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## MESSAGE FROM OUR *President*

**The Spring Equinox 2019 took place on Wednesday, March 20, 2019.**



Springtime is seen as a time of growth, renewal, of new life being born, and of the cycle of life once again starting. It is also seen more generally as the start of better times. At this time of year we begin to feel less sluggish, and become more open to inviting changes – both big and small – into our lives.

It's the perfect time of year to seek out

new objects that wipe out the remnants of winter and boost your mood for the new season. So grab the duster and the vacuum cleaner out of the back of the cupboard, and make a list too, so you are more efficient and afterwards, you can look back and say "I really got a lot done today".

Ultimately spring is all about opportunity – a time for cultivating the qualities of courage and optimism, of strengthening the belief in ourselves and our powers to achieve and overcome obstacles – the greatest of which is perhaps our own fear, which prevents us from taking risks and stepping into the unknown.

As the days grow longer and warmer, we can choose to capture that sense of freshness and renewal in order it can be remembered, savored and built on throughout the year. *Collingwood, J. (2018). Capture that Springtime Optimism*

Wishing you the very best Spring renewal you could imagine.

Oregon MGMA President  
Kathy Brown, CMPE, CPPM  
Orthopedic and Sports Medicine  
Center of Oregon LLC





Leaders Helping Leaders



## Upcoming Events and Education



### Free Member Webinars in 2019

Registration information at [www.omgma.com / Events](http://www.omgma.com/Events)



Save the dates...

May 14 | 10:00 AM pacific

June 13 | 10:00 AM pacific

July 11 | 10:00 AM pacific

Access our available on-demand member webinars! Sign-in at [www.omgma.com](http://www.omgma.com) with your username/password and proceed to the Members ONLY/Member Webinars and On Demand Library page for free viewing of previously recorded webinars and handouts

### Two Can't Miss Conferences in 2019

**May 8-10, 2019 | PNW Medical Management Conference**

Greater Tacoma Convention Center - Tacoma, Washington

**REGISTER WITH CODE: FRIEND** by April 26 to receive **\$100** off the regular conference attendee rate



**Uncork Your Potential**

May 8-10, 2019  
Hotel Murano and  
Tacoma Convention Center  
Tacoma, WA

**PACIFIC NORTHWEST  
MEDICAL MANAGEMENT  
CONFERENCE**

**MGMA** Hosted By **MGMA**  
OREGON WASHINGTON STATE

[www.pnwmgmaconf.com](http://www.pnwmgmaconf.com)

### September 18-20, 2019 | OMGMA Fall Conference

The Eugene Hilton, future home of the Graduate Eugene Hotel  
Eugene, Oregon



**2019 Oregon MGMA Fall Conference**

**FROM FIRST  
DOWN TO  
TOUCHDOWN**

September 18-20, 2019  
The Eugene Hilton, future home of the Graduate Hotel  
66 East 6th Avenue, Eugene, Oregon, 97401

**MGMA**  
OREGON

### About MembershipMatters

MembershipMatters is a periodic member publication by the Oregon Medical Group Management Association to help keep our members informed of Association activity. Articles or portions of articles may not be copied without written consent of Oregon MGMA. Articles published in MembershipMatters contain the expressed opinions and experiences of the authors and do not necessarily represent the position of Oregon MGMA. The content of this publication is for information purposes only and is not intended to replace financial or legal advice.

### Newsletter Sponsorship

Sponsorship space is available for industry suppliers. For rates, ad specs and deadline dates for future issues please contact the Oregon MGMA office: [main@omgma.com](mailto:main@omgma.com)

### A Call to Authors

Oregon MGMA welcomes the submission of articles and other information from our members and partners for publication. To submit a potential article for the next issue please contact the Oregon MGMA office: [main@omgma.com](mailto:main@omgma.com)

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Website: [www.omgma.com](http://www.omgma.com)

### Membership Reminders

**Have you renewed your Oregon MGMA Membership for 2019?**

Dues renewal invoices are issued to members via email, 30 days before your membership expiration date. Don't overlook renewal of your 2019 membership dues during this holiday season. We have lots of great events and some new member benefits which will be introduced next year.

You can always access a copy of your dues invoice and make payment directly from your Member Account at [www.omgma.com](http://www.omgma.com) after you log in.

Contact our office at [main@omgma.com](mailto:main@omgma.com) if you need help!

As a member led, member driven association YOU are the best part of Oregon MGMA. We are Leaders Helping Leaders and we appreciate your continued membership.



# Featured Article

## Building A Better Version Of You

Here is the premise I would ask you to accept:

**The most impactful thing you can do to improve as a leader is to work directly on your own skills and understanding of leadership.** It is not working on the people on your team, not tracking goals and targets, not prioritizing and optimizing...it is working on your own skills as an influencer and leader.

**If there is one secret to exceptional leadership, this is it.** Exceptional leaders consider constant self-improvement to be a top priority. It is really as simple as that. Average leaders say the right things, buy the right books, use the current clichés, maybe even go to a seminar every once in a while; but they don't actually get better over time.

Look around your organization. You will see supposed leaders who are **exactly** the same as they were five or ten years ago. They don't have new skills, they don't have improved ways of doing things, and they don't realize it is part of their job to get better over time. **Do they have seven years of experience or just one year repeated seven times?**

Working on yourself means purposely doing and learning things that will make you a better leader/manager/person. Most of the classic leadership books are intensely focused on this idea but, regrettably, self-improvement has, for the most part, left the business section of the bookstore and re-rooted itself in the pop psychology isle.

**Why has this shift happened?** There are probably many reasons. One is that we, as managers, simply prefer to think that big improvements will come from other people changing rather than thinking that we can (and should) grow ourselves to earn these business gains. Another reason may be that we forget that we are the constants in our business. There is going to be considerable change and churn in most of today's organizations. When managing in this environment, you will usually do best by managing the constants, and that starts with you.

**Perhaps a valuable core belief would be that we could all expect bigger outcomes, bigger opportunities, bigger leverage points and bigger possibilities if we focused on becoming bigger people.** This belief says that over time I can actually increase my *capacity* to lead. Capacity is important in leadership and it is not changed

easily; but when it is successfully increased, a leader has every right to confidently expect more success for him/herself and their team.

Most of the prevailing ideas we all have about management and leadership are rooted in the concept that good managers and leaders are effective because they know how to get people to do the things that they need to do for the company, division, department, district, etc. to succeed.

*While I do agree it is certainly true a manager who can effectively organize and measure people's efforts and activities will be seen as a successful manager, I would also argue not continuing to stay relevant will make for a short shelf life for any leader.*

Because of that, the impact of "working on yourself" is often lost or under-emphasized. I believe most of the current information and training on management misses this most powerful and reliable way to improve your results. **The idea of working on yourself as a growth strategy isn't often leveraged.** At least not for average leaders.

Take a few minutes right now. Close the door, mute the phone, put the computer in sleep mode. What are the 3 things you need to be better at to be more effective in your role? Where are you coasting? What is the upside to consistent self-improvement? Whatever you come up with, I know this...the upside can be life-changing.



Tracy Spears  
Speaker, Author, Trainer  
Exceptional Leaders Lab





# Welcome our newest Oregon MGMA *Members & Partners*

Camille Walker  
Reimbursement Management Consultants,  
Inc. - Clackamas  
Member Since: 1/2/2019

Noel Murata  
NORCAL - San Francisco  
Member Since: 1/9/2019

Bradley Walker  
Salem Health - Salem  
Member Since: 1/14/2019

Brian Watkins  
Southern Oregon Credit Service - Medford  
Member Since: 1/14/2019

Janel James  
Tanasbourne Plastic Surgery - Hillsboro  
Member Since: 1/17/2019

David Weld  
Quatris Healthco - Tualatin  
Member Since: 2/5/2019

Kari Cox  
WVP Medical Group - Independence  
Member Since: 2/11/2019

Rhodes Kimmell  
Radiology Consultants, Inc. - Portland  
Member Since: 2/12/2019

Barbara Bowman  
Bend Dermatology - Bend  
Member Since: 2/18/2019

Tania Adams  
The Oregon Clinic - Portland  
Member Since: 2/20/2019

Jacob Espinoza  
St Charles Health System - Bend  
Member Since: 2/20/2019

Jawanza Hadley  
Oregon Health and Science University -  
Portland  
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Cynthia Seaver  
Legacy Medial Group - Lake Oswego  
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Brad Pancratz  
Brenmor Technologies - Eagle  
Member Since: 3/5/2019

Rebekah Ashdown  
Oregon Kidney & Hypertension Clinic -  
Portland  
Member Since: 3/5/2019

Jeff Morgan  
Brenmor - Eagle  
Member Since: 3/6/2019

Paul Carver  
Brenmor - Eagle  
Member Since: 3/6/2019

Tod Santiago  
Bay Area Hospital and Prefontaine  
Cardiology Clinic - North Bend  
Member Since: 3/11/2019

Joyce Siamon MHSA  
Pathology Consultants PC - Springfield  
Member Since: 3/11/2019

Kristen Davis  
Curry Community Health - Gold Beach  
Member Since: 3/13/2019

Stephen Townsend PMP  
Portland IPA - Portland  
Member Since: 3/13/2019

Jeri Weeks MBA  
Neighborhood Health Center - Portland  
Member Since: 3/19/2019

Christine McCulloch  
Counseling Services of Portland - Tigard  
Member Since: 3/20/2019

Maureen Kirkpatrick  
Counseling Services of Portland - Tigard  
Member Since: 3/21/2019

Kelli Warner CMPE  
Siskiyou Pediatric Clinic - Grants Pass  
Member Since: 3/22/2019

Laura Lane  
Southern Oregon Neurosurgical & Spine  
Associates, PC - Medford  
Member Since: 3/28/2019

Kathryn Lenahan  
UC Berkeley - Portland  
Member Since: 3/28/2019

Yvette Gonzalez Avalos  
Northwest Extremity Specialists -  
Tigard  
Member Since: 3/29/2019

Donald Guyer  
Med Tech Solutions - Silverton  
Member Since: 3/29/2019

Kari Moore  
Salem Gastroenterology - Salem  
Member Since: 4/2/2019

Elissa Looney  
Perlo Construction - Tualatin  
Member Since: 4/4/2019

Brittany Mena  
Oregon Eye Specialists, P.C. - Portland  
Member Since: 4/11/2019

Kim Tyree  
Evergreen Family Medicine - Roseburg  
Member Since: 4/11/2019

**Our warmest  
welcome to the  
OMGMA Family!**

Thank you to our MTO Sponsor:



*“Loved this MTO workshop. It was hands on and I came away with actionable tools.”*

## MTO The Dalles - Snapshot



### ACMPE Next Round of Exam Registration — April 22 - May 6, 2019

The examinations determine if you have knowledge of the principles of medical practice administration and the application of those principles to real-life healthcare situations and scenarios in addition to how to successfully manage all aspects of a medical practice.

Each examination is created to assess your current level of knowledge in the six Body of Knowledge domains with our exam competencies that define the scope of responsibility of medical practice executives.

To register for the two exam requirements, you must be an MGMA member and active participant in the ACMPE board certification program. Not a member yet? Join MGMA at [www.mgma.com](http://www.mgma.com)

#### About the examinations

To become board certified through the ACMPE, members must complete two exams. Examinations may be completed once an applicant has been accepted to the program. Exams are held four times per year, in-person at the Castle Worldwide testing locations.

#### Exam Dates

June 8-22, 2019  
Sept. 7-21, 2019  
Dec. 7-21, 2019

#### Location

Nationwide computerized testing - view locations  
Nationwide computerized testing - view locations  
Nationwide computerized testing - view locations

#### Registration Dates

Apr. 22-May 6, 2019  
July 22-Aug. 7, 2019  
Oct. 21-Nov. 4, 2019

The exams can be taken during the same exam cycle or separately, but you must register for each exam individually. These exams can be completed in the order that works for you.



## Committee *Corner*

### ACMPE ADVANCEMENT

I know we've been talking about this nearly non-stop for the past couple of years but the updated CMPE and FACMPE requirements began on January 1, 2019. For those of you who've already earned CMPE and/or FACMPE certification, please take a quick look at the changes for maintaining the level of certification you've worked so hard to achieve.

To maintain your CMPE certification, here are the requirements:

- Submit 50 continuing education hours every three years
  - o 30 must be from an MGMA/OMGMA resource
    - ☐ 12 of these hours must be at a face-to-face event
    - ☐ Live webinars hosted by MGMA/OMGMA count as face-to-face
  - o 20 may be from other qualified sources
- Remain an MGMA member

For those currently holding FACMPE certification, here are the UPDATED requirements for maintaining this designation:

- Submit 50 continuing education hours every three years
  - o 30 must be from an MGMA/OMGMA resource
    - ☐ 12 of these hours must be at a face-to-face event
    - ☐ Live webinars hosted by MGMA/OMGMA count as face-to-face
  - o 20 may be from other qualified sources
- Complete six volunteer hours (3 related to healthcare, 3 in community service)
- Remain an MGMA member

Find more information about ACMPE Certification in general at: <https://www.omgma.com/ACMPE>

Interested in joining a CMPE Study Group or have any other questions about ACMPE? Just send an email to [acmperep@omgma.com](mailto:acmperep@omgma.com)

Deb Bartel FACMPE  
Oregon MGMA ACMPE Forum Rep

### NOMINATION COMMITTEE

Would you like to make a difference in the Medical Management community? Be part of an awesome team and make new friends? Oregon Medical Group Management Association is actively seeking nominees for Board positions in 2020. This is an opportunity to use your expertise in growing and educating membership in this professional association. Nominees must be members of OMGMA for a minimum of three years. Need more information? Login to [www.omgma.com](http://www.omgma.com) and review our Board of Director's Handbook or contact Michelle Eldridge at [meldridge@wvphealth.org](mailto:meldridge@wvphealth.org).

Michelle Eldridge, CMPE  
Oregon MGMA Nomination Committee Chair



## Committee *Corner*

### FALL CONFERENCE PLANNING COMMITTEE

#### Fall Conference: We Heard You!

The Fall Conference Committee is excitedly planning your 2019 Fall Conference. We are working on many fun and educational events, so be sure to save the date: Wednesday, September 18 through Friday, September 20, 2019.

This year's Fall Conference is in Eugene, Oregon. Eugene Hilton is re-branding to Graduate Hotel and the entire hotel is in the process of a complete renovation. The rooms and lobby areas will be newly refreshed in a way that fits perfectly with our football theme. We got a sneak peek during our conference planning meeting and were so thrilled with the look, we all wanted to take some of the décor home with us! Also, The Graduate is installing Top Golf Virtual Suites, which will be incorporated into after-hours networking events.

The conference planning committee loved all the great feedback we got from last year's Fall Conference attendees, and we're focused on bringing you plenty of what you want. One of the fun conference highlights is a tailgate style networking reception! Now doesn't that sound fun? We revamped the conference agenda and incorporated your ideas into session topic selections. Besides enjoying all the fun and learning great things to take back to your organizations, Fall Conference participants can earn over 10 hours of ACMPE approved credit.

We have plenty of surprises for you, so keep an eye out for announcements and updates at [www.omgma.com](http://www.omgma.com).

A special thank you to this year's Fall Conference planning committee for their enthusiastic volunteer service:

Christi Siedlecki, MSN, RN, FACMPE – President-Elect and Fall Conference Planning Chair

Kathy Brown, CMPE, CPPM – President and Education Chair

Lana Giacomelli, CMPE – Director

Greg Sarish, MBA – Director

Mike Francis – Branch Manager at Solutions YES, LLC

Christi R. Siedlecki MSN, RN, FACMPE  
Fall Conference Committee Chair

# TOPGOLF<sup>®</sup>

## VIRTUAL SUITES







## Committee Corner

### LEGISLATIVE COMMITTEE

#### Prior Authorizations Got You Down? You're Not Alone!

Medical group managers across the country agree prior authorizations (PAs) are increasing and creating a large administrative burden. In fact, a Medical Group Management Association (MGMA) poll indicated 82% of practice managers surveyed rated PAs as very or extremely burdensome. Closer to home, a survey reported by the Oregon Medical Association (OMA) indicated 98% of respondents have experienced delays in patient care due to the PA process. Significantly, 89% of those surveyed said PAs can at least sometimes lead to treatment abandonment.

Here in Oregon legislators recently introduced Senate Bill 139 (SB 139), known as the Utilization Management Transparency Act. The bill, backed by the OMA, seeks to create transparency, efficiency, and fairness in the way commercial and Medicaid payers require and process PAs for medical, prescription, and dental care. Although the bill does not ban the use of PAs or change benefit design of insurance plans, it does set strict guidelines around PAs and step therapy. If passed SB 139 could help relieve some of the burden medical managers are experiencing around PAs and help improve care to the patients we serve. More to come on opportunities to share your PA stories to help pass this much needed bill.

To learn more about SB 139, visit <https://olis.leg.state.or.us/liz/2019R1/Measures/Overview/SB139>.

Nationally, MGMA continues to advocate for a reduction in the overall volume of prior authorizations health plans require for medications and medical services. The Association also supports increased automation and reduced burden related to the administrative processes practices are required to take when conducting a prior authorization.

Christi Siedlecki, MSN, RN, FACMPE  
OMGMA Legislative Committee

### MEMBERSHIP COMMITTEE

#### The value of membership:

As the OMGMA Membership Chairperson, I am especially motivated to share the value of OMGMA Membership. However, I would like to highlight reasons why I joined OMGMA in the first place.

I joined back in 2012 after relocating employment into Oregon State. I had accepted a position managing a Family Medicine group and knew the value of past membership in similar associations. I was tasked with getting my medical group ready for the first year of an electronic medical record, Meaningful Use, PQRS, and many other federal required programs. I hit the ground running. I believe most of you can relate to the continuous performance requirements we each face within our positions in healthcare administration.

After googling, I located the Oregon Medical Group Manager's Association (OMGMA) and the Medical Group Manager's Association (MGMA). I immediately joined and attended my first OMGMA conference held in Lincoln City within just a couple months. There I found many other administrative professionals who also championed. As a combined association, we share resources, promote information, opportunities, and mentoring. It is wonderful to find members who bond together and advocate for one another as I have found in OMGMA.

I quickly realized a great return on my investment. I found so many resources while attending this conference. I was able to access representatives from everything from Oregon Health Authority, local insurance payers, and vendors who educated on various operational needs. There were so many class offerings on many timely topics that provided me immediate education on how to improve quality, efficiencies, increased revenue, and attain successful compliance within my practice.

Today, I regularly access the OMGMA website for ongoing education and resources. I attend the conferences, and I am still learning; as we all know nothing changes in healthcare, right?!

Janet Mossman, FACMPE  
Membership Committee Chair



# A Big Thank You

to Oregon MGMA 2019 Partners for their support of our educational programs, our website and our members!

Bank of America	MedPro Group	RRS Release of Information Services
Brenmor Technologies	Med-X Staffing Services	Scribe-X, LLC
Centerlogic, Inc.	MOLVI CPA, LLC	Solutions YES
CNA Healthcare	Moss Adams, LLP	Southern Oregon Credit Service
DBS Health Information	NORCAL	The Doctors Company
GNSA	Perlo Construction	The Keane Insurance Group
Higley Financial	Physicians Insurance A Mutual Company	The Partners Group
Jones & Roth CPAs and Business Advisors	Preis Financial	Uptown Medical Billing, Inc.
Med Tech Solutions	Quatris Healthco	USI
Medical Answering Service of Oregon	Reimbursement Management Consultants, Inc.	

We encourage our members to visit [www.omgma.com](http://www.omgma.com) / **Partners Place** when looking for a new supplier for your practice and consider our **OMGMA Partners**.

## OREGON MGMA MEMBER *Benefits*



Congratulations!  
The first 10 members to find this icon and email [main@omgma.com](mailto:main@omgma.com), will receive a \$5.00 Starbucks gift card

- ♦ **Education** – offered through annual conferences, monthly webinars, our online education library, Managers Time Out meetings (MTOs) and email communications.
- ♦ **Networking** – interact and build relationships with other healthcare executives in our state who face similar responsibilities and challenges.
- ♦ **Career Center** – review available positions from across Oregon and post your open positions.
- ♦ **Legislative updates** – to keep informed on issues that face our healthcare community.
- ♦ **Mentors** – New to medical group administration? OMGMA provides mentoring opportunities for those looking to increase their knowledge and skill set.
- ♦ **Worker's Compensation insurance discount** – through SAIF Corporation (if your group qualifies).
- ♦ **Certification through ACMPE** – using the education, support and resources provided by fellow OMGMA members who have been through the process.
- ♦ **Opportunities** – to interact and connect with industry suppliers offering emerging products and services to help you find solutions to changes in the industry.
- ♦ **Continuing Education Credit Hours** – through our monthly webinars and conferences.

## When was the last time you thought about how truly valuable your inexpensive membership in OMGMA is?

If it's been awhile, be sure to visit the membership page of our website:

[www.omgma.com/member-benefits](http://www.omgma.com/member-benefits) .

You may be surprised at the discounts for services including Workers Compensation insurance for your organization through SAIF and a monthly subscription for Verify Comply! Other benefits and details are easily available by using the link listed above.

Did you know anyone is eligible to participate in **MGMA Stat polls** – even though you may not be a national MGMA member? Here's how it works: You opt in to the program by sending a text message. Once you've done it you will receive a survey question via text message every Tuesday morning. Responding is easy! Typically a single digit answer based on their choices. Occasionally they may ask for additional comments based on your response. The survey is open until Thursday when you'll receive a second text showing the results in a graph as well as a link to more information. It's easy! **To opt in to the program, text OMGMA to 33550.** You'll receive a message thanking you for joining and your first question will follow on Tuesday. Feel free to share this information with other colleagues – the more responses each survey gets, the higher the value is for the results. Give it a try and let OMGMA know what you think at [main@omgma.com](mailto:main@omgma.com) !

For OMGMA members who are also belong to national MGMA: Have you heard about the **MGMA Ask an Advisor program**? [www.mgma.com/membership/ask-an-advisor](http://www.mgma.com/membership/ask-an-advisor) National MGMA members may ask a critical question or get help with a complicated medical practice management issue free of charge. Have you utilized this member benefit? If so, let us know how it went at [main@omgma.com](mailto:main@omgma.com).

Interested in additional educational opportunities but unsure how to find them? **The MGMA Advance program** may be helpful to you. [www.mgma.com/mgma-advance](http://www.mgma.com/mgma-advance) National MGMA members may take a 75-question knowledge assessment based on the Body of Knowledge and get suggested educational pathways to work on your weak areas. Educational pathway suggestions are free to member online courses, webinars, etc. plus suggested other education at discount. If you take advantage of this program, let us know how it went at [acmperep@omgma.com](mailto:acmperep@omgma.com) .

### OMGMA Member Scholarships FALL CONFERENCE SCHOLARSHIP

The Oregon Medical Group Management Association (OMGMA) is offering two scholarships up to the amount of \$500 each to current OMGMA Member(s) to assist in attending our 2019 Fall Conference.

Applicants must meet all required qualifications stipulated in the Yearly Spring/Fall Conference Scholarship Policy.

This scholarship is non-transferable and may only be awarded to an OMGMA Member once in five years.



Applications may be submitted for a period of 60 days starting 90 days before the conference begins. Applications will not be accepted 30 days prior to conference.

**2019 OMGMA Fall Conference submission dates:**  
June 17 – August 16, 2019

More information and application is at:  
[www.omgma.com / Members Only](http://www.omgma.com / Members Only)

#### Follow us



OMGMA



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# Join MGMA Stat

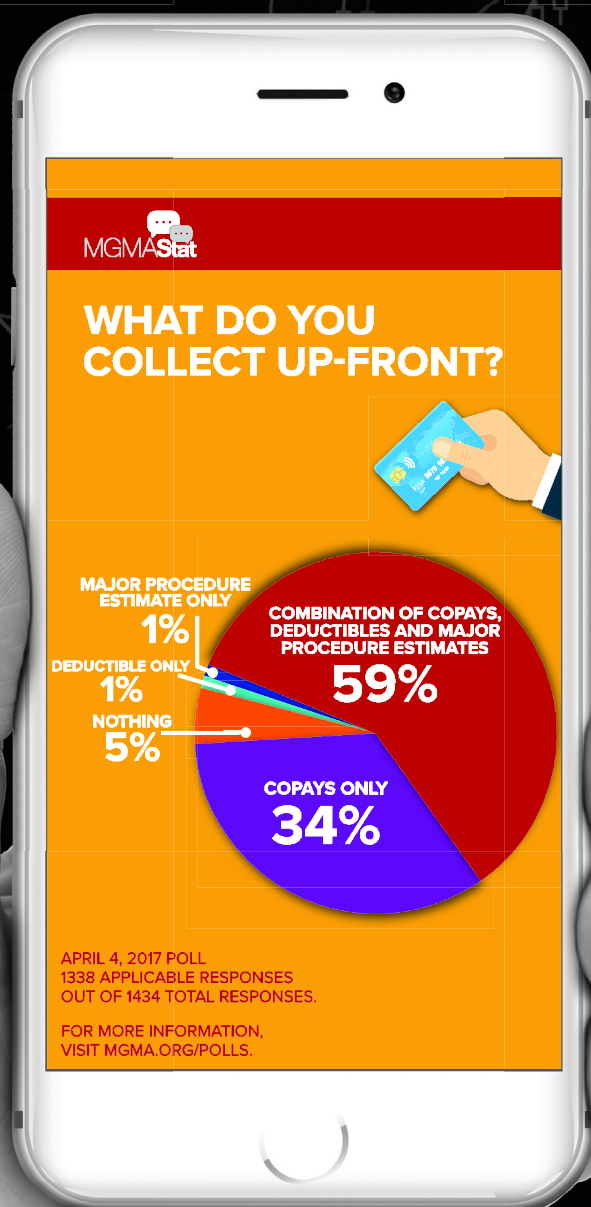
Curious to see if other healthcare professionals are experiencing the same issues you face? Get answers to your most pressing questions. When you sign up for MGMA Stat, you will benefit from industry polls and data-rich articles on a weekly basis via text message.

## How does it work?

- Every Tuesday, participants receive a polling question on a specific healthcare topic via text message
- Within 18 hours, participants respond to the question
- Poll results and related content with actionable tips are delivered via text message within 48 hours

## What is the value?

- Get credible insight on the most important topics around the business of healthcare
- Receive timely data and resources to help with practice management challenges
- Benchmark your performance relative to your peers



**Join MGMA Stat by texting  
OMGMA to 33550 – it's  
that easy.**



## *What Are The Most Important Things Individual Practices Can Do To Maximize their 2019 MIPS scores?*

I would assign a lead project manager to monitor and educate medical staff on MIPS requirements, processes, and outcome goals. Together, choose improvement activities that best represent the greatest benefit of the clinic's population. Focus on the activities that will overlap in other improvement projects such as the Patient-Centered Primary Care Home Program and/or value-based contracting. This will allow you to utilize the same data outcomes for greater widespread benefit.

Once you have chosen your measures, leverage your decision support to enable medical staff to catch and complete timely, patient-specific treatment. Continue to monitor your reports often. This allows you to provide timely feedback to medical staff to ensure correction as needed, as well as make updates to vital programs.

Finally, know that future employers and peers will monitor your scores as published annually by CMS to see where you benchmark as a practitioner.



**Janet Mossman, FACMPE**  
Clinic Manager  
Pacific Family Medicine, Astoria  
Secretary, Oregon MGMA

*Original article was written and published on behalf of The Oregon Medical Association*

## *Congratulations...*

2019 marks a historic milestone for Oregon MGMA.

We would like to thank all of the current members, past members, association leaders, sponsors and supporters who enabled us to reach this milestone anniversary.

