of Cause of Death Data	14





Practice Focus

Practice Focus is published four times per year by the Michigan Medical Group Management 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

Christine Hosmer, 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

President

Ken Rates, MHSA, MBA

Director of Operations – Primary Care – Bay, Thumb & Caro Markets, McLaren Medical Group

President Elect & Program Committee Chair

Patty Kerrins, FACMPE

Administrator, Northpointe OB/GYN, PC

Treasurer

Laura Mrozinski, CPA, CGMA, FACMPE

Controller, Paragon Health, PC

Secretary

Christine Hosmer, CMPE

HR Supervisor, Michigan Vascular Center

Immediate Past President

Susan Lutz, MPA

Director of Strategy and Compliance, Specialty Eye Institute

ACMPE Forum Representative

Sandy Sprague, FACMPE

General Manager, Great Lakes Eye Institute

Legislative Liaison

Karen Hopman, CMPE

CEO, KLJ Consultants, LLC

Reimbursement Committee Chair

Joe Rivet, Esq., CCS-P, CHC, CEMC, CPC, CPMA, CICA, CHRC, CHPC, CCEP, CAC, CACO

Partner, Rivet Health Law

Affiliated Business Partner Committee Chair

Julie Hardy, MSA, RHIA, CCS, CCS-P

Revenue Cycle Director, The Rybar Group

Affiliated Business Partner Committee Co-Chair

Heather Turcany

Regional Director of Business Development, Merchants' Credit Guide Company

Member Services Committee Chair

Cindy Kinney, MBA

Director, Operations — Cardio & Transplant, Beaumont Health

President's Message



By Ken Rates

For those of you that have been active within MiMGMA for some time, you know we typically have two major conferences: a spring, and a fall. For many, there is a lull in activity within our chapter as we enter the summer months and gradually prepare

for the Fall Conference. For 2022, we are shaking things up.

We are continuing to provide access for our members to monthly webinars featuring an array of topics and speakers, we are continuing our very successful new member orientation program in which we educate new members on the vast benefits

MiMGMA has to offer, we are targeting smaller, in-person events hosted locally, and we have recently partnered with the Commission on the Accreditation of Healthcare Management Education (CAHME) to target new student members. This is all in addition to the conferences you have come to know and love.

Behind the scenes, we are working diligently to ensure that all the above-mentioned happenings take place. To provide our membership with the most amount of value, the Board of Directors is planning a strategic planning session in late June. I, personally, am excited to be part of the future of MiMGMA.

Whatever value you derive out of MiMGMA, I hope you are finding your membership worthwhile, informative, and perhaps even refreshing as you step out of the office for some time away. Hope to see you soon at an event. ■

Executive Director Update



By Debra O'Shea

After a successful Spring Conference at the Soaring Eagle Casino & Resort last month, I am glad to report that we are finally feeling a sense of normalcy here at MiMGMA. Thank you to all who

attended, sponsored, and exhibited at the conference. Our theme, "Healthcare Superheroes: Soaring Beyond the Call of Duty," provided us with wonderful conversation starters and fun photo opportunities.

Keynote speaker Sherene McHenry shared two relevant presentations: "Soar Superhero Soar" and "Lead Like a Superhero: Understanding the Five Types of Healthcare Workers." Her first keynote was focused on actionable strategies to strategically prevent burnout and increase well-being in both leaders and their staff. Her second keynote gave attendees a shift in perspective, providing a more understanding view of how to manage different types of workers in order to create a healthy work environment. In addition to Sherene's energetic keynotes, we enjoyed presentations on upcoming legislation in Michigan, pandemic-related employment law, revenue cycle management, staffing and retention, the No Surprises Act, data analytics, and implementing a new operational system. We had many excellent speakers and received a lot of positive feedback.

Our Program Committee is already working hard to piece together the details for our Fall Conference. We hope you'll join us on September 29th & 30th at the beautiful Crystal Mountain in Thompsonville. We have several exciting topics on our tentative agenda, including healthcare marketing,

national and state-level legislation, finance management amidst rising operational costs, hiring and retaining a multi-generational workforce, and strategies for having tough conversations with employees. Fall Conference registration will open soon, so be on the lookout for an announcement. You certainly won't want to miss this event!

Due to unforeseen circumstances, our Third Party Payer Day this fall has been rescheduled to Thursday, November 17th. Please be sure to make note of the new date on your calendar. The payer representatives we have spoken with are incredibly eager to speak to our group, so we are anticipating an agenda that is jam-packed with reimbursement information directly from the experts.

Michigan MGMA has seen great progress on several initiatives we have been working on. This month, the Membership Committee introduced our new Organizational Membership structure that includes more benefits and better pricing than ever before. We are already working to onboard one system and look forward to expanding our membership base as we get the word out about this new and improved program. We also recently held our second quarterly New Member Orientation. This event has already seen growth since launching earlier this year. Whether you are a new member or have been involved with MiMGMA for years, I encourage you to attend an orientation session to get a refresher on our organization and help us welcome our new members. Thank you to our many volunteers that work hard behind the scenes to ensure we continue making steps forward.

Lastly, I hope you are taking time to enjoy the warmth and sunshine of a Michigan summer. We are grateful to have you as part of MiMGMA and look forward to seeing you in person in September. As always, don't hesitate to reach out to me by email at DOSHEA@EPOXYHEALTH.COM or by phone at 800-314-7602. ■

Business Partner Committee Update



*By Julie Hardy
Affiliated Business Partner Committee Chair*

Heather and I are very excited to have the honor of chairing the Affiliated Business Partner Committee together! As chair and co-chair, we are going to focus on the growth of both sponsorship of MiMGMA and membership.

We also had a fantastic time presenting on the topic of “Is Your Practice Leaving Money on the Table?” at the Spring Conference, and we enjoyed meeting so many members. We’d also like to extend a very special thank you to the business partners, sponsors and vendors who helped make it a wonderful event! The Fall Conference is taking place September 29th & 30th at Crystal Mountain in Thompsonville, MI, and we’re looking forward to seeing all our amazing colleagues there. ■

Welcome!

Julie Hardy, MSA, RHIA, CCS, CCS-P

As the Director of Revenue Cycle at The Rybar Group, Julie draws upon her extensive experience acquired while working in executive-level positions at academic medical centers, integrated health systems, children’s hospitals and with hospital-owned medical groups. She brings over ten years of results-driven leadership experience and a high level of technical knowledge to our clients.

With a focus in revenue cycle management including coding, billing, compliance, reimbursement and vendor management, Julie has helped to enhance provider financial performance, resulting in improved reimbursement and increased physician compensation while maintaining compliant practices. She has a special interest in process improvement, project management and operational optimization, regularly providing guidance as to best practices and methods that support processes leading to optimal revenue.

Since joining MiMGMA in 2018, Julie has attended numerous conferences and served on both the Reimbursement Committee and Business Partner Committee. She continues to get further involved with MiMGMA as a 2022 Bronze Sponsor and the new Affiliated Business Partner Committee Chair. Julie is ambitious and optimistic and will be a reliable leader for the committee.



Heather Turcany

Heather Turcany is the Regional Director of Business Development at MCG (Merchants’ Credit Guide Co), a 3rd party collection agency in Chicago. She has worked in the collection industry for over 20 years and in Healthcare Revenue Cycle Collections for the past 16 years. Heather sits on the board of Illinois MGMA and is involved in several committees at Michigan MGMA, Illinois MGMA and HBMA.

In her spare time, Heather is dedicated to her three kids and always cheering them on from the sidelines for soccer, football, and basketball. They love to take road trips and are tracking how many states they can visit together -- So far, they have visited 12.

Immediately after becoming a member of MiMGMA in Spring of 2021, Heather hit the ground running and began getting involved on committees. She has gotten even more involved in 2022, becoming a Bronze Sponsor and accepting the position of Business Partner Committee Co-Chair. Heather’s tenacity and candor will be a valuable asset to the committee.



Thank You, Valarie

Due to a well-deserved promotion, Valarie Parker has recently stepped down as our Affiliated Business Partner Committee Chair after two and a half eventful years

in the position. Valarie has been promoted to CARR’s National Accounts platform, where she will be assisting large healthcare practices with multiple locations coast to coast with their extensive real estate needs.

During her time as committee chair, Valarie kept our business partners engaged throughout the pandemic, spearheaded a redesign of our Corporate Sponsorship program to further attract sponsors, and consistently provided our Board with valuable feedback to ensure the voices of our business partners were heard. Thank you, Valarie, for all the hard work you put in to make this committee successful, and congratulations on your new role!

We are excited to welcome our new Affiliated Business Partner Committee Chair, Julie Hardy, and Co-Chair, Heather Turcany. ■

Thank You to our 2022 Corporate Sponsors!

PLATINUM SPONSOR



BRONZE SPONSORS



Are you receiving our communications?

We have been seeing an increase in bounced emails. If you are not getting our regular emails, please contact your IT department and ask them to add INFO@MIMGMA.ORG to your list of approved senders so you can stay up-to-date on all things Michigan MGMA. ■

Save the Date for MiMGMA's 2022 Conferences

Fall Conference
September 29 & 30
Crystal Mountain
Thompsonville

Third Party Payer Day
November 17
Soaring Eagle Casino & Resort
Mount Pleasant

Upcoming Webinars

Transforming the Provider — Patient Experience with Ambient Clinical Intelligence

Wednesday, June 29

1 p.m. - 2 p.m. EST

[Register Here!](#)



COVERYS®

IT'S TIME TO EXPECT MORE FROM YOUR MEDICAL LIABILITY INSURANCE COMPANY.

More means combining insurance protection with data analytics to reduce the downside risks of value-based care programs.

Helping clients reduce distractions and improve outcomes.

To learn more, visit Coverys.com or call the Coverys East Lansing office at 800.313.5888, and select option 3 to speak with a representative.

*A.M. Best financial rating is held by Medical Professional Mutual Insurance Company and its affiliate underwriting companies. COPYRIGHTED. Insurance products issued by Medical Professional Mutual Insurance Company and its insurance subsidiaries. Boston, MA

COVERYS®
REDUCE DISTRACTIONS. IMPROVE OUTCOMES.™

Membership Committee Update

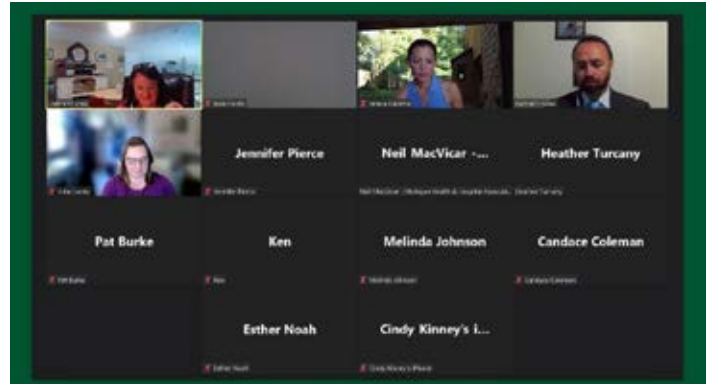


By Cindy Kinney, Membership Chair

The Membership Committee is proud to announce that our membership has seen a recent increase of 14%. Michigan MGMA recently partnered with the Commission on the Accreditation of Healthcare Management Education (CAHME)

to offer free memberships to students at CAHME-accredited schools. We want to welcome all our new members and encourage each of you to get involved. Michigan MGMA offers several opportunities to network, learn what is up and coming in the healthcare sector, and grow as a leader. I would like to encourage our members to attend one of our New Member Orientation calls, which will be held quarterly. These calls are a great way to meet the Michigan MGMA board members and find out how you can become more involved with the Michigan MGMA community.

Please mark your calendars for Michigan's MGMA Fall Conference on September 29th and 30th at Crystal Mountain Resort. MiMGMA conferences are a fabulous way to step back from your busy day-to-day to really fill up and overflow with knowledge and



motivation. You'll bring back to your offices a refreshed perspective after having aligned with your peers throughout Michigan, gained insights into different processes, and met with vendors to discuss how they can assist with some of the barriers within our practices.

Finally, keep watch for pop-up Michigan MGMA networking events in your area. More information coming soon...

We are all excited and ready for the fabulous Michigan summer weather. Make sure you take a pause and enjoy all that this great state has to offer. ■



We Make Reimbursement EASY!

Offering services tailored to your practice, spanning the full revenue cycle continuum including:

- Coding and Billing Audits
- Payer Negotiations
- Claim Audit Appeals
- Operational Practice Assessments
- Due Diligence Consulting
- New Practice Start-Ups
- Revenue Cycle Optimization

Julie Hardy, MSA, RHIA, CCS, CCS-P

Director, Revenue Cycle

810.750.6822

jhardy@thery bargroup.com

www.thery bargroup.com



Organizational Membership

We recently redesigned our MiMGMA Organizational Membership program to be more affordable and provide further value to practices and systems. If your practice has five or more managers who would benefit from being part of Michigan MGMA, an organizational membership is a great opportunity to provide them with additional education and resources. Our new pricing has multiple levels based on the number of administrators, so we have options for almost any practice. You can view the pricing structure below.

Ready to learn more or begin the process of setting your practice up with an organizational membership? [CLICK HERE](#) to fill out our contact form.

Please note that dual members and affiliate business partner members are not eligible for MiMGMA Organizational Memberships.

# MEMBERSHIPS	ANNUAL CORPORATE COST	COST PER MEMBER RANGE
5 members	\$500	\$100
6-9 members	\$750	\$125 - \$83.33
10-15 members	\$1,000	\$100 - \$66.66
16-24 members	\$1,500	\$93.75 - \$62.50
25 or more members	\$2,500	\$100 max (unlimited savings!)

Summer's fun, but take a minute to Save The Date!



by Patty Kerrins, President Elect & Program Committee Chair

The Spring Conference was a smashing success, and it's not too soon to mark your calendars for the Fall Conference on September 29 & 30th. This year, it will be held at the beautiful Crystal Mountain Resort

in Thompsonville, MI. The programming committee is busy putting together a rocking agenda of speakers, and of course, planning the always exciting networking event. Paul Long is our featured speaker, and I encourage all to take a look at Paul's previous speaking videos to see how engaging and informative his programs are.

On another note, if you ever wanted to give your "two cents" on what you would like to see for the upcoming events, please don't hesitate to contact Kate at KHARRIS@EPOXYHEALTH.COM or Patty at PATTYPOV@GMAIL.COM, or volunteer to become part of the Programming Committee. It's guaranteed to be rewarding and fun. ■

Thank You for Attending our Spring Conference!



We know how much it takes to make a practice your own. It's why we've created malpractice insurance and financial services to take care of our own – doctors like you who have given everything to help others.

Let us help you protect and grow what's yours.

Visit profsolutions.com to get started.

We Take Care of Our Own is a registered trademark of NCMIC Group Inc.
©Professional Solutions 2022 NFL 9006-10530

Get Involved!



By Karen Hopman, CMPE,
Legislative Liaison

Spring Conference 2022 at the Soaring Eagle Casino and Resort – What an exceptional educational experience! Not only was it a great networking opportunity, we also heard from several wonderful speakers.

The legislative session was presented by Michigan State Medical Society's Josiah Kissling, Senior Director-State and Federal Government Relations, and Scott Kempa, Manager, State and Federal Government Relations. Josiah and Scott provided vital information and updates on currently pending legislation that could affect our practices.

How can we be more aware and also have a voice in what is happening in Lansing? **GET INVOLVED!** Visit the Michigan State Medical Society website at www.msms.org and go to the Advocacy Tab. This brings you to current topics that pertain to our practices. You can find a brief synopsis of bills and an area where you can fill in your information and send your legislators a pre-populated letter that you simply have to sign. You can also utilize the "Find your elected officials" feature by entering the zip code for both your practice and home address, which will provide you with information on the representatives that are speaking for you in Lansing. Get familiar with them and get connected with them.

Did you know there are pending bills in Lansing?

Four Scope of Practice, two Behavioral Health Integration, two Telehealth Services and four Budget Related Bills are currently pending. Read about them and reach out to legislators with your thoughts on these issues.

An update on the Prior Authorization reform, if you haven't heard about it yet, passed in both the House and Senate. This bill has been in a 2-year waiting period in the House, and on March 23, 2022, the bill was passed. We heard from Michigan MGMA members that were directly involved in advocating for this bill — What a great partnership MSMS and Michigan MGMA are re-developing to be a strong force in Lansing. ■

Did you know?

National MGMA provides an easy way for you to let your representatives know how you feel regarding issues impacting the medical practice community. With the click of a few buttons, you can find your elected officials and send them a pre-written message about important legislative issues. Click "Contact Congress" below to learn more about MGMA's current legislative initiatives and contact your representatives today!



CONTACT CONGRESS

Does your lease expire in the next 24 months?

If so, allow our team of expert brokers to save you a substantial amount of time and money.



TERESA DATEMA
AGENT
CARR MICHIGAN, INC.
616.309.7395
teresa.datema@carr.us

CARR

MAXIMIZE YOUR PROFITABILITY
THROUGH REAL ESTATE®

CARR.US



Find peace of mind with the industry's leading malpractice insurance carrier.

Why make the switch?

- Berkshire Hathaway company rated A++ (A.M. Best)
- Flexible, affordable coverage options
- Unmatched winning claims record
- Comprehensive coverage across the nation

Contact Matthew Miller today to learn more.

260.492.4626 | matthew.miller@medpro.com

medprophysician.com/mimgma22

A.M. Best ratings as of 6/30/2021. 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. All insurance products are administered by MedPro Group and underwritten by these and other Berkshire Hathaway affiliates, including National Fire & Marine Insurance Company. Product availability is based upon business and/or regulatory approval and may differ among companies. © 2022 MedPro Group Inc. All Rights Reserved. MPIS-220122

2022 ACMPE Program Update



By Sandy Sprague, FACMPE,
ACMPE Forum Rep

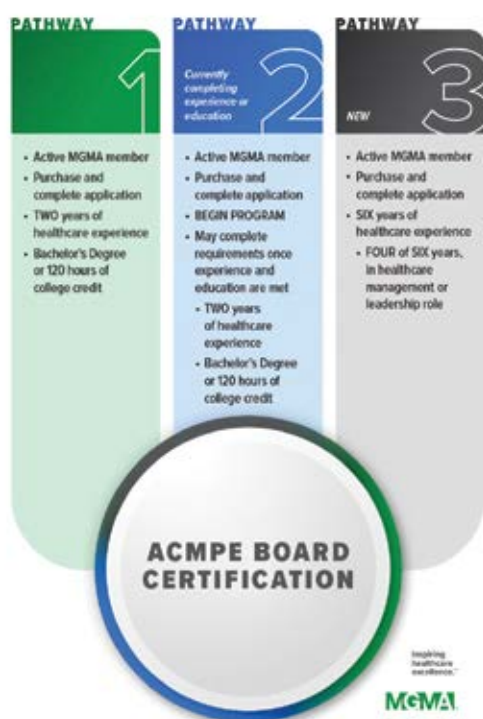
As MGMA Members, one of our key benefit offerings is to assist you in advancing your personal goals and your professional career. The certifying body of MGMA, the American College of Medical Practice Executives (ACMPE), oversees and delivers Certificates, Board Certification, and Fellowship to our members.

Our vision is for the ACMPE credentials to continue to represent the gold standard for medical practice management and professional leadership. Through that vision, the ACMPE Certification Commission and MGMA-ACMPE Board of Directors have approved strategic updates to ACMPE Board Certification and Fellowship.

We are proud to introduce these updates that continue to demonstrate the value of the ACMPE credentials to our industry, increase market awareness, and establish the ACMPE designations as the hiring standard for medical practice leaders. These updates expand accessibility and eligibility to our members.

ACMPE Board Certification Updates

We pride ourselves in upholding the highest accreditation standards and seek fair and equitable eligibility that should not exclude potentially qualified candidates. With thoughtful review, an additional pathway has been added to our current requirements. **The current required elements to complete Board Certification have not changed.**



NEW!

Along with the additional path to apply, once accepted, applicants may now add continuing education (CE) hours up to *three* years prior to their acceptance date. This ensures applicants can complete certification in a timely manner and still demonstrate expertise as required. They are still required the 50 CE hour requirements to complete Board Certification.

Completing the credential attests to the credential holder's knowledge base, skills, judgement, experience, or ethical behavior and represent baseline competence for practice or excellence in the field.

ACMPE Fellowship Updates

As a credentialing body, our priority is for FACMPE to continue to be a valuable leadership designation in the industry. To accomplish this, we have updated our objective and core competencies to clearly define our current and future Fellows of ACMPE.

In addition to updates to the objective and core competencies, we have added expanded pathways to achieve Fellowship. The two pathways provide alternatives to the current requirements while continuing to uphold the rigor of the program.

	PATHWAY 1	PATHWAY 2
MEMBERSHIP	Be a current MGMA Member	Be a current MGMA Member
EXPERIENCE	Bachelor's Degree and 5 years healthcare experience OR Master's Degree or higher and 3 years healthcare experience	Bachelor's Degree and 5 years healthcare experience OR Master's Degree or higher and 3 years healthcare experience
CERTIFICATIONS	Hold the Certified Medical Practice Executive (CMPE) in good standing	Hold the Certified Medical Practice Executive (CMPE) in good standing
TIMELINE	Application and requirements must be completed within 2 years from purchase before needing to reapply. Requirements can be completed up to 6 years prior to application purchase date	Application and requirements must be completed within 2 years from purchase before needing to reapply. Requirements can be completed up to 6 years prior to application purchase date
REQUIREMENTS	Complete one or more of the following pertaining to healthcare leadership and medical group management (total of at least 15 hours): - Business Plan - Facilitate or teach University or advanced coursework - Completion of industry related advanced education programs including Capstones, Master's Thesis, and Doctoral Dissertation - Formal presentations and speaking engagements at a recognized education event of at least 45 minutes in length - Author or co-author of an industry related book - Author articles for industry-respected organizations including, but not limited to MGMA publications of at least 1,000 words in length	- Hold the CMPE designation for at least 6 years AND - Completion of 25 continuing education hours pertaining to leadership. These 25 leadership hours may be included in CE hours used to maintain their CMPE
VOLUNTEER REQUIREMENTS	Completion of 6 volunteer hours. 3 hours must be healthcare related, including but not limited to volunteering for industry-related organizations such as MGMA-ACMPE	Completion of 12 volunteer hours. 6 hours must be healthcare related, including but not limited to volunteering for industry-related organizations such as MGMA-ACMPE
MAINTENANCE	Uphold CMPE in good standing and completion of 6 volunteer hours; 3 hours must be healthcare related, including but not limited to, volunteering for industry-related organizations such as MGMA-ACMPE	Uphold CMPE in good standing and completion of 6 volunteer hours; three hours must be healthcare related, including but not limited to, volunteering for industry-related organizations such as MGMA-ACMPE

We look forward to offering these additional opportunities to achieve Board Certification and Fellowship. ■

Fall Reimbursement Update



By Joe Rivet, Esq., CCS-P, CHC, CEMC, CPC, CPMA, CICA, CHRC, CHPC, CCEP, CAC, CACO, Reimbursement Committee Chair

New/Modifications to the Place of Service Codes – Telehealth

CMS published [Transmittal 11437](#) to update the place of service table. The

place of service codes revised are:

POS 02: Telehealth Provided Other than in Patient's Home

POS 10: Telehealth Provided in Patient's Home

Home Use of Oxygen and Home Oxygen Use for Cluster Headache

CMS finalized revisions to two separate, but medically related, NCDs for oxygen therapy and oxygen equipment in the home. Initial claims for oxygen therapy for patients exhibiting hypoxemia must be based on the results of a clinical test that has been ordered and evaluated by the treating practitioner. Secondly, the revised NCD identifies circumstances of non-coverage of home oxygen and oxygen equipment. Thirdly, MACs may determine that coverage of home oxygen and oxygen equipment is reasonable and necessary for patients with a medical need who are not exhibiting hypoxemia (as defined in Subsection B of the NCD) and who are not otherwise precluded by nationally non-covered indications described in Subsection C of the NCD. The CMS published [Transmittal 11429](#) reflective of the NCD revisions.

CMS Eliminates Certificates of Medical Necessity (CMNs) and Durable Equipment Forms (DIFs)

CMS published [Transmittal 11427](#) eliminating all remaining CMNs and DIFs effective for claims with dates of service on or after January 1, 2023. Do not submit CMSN or DIF forms with electronic claim data elements with the claim or CMS will reject the claim.

DHHS Withdraws Rule on Secure Updated and Necessary Statutory Evaluations Timely

The Department of Health and Human Services (DHHS) issued a final rule withdrawing a rule entitled "Securing Updated and Necessary Statutory Evaluations Timely" (SUNSET final rule), which was published in the Federal Register, January 19, 2021. The SUNSET final rule was originally scheduled to take effect on March 22, 2021. However, after a lawsuit filed on March 9, 2021, seeking to overturn the SUNSET final rule,

Due to unforeseen circumstances, our 2022 Third Party Payer Day has been **rescheduled to Thursday, November 17**. It will still be held at the Soaring Eagle Casino & Resort as planned. We can't wait to see you there!

HHS extended the effective date of the SUNSET final rule until September 22, 2022. HHS is now withdrawing the SUNSET final rule. The SUNET rule required, among other things, that all regulations, subject to certain exceptions expire at the end of five years after the year of the SUNSET final rule were to become effective, ten years after the regulation's promulgation, or ten years after the last year in which the Department "Assessed" or "Reviewed" the regulation, whichever was last.

Quarterly Updates to the Medicare Physician Fee Schedule Database (MPFSDB)

CMS issued [Transmittal 11408](#) reflective of numerous code updates.

The following HCPCS codes have changes to the Bilateral Surgery Indicator. These changes are effective for dates of service January 1, 2022 and after.

CODE	MOD	ACTION
30468		Bilat Surg = 2
70336		Bilat Surg = 2
70336	TC	Bilat Surg = 2 v
70336	26	Bilat Surg = 2

Among the numerous updates, new CPT codes (0714T-0737T) are effective for dates of service July 1, 2022, and after. The Transmittal lists the status indicators among other payment indicators associated with each code.



IPPS Proposed Rule is Published

CMS published the [IPPS Proposed rule](#). Some of the major proposed rules included in the proposed rule are: MS-DRG Documentation and Coding Adjustment, Modifications for the FY 2023 IPPS and LTCH PPS Ratesetting, Continuation of the Low Wage Index Hospital Policy, Permanent Cap on Wage Index Decreases, DSH Payment Adjustment and Additional Payment for Uncompensated Care, Changes to GME Payments Based on Milton S. Hershey Medical Center, et al. v. Becerra litigation, Reducing of Hospital Payments for Excess Readmissions, Hospital Value-Based Purchasing (VBP) Program, Hospital-Acquired Condition (HAC) Reduction Program, Inpatient Quality Reporting (IQR) Program. ■

Denial Management: Create Protocols to Stabilize Workflow and Reduce Cost



By Julie Hardy, MSA, RHIA, CCS, CCS-P, The Rybar Group

It is estimated that up to 90 percent of denials are preventable with the right front-end processes. Designing and implementing protocols to ensure accuracy during

submission and processing is critical to ending the upward spiral in denied claims. The average denial rate for most practices ranges from five to ten percent. For a small practice of two providers that submit 2,000 claims a month with an eight percent denial rate, this results in 160 denied claims a month. Even at a charge of \$100 per claim, this equates to \$16,000 a month in denied charges.

Denials not only take time away from improving other key performance indicators, but also deteriorate your bottom line.



Organizations must veer away from the archaic wait-to-fail approach and proactively prepare to prevent claim denials to ensure maximum efficiency and revenue.

Whether your denial management program needs to be updated or established, the following are key components to keep in mind for an efficient and effective process.

Denial Prevention Protocols

#1. Determine what you can control to ensure the quickest and most efficient bang for your buck.

Put high expectations and systems in place for front-end staff responsible for verifying and updating demographic and financial information, obtaining prior authorizations, and confirming insurance eligibility. Do not expect staff members to automatically understand all protocols. Provide clear policies and frequent training. Ensure systems are explicitly taught with ample time for questions. Have one person responsible for monitoring denials and sharing thorough feedback with all stakeholders.

esimplify

We make best-in-class analytics available and affordable for all independent practices.

Shifting Reimbursement Models seem to change the rules, but the same metrics still matter most . . .

OUTCOMES
QUALITY
COMPLIANCE



Right Service for the Right Patient at the Right Time
esimplifysolutions.com



"When it comes to bad debt collections, MCG has been the best return on our investment. They effectively and efficiently work our patients' accounts with more success than any firm I have worked with."

Dennis V.
Orthopaedic
Executive in Michigan



Heather Turcany

MI MGMA Member/Bronze Sponsor
815-405-2191 heather@collectmcg.com

Provide up-to-date resources, policies, and guidelines, including updated codebooks to the billing and coding staff each year.

#2. Stay in constant communication with your technology contacts.

Work with your software vendors to optimize their workflows. Explain the identified problems and see if they have solutions in place with other practices that may assist your productivity, accuracy, and efficiency. Perform a technology needs assessment to determine if any manual practices can be converted to digital. It is also critical to evaluate the depth of the software you have to guarantee you are utilizing the full scope of the technology.

#3. Monitor the right metrics.

Once a denial is confirmed, measures need to be in place to analyze the specifics of the claim. The following metrics should be reviewed:

- Percent of claims denied on initial submission
- Number of denials and dollar value of denials
- Top reasons claims are denied
- Denials by payer, location, specialty, and provider
- Average dollar per denial based on reason
- Percentage of denied claims that are reworked
- Employee time and cost dedicated to denial management
- Lag time between the date of denial received and the date a correct claim or an appeal is sent
- Percentage and dollars of reworked denied claims that are paid
- Percentage and dollars of the denials that are written off

Use this data to determine appropriate steps and protocols moving forward. A catastrophic mistake in preventing denials is not acting once the information has been received and reviewed. Create an action plan, or denial prevention plan, to pinpoint the costliest claims and eliminate these issues in the future, allowing you the most significant return on investment.

#4. Provide your staff with the necessary resources they need to stay relevant.

Be sure your staff knows when and how to access both the National Correct Coding Initiative (NCCI) and Medicare Physician Fee Schedule (MPFS), both of which are valuable resources for coding, billing, and service coverage.

Are your protocols in place?

Developing a consistent plan of action to prevent claim denials is key to increasing profitability and stabilizing workflow production. By performing an in-depth analysis of your current protocols, you may find this proactive approach has a far greater impact than reworking denied claims. ■



**Backus
Payne**

**SIMPLY BETTER
INSURANCE COVERAGE**

FULL-SCALE INSURANCE PROTECTION
FOR HEALTHCARE PROFESSIONALS.

Don't put your life in the hands of just anyone. A claim against your practice could cost more than just your firm. It could cost your entire life. When it comes to your family, your practice and your property, don't risk losing everything. We have the power to protect you from these unaffordable threats. Backus Payne can help you choose the medical malpractice options that best suit your needs.



**THOROUGHLY PROTECT
YOURSELF AND YOUR PRACTICE**

FROM HARMFUL MALPRACTICE LAWSUITS.

PROTECT YOUR PRACTICE

Malpractice lawsuits can mean financial and personal ruin. Let us get you properly covered.

MINIMIZE CLAIMS

We work alongside you from the first moment a claim is made.

LOWER PREMIUMS

Never pay more than you should. Offering the right malpractice insurance at the right price.

EASE OF SWITCHING

We're here to help with our sign & date application process.

WE'RE ON YOUR SIDE.



1460 Walton Blvd Ste. 221 • Rochester Hills, MI 48309
(248) 218-4160 • Fax: (248) 283-6797 • www.backuspayne.com

Improving the Value of Cause of Death Data

By Jeff Duncan, PhD, State Registrar and Director, Division for Vital Records and Health Statistics, Michigan Department of Health and Human Services

An article in the February edition of the American Journal of Public Health (AJPH) highlighted the importance of death certificate data for public health policy, research funding and public health response.¹ The article, written by physician researchers at academic medical centers, explored the limitations of cause of death (COD) data in the context of the opioid epidemic, but their observations are relevant for all death certificates.

The article points out that for COD data, we rely on physicians to apply linear reasoning to identify a single “underlying” cause of death for statistical purposes, but that often results in an oversimplification of the complex processes involved in death and limits the utility of the information for research. The authors propose several improvements to the process, including rethinking how we collect and manage COD information, as well as improved training on death certification and periodic audits with feedback. A related commentary in the same AJPH issue explored opportunities to improve the utility of COD information using, among other things, data from electronic health records.²



At Michigan's Division for Vital Records and Health Statistics, we are committed to improving the value of COD information while improving the process for physicians. Our efforts are centered on the Electronic Death Registration System (EDRS). We cannot effectively fight 21st century challenges like the Opioid crisis or the COVID-19 pandemic with paper death certificates. We are working to improve the electronic system to make it more accessible and easier to use, and we are pursuing funding to integrate it with electronic health records. If you are not currently a registered EDRS user, you can find more information about the system at **MICHIGANEDRS.ORG**. If you are currently an EDRS user, the site can provide links to helpful information about how to use the system to certify cause of death.

Even as we work to improve the value of death certificate data, we will continue to rely on the clinical judgment of clinicians who are in the best position to provide this information. We appreciate the work you do on behalf of Michigan families and the vital role you play in public health through death certification. Please feel free to email me at **DUNCANJ11@MICHIGAN.GOV**. ■

References

1. Merlin JS, Wachterman MW, Becker WC, Bohnert ASB. Serious Illness and Limitations of Death Certificate-Based Data: Urgent Lessons From the Opioid Epidemic. *American Journal of Public Health*. 2022/02/01 2022;112(S1):S36-S38. doi:10.2105/AJPH.2021.306409

2. Ling SM, Warner M, Anderson RN. Opportunities to Enhance the Utility of Cause of Death Information From Death Certificates. *American Journal of Public Health*. 2022/02/01 2022;112(S1):S42-S44. doi:10.2105/AJPH.2022.306722

When your financial expertise meets ours, the possibilities are endless.

To learn more, visit info.allscripts.com/revenuecycle

Allscripts



Michigan Medical Group Management Association

P.O. Box 205

Jackson, MO 63755

800-314-7602

INFO@MIMGMA.ORG