



December 2007
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Quarterly Communicator

The Official Newsletter of Colorado MGMA

President's Column **By Janet McIntyre, FACMPE**

As we celebrate the year end holidays, it is worthwhile to take a few moments to reflect on the many good things in our lives. 2007 has been a busy and productive year for CMGMA. Some of the highlights of the past year include:

- A successful membership drive led by John Milewski. We now are more than 400 strong in this organization. We represent more than 6,000 physicians in our state!
- Collaboration with Colorado Medical Society and Colorado Association of Health Plans to push through landmark legislation on Fair and Standardized Contracts (Senate Bill 79). This should help with administrative simplification and thereby lower costs for our practices. Colorado is the first in the nation with such a law.
- 2 great conferences—March 2007 on IT & EHR and September 2007 on Leadership. Attendance was over 100 for each event.
- Our Newsletter went electronic!
- Job postings via email have been plentiful and new careers have been launched.
- Our second annual Golf Tournament filled the course with 72 participants. Kudos to Scott Raberge for another fine job.
- Colorado gained 3 new fellows in ACMPE—Carol Pace, Tim Krause and Jim Margolis. They were honored at the MGMA meeting in Philadelphia in October.
- CMGMA's new Board of Directors was ushered in at the Fall Conference.

On November 30, 2007, the new Board had a day-long planning meeting to set the stage for 2008. Some things are already in the works so be sure to mark your calendars!

- January 24, 2008 is our Legislative Reception at the University Club. Come take a tour of the Capitol Building, meet key healthcare legislators and enjoy the company of terrific practice administrators and physician leaders.
- March 13-14, 2008—CMGMA's Spring Conference in Colorado Springs. This year, we'll have a half day Thursday afternoon session followed by an evening reception. Friday will be a full day, but we'll get folks out early (per the conference evaluations).

Please take a look at our Board of Directors and get to know at least some of us. We are eager to continue to improve this organization and of course, we need your help. Feel free to contact any one of us with your thoughts, ideas, comments, etc. Also, please consider helping out on a project or committee or throwing your hat in the ring to get on the Board. It is a rich and rewarding experience.

As the year winds down, I look forward with hope and optimism to the New Year. Thank you to everyone who has helped out this year. May everyone have happy holidays and may 2008 be better and brighter.

Warm Regards,
Janet McIntyre

Celebrate National Medical Group Practice Week

**Please join us on
Thursday,
January 24, 2008**

**Tour of the capitol
from 2:00 to 4:00 p.m.**

**Reception at the
University Club
1673 N Sherman
from 4:00 to 7:00 p.m.**

Cost is \$20

**Call for reservations:
303-756-8380**

2008 Conference Schedule

**Spring Conference
March 13-14, 2008
Crowne Plaza Hotel
Colorado Springs, CO**

**Fall Conference
September 17-18, 2008
Radisson Denver
Southeast
Aurora, CO**

**Visit www.cmgma.com
or call
303-756-8380
for more
information**

Don't forget to renew your CMGMA Membership today. And remember...the deadline for you to be included in the 2008 membership directory is January 31.

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The College Corner By Julie Kjack, FACMPE

Happy Holidays to everyone!

The Philadelphia MGMA Conference was a great experience! Colorado was well represented and we were so proud to have three new Fellows honored on ACMPE day.

- Timothy E. Krause MT, FACMPE, CPA
- James W. Margolis MPA, FACMPE – employee of MGMA
- Carol G. Pace MS, FACMPE

ACMPE day started at 7:45 am on Tuesday, October 30th with honoring the award recipients and recognizing new ACMPE Fellows. The class of 2007 had 45 new Fellows and 6.67% were from Colorado! The ACMPE business meeting and lunch was from 11:45 am to 1:45 am. Rather than have a speaker at the lunch we had round table discussions which was really nice as we had an opportunity to talk to people from other states. The grand finale of the day was the Fellows' Dinner which was held at The Crystal Tea Room in Macy's. It was a lovely affair and again our new Fellows were honored.

Now it is time to start working on the class of Fellows for 2008. I have already spoken with several of our members who are CMPE's and are planning on becoming a Fellow next year at the MGMA meeting in San Diego. As most of you have already heard, CMGMA will give \$200 toward expenses to all CMGMA members who attend the MGMA conference, walk the stage, and receive your Fellow plaque. That is a great incentive and I hope more of you take advantage of this generous offer.

Colorado has two new nominees and they are Franklin Herman from Louisville and Michael Williams from Englewood. We also have two new CMPE's. They are Brenda Harper from Edwards and Jeremy Stubson from Lone Tree. Congratulations to all of you!

While I was in Philadelphia I had the privilege of attending the ACMPE College Forum Representative luncheon. The Western Section was well represented. It was nice to see everyone and find out what other states are doing to promote ACMPE and Fellowship.

Exam dates for 2008 are March 1, May 17, and August 2. Registration deadlines are February 22, May 2, and July 18. The registration fee is \$150 per exam.

If anyone has any questions regarding the process to Fellowship you can get information from the MGMA website at www.mgma.com and then click on Professional Development including ACMPE.

If you are thinking about joining the college or advancing from nominee to Certified (CMPE) or Certified to Fellow and want to talk about it or need any help, please call me. I can be reached at 303-597-4444 (desk) or 303-435-4444 (cell) or email me at j.kjack@nwneuro.net. It is a career enhancing and personally rewarding experience to become part of the American College of Medical Practice Executives. I will be contacting all CMPE members within the next few months.

Third Party Payer Report By R.Todd Welter

Quality: "The general standard or grade of something." (The Encarta dictionary)

Quality Health Care: "The extent to which patients get the care they need in a manner that most effectively protects or restores their health." (NCQA: National Committee for Quality Assurance)

It seems that one payer or another is attempting to define and categorize physicians' level of quality care. They say this categorization does not affect reimbursement...yet. However, the concept of "Pay for Performance" is one of the current hot topics.

A "top quality" label actually does often have an effect on the pre-certification process. We have seen that those with perceived top quality have an easier time obtaining pre-certifications, or may not be required to provide them at all.

I am sure there will be other benefits to come for those who are deemed top quality providers, and additional pain for those who are seen as lesser quality. This makes me think of Nathaniel Hawthorne's *The Scarlet Letter* (1850). Will the delivery of healthcare become a trial of what the establishment (payers) believe the standard of care is?

Several questions come to mind on this issue:

1. Why are payers permitted to define quality?
2. What is the definition of quality when it comes to the delivery of healthcare?
3. What is the definition of quality when it comes to network adequacy and patient choice?
4. And, above all, what is the definition of quality when it comes to the patient-physician relationship? How will the physician and his/her team further the patients well being?

Is the larger sin to decline to participate in the definition process, or to passively become a victim?

In the midst of all the screams about the injustices of quality measures, pay for performance, (and all the other "isims" that have been forced into the medical lexicon): Where are the voices of medical group managers and our employer physicians?

Rather we can revel in success when we, by some stroke of providence, are identified as being "better" than our colleagues; and gnash our teeth in pain and anguish when we are found to be below the standard. And all the while, WE DON'T KNOW WHAT IS BEING MEASURED AND HOW!

My appeal to you is in the form of a quote from Network, 1976: "So, I want you to get up now. I want all of you to get up out of your chairs. I want you to get up right now and go to the window, open it, and stick your head out and yell, I am mad as hell and I am not going to take it anymore!"

Continued of page 3

Third Party Payer Report (continued from page 2)

Join with us for the next several months as your Colorado Medical Group Management Association takes on "Quality". We will be talking to the payers about their measures—how criteria are determined for pay for performance and what defines quality. Let's all participate in the process so that we understand it, rather than allow others to force it upon us. Let's seize a chance to define quality from the provider point of view, including our definition of what a "Quality Payer" is. The risk of not seizing the chance may result in third party payers having to use "Quality" as a marketing tool,

Your CMGMA Third Party Payer Committee is going to take up this challenge. My thanks go to Judi Spurgeon, Board Member-at-Large, from the Southern Colorado Clinic, PC in Pueblo for championing the worth of this issue.

Any thoughts? Please send me an e-mail: tw@rtwelter.com.

Salary Survey Report By Susan Donahue, FACMPE

I am very excited to chair the 2008 Salary Survey Committee and I am currently in the process of organizing the Committee. The primary purpose of the Committee is to advise, guide, and promote participation with the survey. Since most of the Committee's work can be done independently by task, most of the Committee meetings will be held via a conference call. If you are interested in serving on this Committee please email me at rmcpcms@idcomm.com.

As you know, this survey is designed specifically for Colorado medical practices and your participation will be the key to its success. Our goal is to collect data from all areas of Colorado for the report.

The objective of this survey is to provide Colorado Physicians, Administrators, and Managers with a useful resource to set salary and benefit levels within their practices. Having a report at your fingertips that contains salary and benefit benchmarks is a critical tool in each successful practice's toolbox.

The 2008 Staff and Physician Salary Survey will be distributed in February 2008. So as you are getting ready to close out your books for the year, you may want to make a copy of the following year-end summary reports:

- Year-end staff and provider payroll information
- Year-end practice financial statements
- 2007 401K contributions

I would like to take this opportunity to thank each of you in advance for your ongoing participation with this survey. You are the reason why the CMGMA Salary Surveys are so successful!

Giving Back By Mary Jo Bock, FACMPE

We will be highlighting Colorado health and medical non-profit organizations via the newsletter, the website, and at our 2008 conferences. Do you partner with a non-profit that we should spotlight? Send them to Mary Jo Bock at mjbock@clearcreekmed.com.

Colorado Rural Health Center

The Colorado Rural Health Center is a diverse mix of people, programs, and places interested in Colorado's rural healthcare. The CRHC's mission is to enhance healthcare services by providing information, education, linkages, tools and energy toward addressing rural healthcare issues. CRHC provides or helps arrange for technical assistance to rural communities so they can take full advantage of federal, state, public, and private resources. The Center builds linkages among rural programs and communities and urban and rural colleagues toward identifying and addressing healthcare issues.

<http://www.coruralhealth.org/crhc/index.html>

Colorado Coalition for the Medically Underserved

CCMU is committed to access to affordable,

timely, quality health care for everyone in Colorado.

CCMU PRINCIPLES:

- Health care coverage should be universal, continuous, and affordable to individuals and families.
- Only a comprehensive solution will ensure health care for all while controlling costs and promoting quality care.
- In the absence of a comprehensive solution, we will embrace policies and programs that improve access to quality care, expand existing health care access, and protect and strengthen the medical safety net.
- We seek solutions that are sound, sustainable, and keep the needs of patients first.

<http://www.ccmu.org/default.asp>

HIV Care Link

HIV Care Link is an outreach of Christian compassion and hope committed to preventing the spread of HIV, empowering and supporting those affected by HIV/AIDS, and equipping the church to minister effectively to people living with HIV.

www.hivcarelink.org

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Wouldn't it be great to have Noteworthy EHR?

Membership

Membership Committee Report

By John Milewski

The membership count for CMGMA as of 8/31/07 was at 401. One of the current goals of the CMGMA membership committee is to build stronger relationships through building awareness about CMGMA with local colleges. Membership growth by gaining student members of healthcare administration programs creates chances to bring fresh ideas to the association. Student liaisons have been appointed at both the Regis University and University of Colorado Health Administration programs. Michelle Klein is the student liaison at the University of Colorado Health Administration program.

Remember the benefits of belonging to CMGMA are:

- * Affordable
- * State wide staff & physician salary survey
- * Networking with your peers through your own professional organization
- * Local job postings
- * Career growth & development
- * Leadership opportunities
- * Continuing education credits that can be applied towards ACMPE
- * Etc., etc..

Upcoming Events: The Legislative reception is on January, 24 2008 at the University Club, located near downtown Denver. Be sure to invite your physicians to this event. This promises to be a great networking reception with fellow practice administrators and legislators.

I wish you and your family a Happy Holiday.
John Milewski..
Membership Chairman.

P.S. If you know anyone that is interested in joining CMGMA, have them access our website (www.cmgma.com) or give me a call. 720-858-7431.

CMGMA would like to recognize the following members for their dedication to our organization. The people listed below have participated in CMGMA for 10 years or more!

Craig Bakken
Dixie Bishop
Vicky Bonato
Ellen Boyd
Dale Brinkman
Bonnie Carlson
Paul Dietel
Geneva Elder
Carol Grey
Peggy Gustafson
Gary Johnson
Julie Kjack
Pamela Knight
Charmaine Linder
Deborah Milburn
Jeffrey Milburn
Nita O'Brien
Linda Sommervold

Thank you for making CMGMA great!



Member Spot Light

Ken Kolb, CEO
Hand Surgery Associates

1. Prior to HSA, you were with...

Prior to HSA I was an Owner and Executive Vice President of Provider Billing Services, Inc. and Professional Affiliates Company, Inc. for 22 ½ years here in Denver. I started my healthcare career in 1972 in Fargo, North Dakota as an x-ray technologist. I joined Humana a few years later in Hospital Administration. My 7 years with Humana took me to Washington, California, Kentucky, and finally made it to Denver in 1981 as part of the Administrative Team of what is now North Suburban Medical Center. I have been with Hand Surgery Associates, PC and Hand Surgery of Colorado, LLC since March of 2006.

2. Your favorite aspect of your job...

The favorite aspect of my job is that I stay extremely busy, there are always opportunities for improvement and nothing ever stays the same. I get to work with a great group of professionals and a Group Specialty Practice that has been in business for 35 years. As the CEO I am involved in all aspects of the Practice which allows me to share my work experiences and constantly learn from others. I am truly fortunate to be surrounded with an experienced and knowledgeable management staff and group of physicians and surgeons.

3. How is CMGMA most valuable to you?

Although the education and resource opportunities are valuable, the bigger benefit is the opportunity to meet, work and network

with others who understand the challenges and rewards of this industry.

4. Best vacation ever was...

In Manzanillo, Mexico, for two weeks, a long time ago! I can't share the details but it was the best!!!!

HSA customer service

1. What customer service strides or initiatives have you taken since taking the helm at HSA?

That we never forget that the patient and referral sources are what keeps this practice going. That we can have the best staff, the most sophisticated and state of the art equipment, and the most talented surgeons, but if we don't have patients, we don't have anything.

2. What 2 things are you doing in patient care/customer service that set you apart?

That we have become even more focused on providing quality patient care and customer service so the patient, their family and the referring office will have a positive experience. Secondly never let a patient leave unhappy. We have learned to listen and communicate better which has resulted in a cohesive work environment which reflects in how we do our jobs.

3. What do patients most often say that they appreciate or see as a difference?

That they were treated professionally from the time they first made contact with our office, through their visit and post op care. That their nursing and physician care and their office visit or surgical procedure outcome was better than they had expected.

Driven for Success at the 2007 Second Annual CMGMA Golf Tournament By Scott Raberge

On Monday August 20th, 72 members, friends, and family of the Colorado Medical Group Management Association joined together for a fun filled day of networking and golf. The weather was another glorious sun filled August afternoon in beautiful Colorado. Following play we enjoyed an incredible dinner and awards presentation on the outdoor deck of The Ranch Country Club.

The big winners of the day were as follows:



Winning foursome with a score of 58: Perry Vandenberg, Steve Fisbeck, Bryan Dirkes, and Barry Jurgelite



2nd place with a score of 59: Nick Niver, Scott Raberge, David White, and Chris Rehm



3rd place with a score of 61: Lucas Hutchison, Farland Bottoms, Bob Mikkelson, and Jack Chugden

Tournament prize winners were:

Wendy Heckman—closest to the pin hole #4
Lynn Bradley—most accurate drive hole #7
Barry Jurgelite—closest to the pin hole #8
David White—closest to the pin hole #13
Lucas Hutchison—men's longest drive hole #14
Ben Sawyer—closest to the pin hole #15
Melissa Whitmer—women's longest drive hole #16
David White—longest putt hole #18

The *We Have More Fun Award* with a score of 86 went to Pat Zimmer, Wendy Heckman, Andrea Levine, Lynn Bradley

Thank you again to our gracious sponsors who made the tournament a great success:

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We look forward to you joining us for another fun-filled and exciting networking golf event in 2008. Make sure you are a part of the excitement!

Colorado MGMA Spring Conference



The CMGMA Spring Conference will be held on March 13-14, 2008 at the Crowne Plaza Hotel in Colorado Springs, CO. The two day event will feature Keynote Speaker Deborah Walker Keegan, PhD, FACMPE, Co-author of "The Physician Billing Process". The Spring Conference will also feature a networking reception, exhibit hall, and other excellent educational opportunities. Keep an eye on our website, www.cmgma.com for more information and registration materials.

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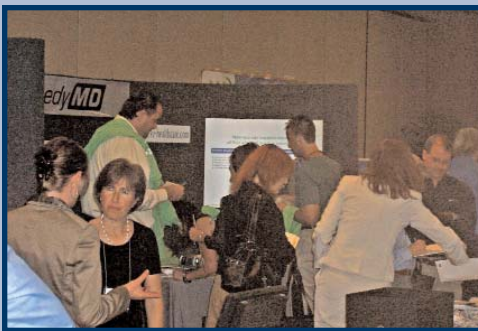
President Janet McIntyre at the Fall Conference

CMGMA IS EDUCATION



Bob Vosburg at the Fall conference presenting Organizational Excellence

CMGMA IS GETTING THE BEST DEAL



Fall Conference attendees visit the exhibit hall

CMGMA IS PRIZES



Past President Susan Donahue presents a prize at the Fall Conference

CMGMA IS NETWORKING



CMGMA Pediatric Managers