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VOLUME 16, ISSUE 3
FALL 2019
WWW.MiMGMA.ORG

It's Almost Here!



MiMGMA'S FALL CONFERENCE

Monday, September 30 & Tuesday, October 1

Mission Point Resort

Mackinac Island, Michigan

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Practice Focus

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

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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.

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Where Did Summer Go?



By Kim Parker

Where did summer go? It seems like it just got here—and now fall is right around the corner.

This summer, MiMGMA members, affiliated business partners, and faculty members had the opportunity to get together for a Strategic Planning

Meeting. This meeting is always a great way to bounce ideas off of each other. During the meeting, we had open discussions regarding many topics: reviewing our smart goals set up in 2018, increasing the value in being a member of MiMGMA, our relationship with our affiliated business partners, and the value of having faculty/student members. We are excited about the goals we have set for 2020. **If you have any ideas, we would love to hear from you.** The best way to get the most from our organization is to get involved.

My time as president will come to an end soon, and I would like to thank my co-members that gave of their time and wisdom; I could not have done this without you. When I accepted the invitation to become part of the executive board, it seemed overwhelming, but somewhere along the line, I realized what a large support team there was to help me out at



every step of the way. It truly has been an honor to serve as the President of MiMGMA.

I will not be going too far—as many of you have heard, I have accepted the position of Legislative Liaison, although I have no idea how I am going to fill Diane Bristol's shoes. And just a reminder: The Fall Conference is coming up soon at Mission Point Resort on Mackinac Island, September 30 through October 1 this fall. Register now, you will not want to miss this! ■



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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. ■

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

We will have several speakers to address the following topics:

- Change Management
- Cyber Security
- Legislative Update from MGMA
- Marijuana Laws
- Mock Disposition so you can avoid a Room Full of Lawyers Brought to you by Specialized Insurance
- Using Social Media Effectively in Your Practice
- Using Data to Improve Scheduling
- Beating the Benchmarks
- Multi-Generational Leadership Panel

Don't Miss Dinner & Drinks Overlooking Lake Huron Networking Event!

Monday, Sept. 30 from 6 – 8 p.m.

Join us on Monday, September 30 from 6 – 8 p.m. for our Conference Networking Event: Dinner & Drinks Overlooking Lake Huron.

Spend a relaxing evening filled with great conversation, delicious food, fun games, and a beautiful view. What could be better? This event is included in your conference registration, but you must register for the event during the registration process. If you have a guest making the trip to Mackinac with you and would like to attend, you can purchase a networking event ticket for them. The cost of the ticket is \$100. Go to the home page and scroll down to the event calendar to find the link to register your guest, or click on the link below. ■



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. ■



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Third Party Payer Day
Friday, November 8th

Soaring Eagle Casino & Resort
Mt. Pleasant Michigan

REGISTRATION NOW OPEN!

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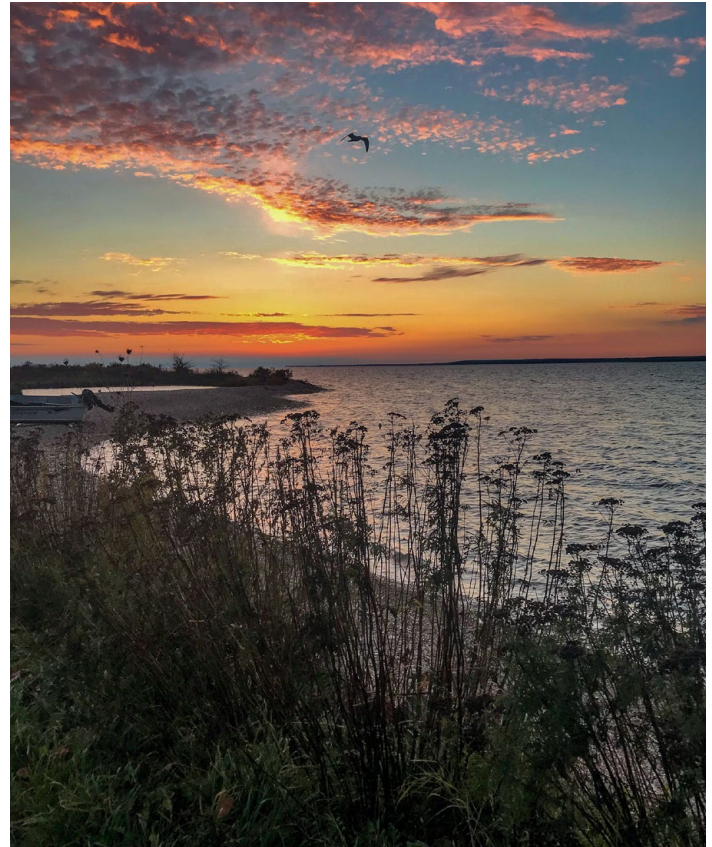
Conference Agenda

MONDAY, SEPTEMBER 30, 2019

- 7:30 – 8:30 a.m. Check In
Breakfast with Vendors
- 8:30 – 9 a.m. Conference Opening Session
Kim Parker, President MiMGMA;
- 9 – 10:30 a.m. Ding Happens! How to Improvise, Adapt & Innovate in an Ever Changing World
Avish Parashar, Keynote Speaker
- 10:30 – 11 a.m. Vendor Break
- 11 – 12 p.m. Seeing Past Tomorrow Using Appointment Data to Strategize, Change & Thrive in the Future, *Nate Moore*
- 12 – 1 p.m. MGMA Washington Update
Drew Voytal, MGMA
- 1 – 2 p.m. Lunch
- 2 – 3 p.m. Beating the Benchmarks: Better Results with Practice Operations Data, *Nate Moore*
- 3 – 4 p.m. The New Marijuana Law & It's Impact on Managing Your Practice
Susan West, Rehmann Robson
- 4 – 4:30 p.m. Vendor Break
- 4:30-5:30 p.m. Multi-Generational Leadership Panel, *Facilitated by Pat Devoy, University of Detroit Mercy*
- 6 – 8 p.m. Attendee Networking Event: Networking with Your Colleagues, Dinner & Drinks Overlooking Lake Huron

TUESDAY, OCTOBER 1, 2019

- 7:30 – 8:30 a.m. Breakfast with Vendors
- 8:30 – 9:30 a.m. Cyber Security Update,
Ian Richardson, Doberman Technologies
- 9:30 – 10:30 a.m. Using Social Media Postively & Effectively in Your Practice
Sarah Badahman, HIPAA Trek
- 10:30 – 11 a.m. Break with Vendors
- 11 a.m. – 12 p.m. Break Out #1: Avoiding a Malpractice Deposition: What You Can Do Now to Avoid Ending Up in a Room Full of Lawyers
- 11 a.m. – 12 p.m. Break Out #2: ACMPE Educational Session
Bob Karam, FACMPE & ACMPE Forum Representative
- 12 p.m. Conference Dismissal



Conference Exhibitors

- Allscripts
- Availity
- Cejka Search
- Coverys
- Doberman Technologies
- Huntington Bank
- Keane Insurance Group
- Keyser Insurance Group
- Logix Health
- MedPro Group
- Michigan Medicaid Promoting Interoperability Program
- PSIC Insurance Company
- Saginaw Valley State University
- Aegis Malpractice Solutions
- Andromeda Technology Solutions
- Carr Healthcare Realty
- Encompass Healthcare & Wound Medicine
- MagMutual
- Michigan Professional Insurance Exchange
- Old National Bank
- Pravis Health
- Quest Diagnostics
- Rehmann
- United Healthcare

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. ■

Administrator of the Year

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



September Webinar: "Understanding What Private Equity Is and How It Works."

Is your Physician Group contemplating whether to pursue a Private Equity investment? This session will provide you several things to consider before engaging in conversations with a Private Equity Firm, the most current market data on physician group transactions, expected future trends, and a real-life interactive case study that compares and contrasts key aspects of two recent physician group deals.

Monday, September 23, 2019 12 - 1p.m. CST

Presenter: Steve Stang, CPA, Partner, Healthcare Transactions Leader, CliftonLarsonAllen LLP

Third Party Payer Day Updates

November 8, 2019, is fast approaching!! Please mark your calendars for our annual Michigan Medical Group Management Association Third Party Payer Day to be held on November 8 at the Soaring Eagle Casino and Resort in Mt. Pleasant. This all day event will be very educational as well as fun for managers, billers, and collectors! **If you are involved in the revenue cycle in a medical office, this conference is for you!**

We have speakers from Medicare, BCBS, Medicare Plus Blue, United Health Care, Availity, Medicaid, Priority Health, HAP, Molina, Aetna, McLaren, Meridian, Department of Insurance and Financial Services, along with representatives from collection agencies. Altarum will be present updating us on MIPS. Various vendors will have booths set up where

attendees can learn of the services they offer and obtain information to share with their physicians.

Something new this year, based

on your requests, we have scheduled Q & A sessions with our morning speakers. Our Medicare speaker will conduct a 30 minute Q & A session after her presentation; our BCBS and Medicare Plus Blue speakers will hold a 45 minute Q & A session after their presentations.

With the challenges our medical offices face on a daily basis in capturing the revenue due our providers and organizations, this conference is a must! If an office has the opportunity, it is wise to send more than one attendee so multiple break-out sessions can be heard in the afternoon sessions.

The day will be well spent as we network with our peers and vendors; obtain additional contact information with the insurance companies that can assist us on an ongoing basis as well as enjoying delicious food and the chance to win prizes!!!

The return on the investment made by your provider or organization in sponsoring your attendance at this event will be outstanding! We will see you there! ■



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

Collaborations with Local Universities Are Setting the Stage For Improved Student Engagement with MiMGMA

By Debra G. O'Shea

This past spring, MiMGMA announced a collaboration between Grand Valley State University (GVSU) and MiMGMA. This summer MiMGMA also announced a collaboration with Detroit Mercy. These types of collaborations are vital to an organization like ours that has limited resources but needs to get a lot done. While both partnerships are still in their infancy, I wanted to report that we have already started working together on some exciting initiatives. Both institutions sent representatives to our strategic planning meeting last month so they could be a part of our future planning efforts. GVSU and Detroit Mercy have also taken on tasks that I believe will help improve MiMGMA for all of our members.

Here are some highlights of what we are working on right now:

• Multi-Generational Leadership Panel at Our Fall Conference: Pat Devoy of Detroit Mercy has agreed to moderate this panel at the Fall Conference. The panel will be exploring how leaders can use best practices to engage and motivate with all the generations they have working at their practices. It is sure to be an interesting topic!

• Faculty Reach Out Program: Pat Devoy started a faculty reach out program earlier this year to encourage more faculty to join our group. Our faculty membership numbers are small right



now but with Pat's help we hope to change that. We have already seen some new members come on board due to Pat's efforts.

• Marketing to Practices that are Part of Health Systems: Larry Warkoczeski and a group of graduate level marketing students from GVSU have agreed to work with MiMGMA this fall on an MiMGMA Marketing Plan for medical practices that are part of larger health systems. Our hope is to work with

these bright, energetic students to ensure that we are marketing effectively to this important part of our membership base.

• Engaging our Honorary/Retiree Members: At our strategic planning meeting we all agreed that we need to do a better job of engaging our honorary and retired members. Larry Warkoczeski of GVSU has volunteered to put together a panel of these retirees (if he can get them to volunteer) during the winter semester for his students.

We also have ongoing work on some items that were discussed in prior newsletters. These include the GVSU Electronic Health Record research project, internship programs and MiMGMA's participation in a GVSU advisory board.

We are very excited to welcome these new partners and we look forward to working with them over the weeks and months to come. If you would like to get involved in any of the above projects, please reach out to me (INFO@MIMGMA.ORG or 1-800-314-7602) and I will connect you with the appropriate individual. ■

MiMGMA Announces Board Slate for 2019-2020

It's that time of year again! We will vote in our new board at the Fall Conference, during our annual business meeting. We are still putting the finishing touches on the board nominees, and the official board slate will be released to the full membership next week. Here is our preliminary slate. Finally, a big thanks to Malissa Becksvort, who is leaving the board.

NAME OF NOMINEE	AFFILIATION	POSITION
Susan Lupo, MPA	Operations Manager, Vision Care Assoc.	President
Ken Rates, MHSA, MBA	Administrative Manager, Dept of Urology at Michigan Medicine	President-Elect & Program Committee Chair
Patty Povilunas, CMPE	Administrator, Northpoint OB/GYN	1st Vice President
Laura Mrozinski, CPA, CGMA, FACPME	Controller, Paragon Health	Treasurer
Natalia Szczygiel, MHSA	Director of Operations, Spectrum Health	Secretary
Kim Parker, Nominee	Office Manager Lisa L. Guyot, MD, PhD, PC	Immediate Past President

New Member Spotlight

Meet Theresa Draper of Jonesville Healthcare

Each newsletter MiMGMA will spotlight a new member. This edition spotlights Theresa Draper.

Theresa Draper is a Practice Manager at Jonesville Healthcare based out of Jonesville, Michigan. Theresa is a graduate of Spring Arbor University where she obtained her undergraduate as well as Master's in Business Administration Degrees.



Theresa, tell us a bit about your current position?

My list of responsibilities includes financial projections and budgeting, staff management and oversight, compliance, and HIPAA security. In addition to that I oversee incentives and care coordinator. I have the honor and privilege to work alongside a Clinical Manager and a Billing Manager who have been with the practice for over 16 years and are extremely knowledgeable. Jonesville Healthcare has two physicians, four mid-levels, and an absolutely awesome team of Medical Assistants.

How did you enter the field of healthcare/practice management?

I began my career in healthcare as a billing specialist at Hillsdale Hospital. My primary role was the processing of claims to all commercial, worker's compensation, and self-pay accounts. Within a year, I moved into the role of Business Office Manager and held that position for nearly 15 years. During that time, I served as the compliance liaison to the CFO, the Medical Records Manager, and PHO coordinator. An opportunity then came along to move into a position of Director of Ancillary Services, to cover the Administrative oversight for all the outpatient ancillary services (lab, radiology, cardiopulmonary, physical therapy, and rural health clinic). This position was then expanded to cover the ER and Surgery Department). The last title I held prior to my leaving was V.P. of Ancillary and Outpatient Services. Each of the roles afforded me insight into the patient care aspects of healthcare along with the financial and operational sides. I ended my hospital career after 29 years to explore a new adventure that would afford me more flexible time. Thinking my experience could be beneficial to a physician practice, I chose Family Medicine. So, in April 2019 I joined the team at Jonesville Health Care, PLLC.

Why did you decide to join MiMGMA?

Throughout my healthcare career I have always seen the value in associations such as MiMGMA for networking, resources, and collaboration. Already I have found MiMGMA to be just the right fit for physician practice management.

What do you hope to get out of your membership?

To be able to network with and learn from other practice managers

Are you CMPE or FACMPE Certified?

Not currently but I'm very interested in exploring this certification.

Thank you Theresa, is there anything else you would like to share with our membership?

I am a wife, mother, and grandmother. I love to garden, sew, and run 5K's (it's all about the bling – t-shirts, medals, and such). ■

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.

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Member Services Update



by *Kenneth Rates*
Member Services Committee Chair

They say knowledge comes from learning. In order to learn one must have the resources and tools at their disposal to be able to learn.

It is this critical idea, coupled with our desire to consistently bring value to our members, that led to the Michigan Medical Group Management Association's (MiMGMA) participation in a multi-state initiative to provide consistent knowledge surrounding a host of relevant and pertinent topics that impact your daily work.

MiMGMA realizes that healthcare and the industry is changing at a rapid pace, and often information and ideas

need to be shared before one of our conferences. Our monthly webinars were designed to complement our conferences, which have a wealth of knowledge to begin with, by bringing you highly focused topics delivered by content experts. This platform allows you to tune in to topics that are relevant to your area, listen and learn from experts, and ask questions.

For example, our most recent webinar on August 27th featured Tom McDougal Jr. of Synct, LLC. Tom discussed telemedicine and patient engagement. Two topics that are becoming increasingly relevant in today's healthcare world. Other topics have included reviewing employee benefits and increasing revenue through enhancing provider schedules. Best of all, these webinars are free to our members.

So even if you cannot make one of our events, consider tuning into one of our webinars. You never know what you will learn. ■

Welcome New Members!

New Member Name	Month Joined	Practice/Employer
Theresa Draper	June 2019	Jonesville Healthcare
Cindy Kinney	July 2019	Beaumont Health System
Heather Ruffin	August 2019	Muskegon Surgical Associates
Joseph Jacot	August 2019	Michigan Vascular
Ashley Kamp	August 2019	The Center for Plastic Surgery
Jamie Iedema	August 2019	Southwestern Michigan Dermatology
Kathy Sather	August 2019	Baldwin Family Medical Care



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 period for lapsed members	No grace period

Get Certified!

What would it mean to you to have the background information coupled with your experience 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's often difficult to find time to take the next step in our career path. However, everyone I know who has committed to certification has realized significant self-gratification and accomplishment.

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

Certification Date to Remember

2019 Exam Dates

December 7 - December 21

Registration Dates

October 21 - November 4

ACMPE CORNER

By Robert Karam, FACMPE



We focus on
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can focus on running
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Planning Our Future: Perfecting Our 2020 Vision

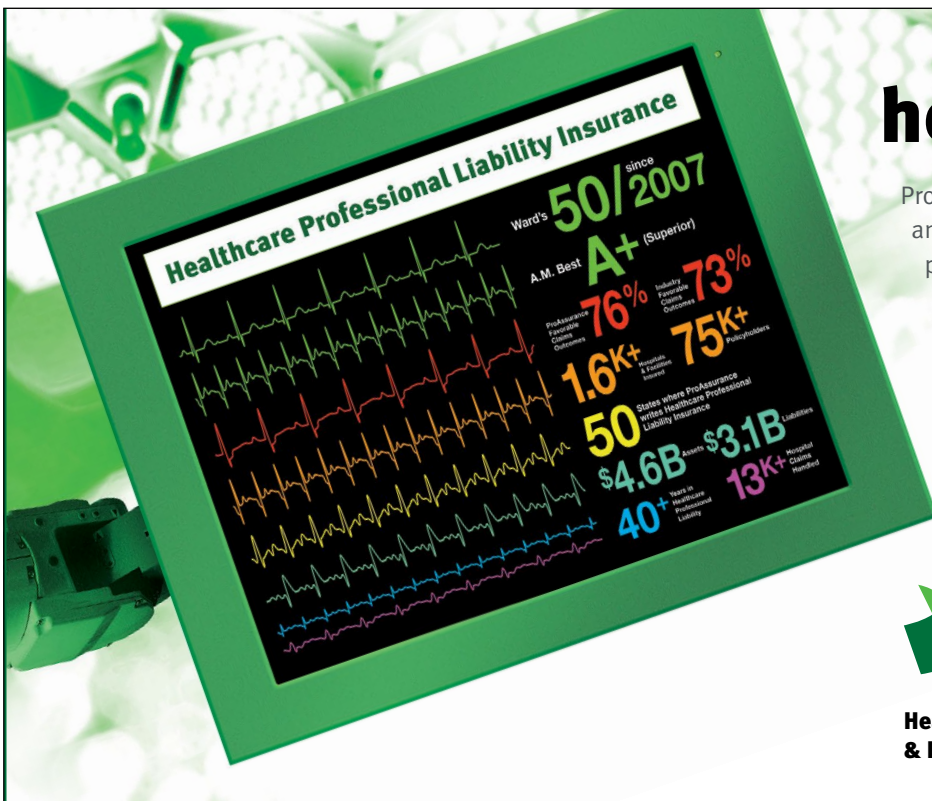
By Debra G. O'Shea, CMPE
Executive Director MiMGMA

Last month a small group of the board and our faculty collaborators met for a strategic planning session in East Lansing, Michigan. A lot of ideas and thoughts came out of this meeting. I wanted to share an executive summary of what we discussed.

Networking and Education: How do keep members engaged in between conferences? We talked about all sort of online engagement tools and communication strategies. Today's world includes online member forums, social media, blogs and other communication systems that haven't always been in place. We can no longer depend on snail mail or email to get the word out. At MiMGMA we recently have upped our social media presence by taking advantage of resources that make it easier for us to post content on all the various social media platforms. We hope you will notice the difference as we continue to try and engage our members. We offer monthly webinars and we try to communicate other information to members as it comes our way. In the future we will be looking at ways to make our website more of a destination for our members by offering more online tools for collaboration and communication.

Conference Planning: As our membership base grows to include members of health system owned practices we are faced with the challenge of providing content that is relevant for those members who work for independent practices and those who work for hospital systems. This can be challenging from a conference planning perspective. One way to address this need is to have separate tracks for independent vs. hospital system owned practices. While there are some subjects that are relevant to all types of administrators there are clearly differences in responsibilities based on the type of practice an administrator is employed by.

Recently our conference attendance numbers have declined. This is very concerning for us as an organization. In order to provide current educational content and networking opportunities we need our members to support and attend our conferences. We will be doing a survey this fall about what you want for 2020. We encourage you to speak up. We need to know what we you



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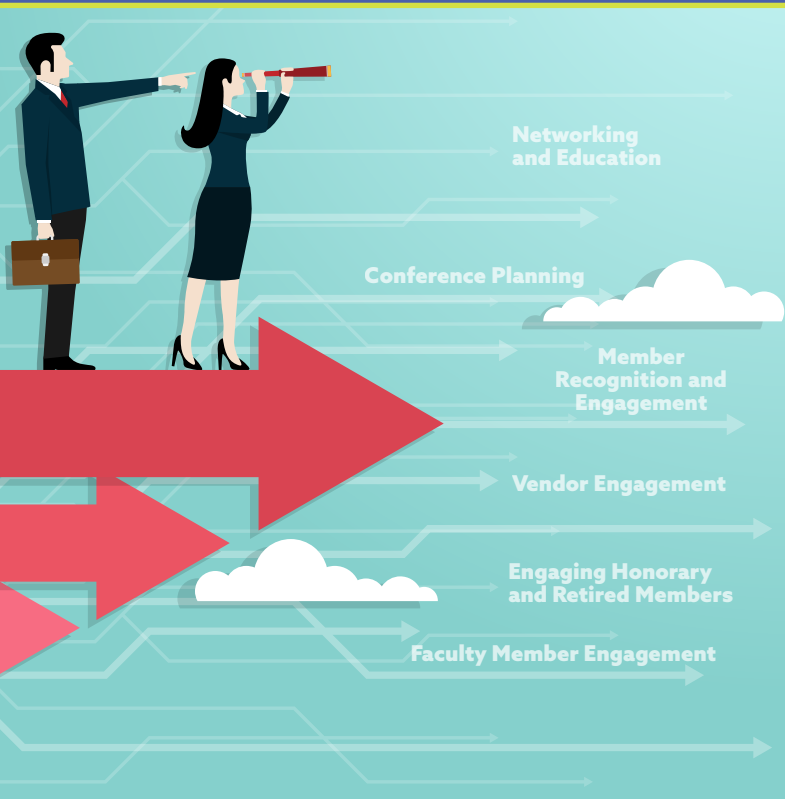
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like about our recent conferences and what we can do better. If you haven't attended a meeting we want to know why so please take the time to tell us how you feel.

Member Recognition and Engagement: We are looking at implementing some new member recognition programs and reviewing our new member welcoming efforts. We expect to do more on the member survey side of things. We want to know what you want from your association and how we can continue to improve and enhance our value to you, our members.

Vendor Engagement: We are looking at ways to engage further with our vendor members. Are there ways we can do a better job of promoting our vendors and their services in a place our practice manager members can find the vendor they are looking for when they need that information. We are working on programs to enhance the way we welcome new vendors as well as promote members who sponsor our events. We have been using social media more for this so we hope you have noticed the difference.

Engaging Our Honorary and Retired Members: We want to do a better job of engaging our honorary and retired members. They have so much to offer. We discussed a reach out campaign to our retired and honorary members to re-engage them with the organization. Ideas that were discussed were implementing a discount to conferences for our retired members, having these members serve as mentors to newer members or students or engaging them in faculty activities that highlight their experience as practice managers.

Faculty Member Engagement: We are looking at ways to engage further with our faculty members and grow the number of faculty who belong to MiMGMA. We are looking for ways to encourage these members to attend our conferences, utilize MiMGMA members as resources for their students and make student membership more attractive to students. Our collaboration article touched on a few of

our current initiatives. What is important to note here is that we want to encourage students to become members by offering activities and opportunities that will enhance their professional development as they begin their careers in practice management.

Wrap Up

We left this meeting energized for the next year. Here are some of the strategic planning goals and strategies we approved at the meeting:

- Increase our student members by 100%. It's a small number right now, so this isn't as hard as it sounds.
- Onboard 10 new members during the next 12 months.
- Define a new Emerging Leader Goal for 2020.
- Increase faculty membership by 30%.
- Get five honorary members to get re-engaged in some way.
- Develop member retention goals/metrics to strive for.
- Develop a marketing/communication plan by constituency.

We realize we have a lot on our plates. Most of this work is done at the committee level and can be done remotely. We are looking for more members to engage with us and there is no better way to get connected than to join a committee! ■

A photograph of a desk with a wooden surface. In the foreground, there is a blue surgical mask, a black pen, and a white notepad. The notepad has handwritten text in black ink: "I CAN'T KEEP UP! IS THERE A BETTER WAY? CALL REHMANN." To the right of the notepad, there are several colorful sticky notes. In the background, a portion of a white computer keyboard is visible.

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