



TMGMA ENEWS

NOVEMBER/DECEMBER 2023



Greetings from Big Orange Country!

Leaves are turning, temperatures are dropping, and streets are full of orange and white here in Knoxville.

I am so excited to have the opportunity to serve as your 2023-2024 TMGMA President. First and foremost I would like to thank the membership and board for giving me the opportunity to serve. I would like to take a moment to pay tribute to all the Past Presidents before me whose leadership and dedication will not be forgotten and without you, TMGMA wouldn't be where it is today. Thank you for allowing me to inherit a successful association.

TMGMA stands at the threshold of an exciting new year. Medical practices will continue streamlining operations for increased efficiency amidst a period of rapid change driven by workforce and financial challenges. Healthcare trends continue to evolve in the areas of digital health solutions, improving access to health data, and artificial intelligence. Our bold vision of ***being the recognized leader in supporting the profession of practice management includes an emphasis on the development of our members.*** Strong leadership is essential for creating a positive work environment, managing a wide variety of stakeholders, adapting and making difficult decisions to an everchanging industry. TMGMA is dedicated to such leadership development and being your number one resource.

Looking forward - TMGMA has been and always will be committed to membership centricity. The leadership team has been engaged in planning and preparing conferences for 2024. We continue to keep **membership value** at the forefront in the areas of recruitment, retention, and development. As always, we encourage candid feedback and welcome any input to the success of TMGMA. Please visit TMGMA.com for the most current and up to date information regarding upcoming events and activities.

As November begins, it's timely to talk about gratitude. Giving thanks and expressing gratitude is an old and trusted



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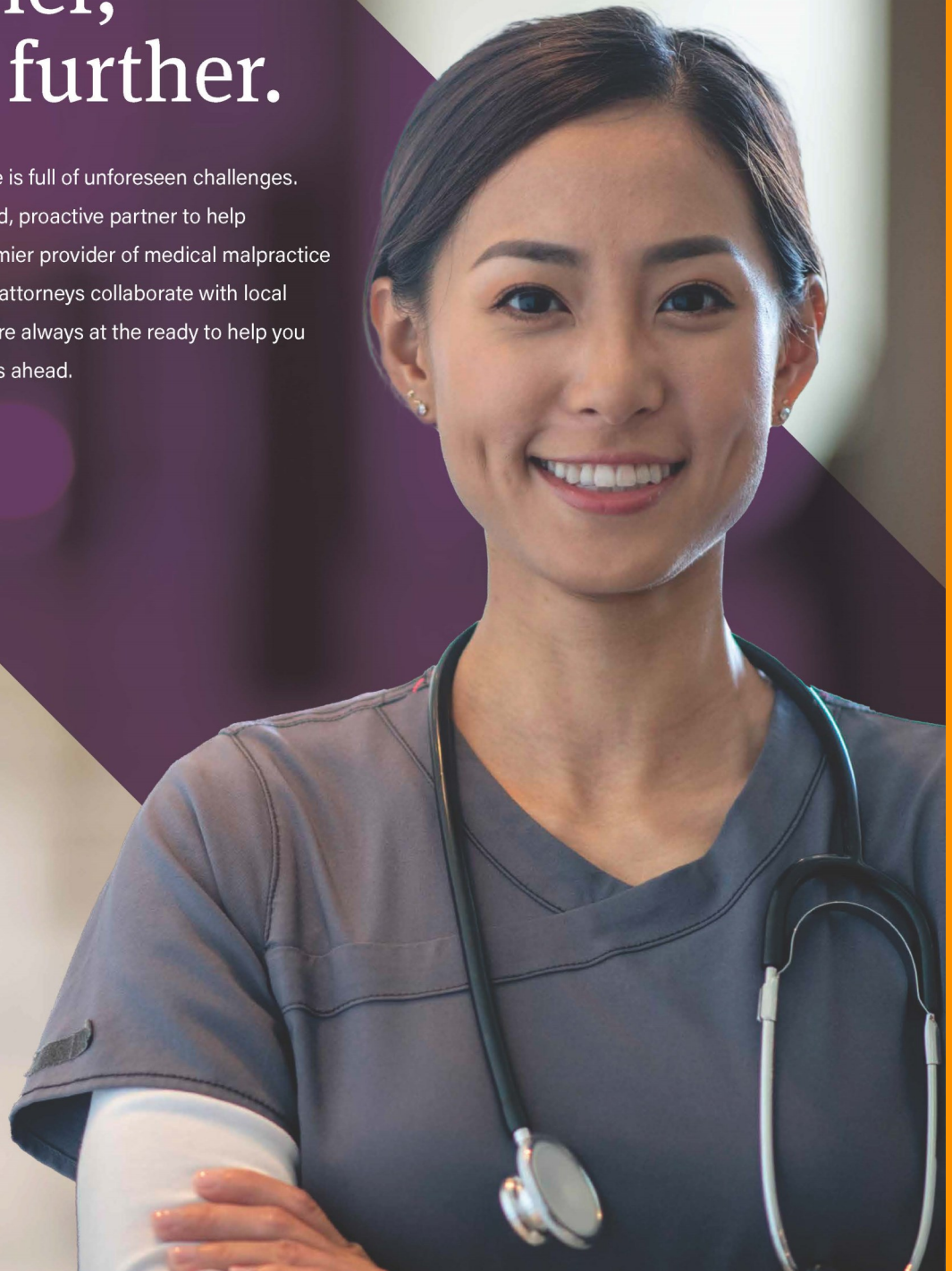
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concept. It is the ability to recognize goodness in both your life and in the actions of others. Practicing gratitude helps you shift your focus from a glass half empty to a glass half full; or from what your life lacks to what it has. We each have our own perspective on gratitude. Although the past year might have been challenging, stressful and at times overwhelming, there is still much to be grateful for. I am thankful for each of you in trusting me to serve as your President. I look forward to serving and working with you in the coming year.

Sincerely,

Steven R. Cruze

President, TMGMA

scruze@premiersurgical.com



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Karen Bowman, FACMPE CPC CPMA
kbowman@giassociatesofcleveland.com

Looking forward to a wonderful year with
TMGMA and ACMPE.

ACMPE CORNER:

How in the world is November here already? It seems like just yesterday we were back to work after the holidays. Time sure has flown this year.

It was great seeing everyone at our Fall Conference in September and at the MGMA Leaders Conference recently. We got to watch several of our own Fellows be celebrated and that was awesome. Congratulations to each of you!

Tracy Bird and I have finished our second study group of this year. We are excited that it was a huge success with approximately 75 attendees in numerous states. We have already been asked about another study group. Ask and you shall receive. I'm happy to let you know we will open one up after the first of the year. Our goal is to help as many individuals become certified as we can. We are also excited to have Debbie Hudson help us facilitate the study group. Many of you may know Debbie, and she is the bomb when it comes to ACMPE. We are thrilled she will be joining us.

What can I help you with to achieve board certification? If you have been in a leadership or supervisory role for 4 years and in healthcare for 6 years, this is your time to shine. Become a board-certified expert in your field of healthcare management.

After a review of the new test forms, ACMPE opened up regular on-demand testing on October 1st. If you have taken your exam since then, I should see your name come across in November, as there is a 4-week delay in Forum Reps getting the results. Best of luck to each of you.

As this is our last Newsletter of 2023, I wish each of you a wonderful holiday season and can't wait to see what 2024 brings.

CERTIFICATES

For those who may not be ready to pursue the Certified Medical Practice Executive board certification, you may be interested in the Principles of Practice Management Certificate (PPMC); this is a credential bearing certificate.

ACMPE offers many types of certificates including domain specific or topical certificates. Even if you are a Fellow or a CMPE, this could give you a deeper dive into the body of knowledge subject matter.

So far this year we have had six individuals complete their certificate courses.

CERTIFIED MEDICAL PRACTICE EXECUTIVE (CMPE) APPLICANTS

Congratulations to Alicia Legarrea, Amy Wolaver, and Julie Criner, our newest CMPE applicants. These individuals are on their way to becoming a CMPE and TMGMA and I am here to help them achieve their goal. I am happy to report that we have had 31 individuals apply for certification in 2023. Let's get you certified.

FELLOW (FACMPE) APPLICANTS

Bettina Ruaro is our newest Fellow applicant. We have had six new Fellow applicants this year. We are excited for you and looking forward to seeing you achieve your goal of Fellowship.

FELLOW IN THE AMERICAN COLLEGE OF MEDICAL PRACTICE EXECUTIVES (FACMPE)

2023 has been an awesome year for Fellows in Tennessee. We have 14 Fellows this year. I am so excited for everyone. These individuals have achieved the highest designation as a healthcare management executive in 2023.

PAST PRESIDENT'S SCHOLARSHIP

The Past President's Scholarship is awarded to individuals who achieve certification or fellowship. This scholarship provides registration to a TMGMA Spring or Fall Conference. I am very appreciative of the support from the Past Presidents and TMGMA in recognition of those achieving certification and fellowship.

The certificates that are available are:



ACMPE

CERTIFICATE

You will receive verified documents through MGMA's certifying body proving completion and understanding of topic or skill-specific seminars or online courses.

Upon completion of the resource and evaluation, certificate recipients showcase the completion of learning specific knowledge areas or skills that can supplement resumes or be shared with employers. No membership, education, or experience required to complete an ACMPE Certificate.

DOMAIN CERTIFICATE PROGRAMS:

PRINCIPLES OF PRACTICE MANAGEMENT CERTIFICATE (PPMC)

Learning experience that provides an overview of the core principles of medical practice management.

FINANCIAL MANAGEMENT CERTIFICATE (FMC)

In-depth learning experience that provides healthcare leaders with a mastery of financial management concepts including Payer Contracting, Revenue Cycle Management, Accounts Payable, Payroll and Cash Flow Management, and Financial Reporting and Budgeting.

HUMAN RESOURCES MANAGEMENT CERTIFICATE (HRMC)

In-depth learning experience that provides healthcare leaders with a mastery of human resources management concepts, including: staffing plans, recruitment, and compensation/benefits; employee engagement and talent management; and labor relations and employment law.

OPERATIONS MANAGEMENT CERTIFICATE (OMC)

In-depth online learning experience that provides healthcare leaders with a mastery of operations management concepts including General Practice Operations; Project Management and Strategic Planning; Healthcare Data Analytics; Supply Chain; Asset and Facility Management; and Communications, Marketing and Community Relations.

TOPICAL CERTIFICATES:

Best Practices for Optimizing a
Successful Telehealth Program

Payer Contracting

Accounts Payable, Payroll and
Cash Flow Management

Financial Reporting and Budgeting

Revenue Cycle Management

Project Management and
Strategic Planning

Healthcare Data Analytics

PATHWAYS TO CERTIFICATION

PATHWAY

1

- Active MGMA member
- Purchase and complete application
- TWO years of healthcare experience
- Bachelor's Degree or 120 hours of college credit

PATHWAY

Currently completing experience or education

2

- Active MGMA member
- Purchase and complete application
- BEGIN PROGRAM
- May complete requirements once experience and education are met
- TWO years of healthcare experience
- Bachelor's Degree or 120 hours of college credit

PATHWAY

NEW

3

- Active MGMA member
- Purchase and complete application
- SIX years of healthcare experience
- FOUR of SIX years, in healthcare management or leadership role

ACMPE BOARD CERTIFICATION

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MGMA

HOW DO I BECOME CERTIFIED?

Be a member of National MGMA

Submit for Board Certification and pay application fee

Pass Multiple Choice Exam

Pass Scenario-Based Exam

Earn 50 hours of continuing education credits – these continuing education credits can be counted up to three years before the date of your application

ACMPE has many online free tools to help you in your journey for certification



PATHWAYS TO FELLOWSHIP

	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): <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

CONTINUING EDUCATION AND VOLUNTEER HOURS

The new cycle began on January 1, 2022, and will end on December 31, 2024. You will automatically be enrolled into the new three-year cycle after the current cycle has closed. If you used an extension and hours are completed after December 31, 2021, your new cycle will be from April 2, 2022-December 31, 2024. Please make sure you complete these to maintain your credentials. For Fellows, you are required to earn six volunteer hours, of which three hours must be related to healthcare.

As a reminder, the 12 MGMA LIVE hours, includes live webinars, live seminars, digital conferences, and face to face events, from MGMA National, State, and Local. For MGMA National events that will count towards the LIVE hours, please visit the [MGMA events page](#).

Offering ACMPE Credit for state educational programs?

For an activity to meet the criteria for ACMPE Continuing Education Credit Hours, it must:

- Be relevant to the Body of Knowledge for Medical Practice Management
- Be delivered in a structured learning environment
- Have an element of interactivity
- No certificate needed for you to log it within your ACMPE tracking

DIGITAL BADGING

With our digital badges via Credly, CMPEs, Fellows, and Certificate holders can share their achievements on various platforms such as: LinkedIn, Facebook, Twitter, Zip Recruiter, Email Signatures and Personal Websites



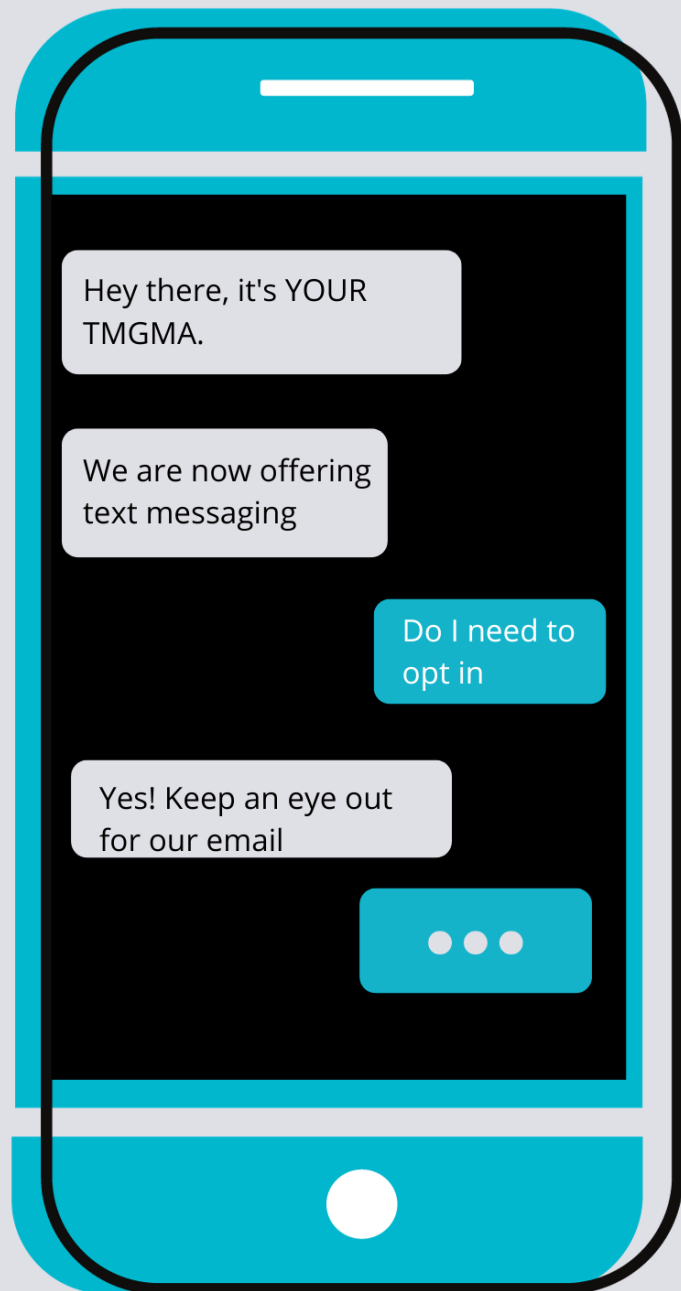
Helpful links to learn more about digital badges:

- [MGMA Credly Home Page](#)
- MGMA Digital Badges – [More Information \(Credly Support\)](#)

Karen - kbowman@giassociatesofcleveland.com

TMGMA is launching a new member text messaging service. You can now be notified of events, legislative news, and member benefits via text.

You will receive an email next week with full details and opt in options.





DeAnna Brown, FACMPE, CPC
Chair of Past President's

Past President Spotlight –Stephen A Dickens, JD, FACMPE

I have had the opportunity to spend quite a bit of time with our November spotlight and every time I walk away with a new idea, a new perspective, a nugget of wisdom that makes me a better leader and a better person. For those of you who know him, you already know the contributions he has made to the medical field and to the leaders of our industry. If you don't know him and you get the opportunity to sit in on one of his sessions or sit at a table with him, I promise you, you will understand why he is a highly sought after speaker, educator, and mentor.

This newsletter spotlight is on Stephen A. Dickens, JD, FACMPE and it was a pleasure interviewing him. Again, I never walk away without learning something.

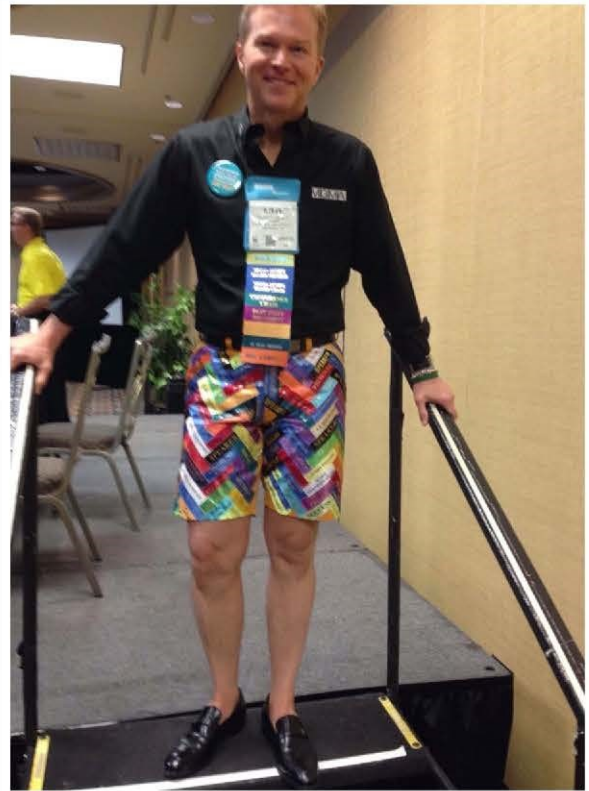
Steve is the Vice President of Medical Practice Services with State Volunteer Mutual Insurance Company. He is a past Chairman of MGMA, past TN MGMA President and Executive Board Member. He is a graduate of Tennessee Technological University and Nashville School of Law. A Fellow with MGMA and the American College of Healthcare Executives. His honor and awards list is long, but they include the TN MGMA Martha Johnson Distinguished Service Award, MGMA Life Member, TN MGMA Life Member, Pi Kappa Alpha President's Award and Loyalty Award. Tennessee Association for Home Care President's Award and the John Hines Award.

He is also the namesake for the TN MGMA Bridge to Our Future Award. An award that was created to honor and recognize local chapter leaders who exemplify leadership skills and collaboration with TMGMA for a true partnership and development of other leaders.

A quote that I recently read about Steve said *"Stephen served as a beacon of knowledge, hope, and persistence, for members like myself. He is a true leader who is a direct example of what we all hope to become. Stephen has inspired me to work harder, be more empathetic, and help move our industry forward."* And I couldn't agree more.

How did you get your start in

healthcare? It was quite by accident. I had finished my masters in higher education with the plan to earn my PhD to work in university administration. I needed a little break, and more importantly, needed to make some money after six years in college. A fraternity brother offered me a job in the business department at one of the local hospitals where he was controller. We both thought I would be gone within the year. His comment was literally "Come work for me for a year and straighten out the business department then you can go back to school." I stayed at the hospital in various roles for 10 years ultimately becoming COO. That is where I started working with and managing physician practices.



How long have you been or were you in Practice Management?

I started in healthcare in 1993. I spent 15 years in physician practice, hospital, and home care executive roles before joining SVMIC in 2008.



What led you to where you are today? Connections and relationships are responsible for where I am today. I am fortunate to have had some very influential mentors who not only shared their wisdom but also dear friends who supported me as well. Starting on the hospital side of things I had a very different experience working with physicians than the one I came to have in a physician owned group. Physicians were seen as a commodity from the hospital perspective. Many connections were made through the industry trade groups. My early professional associations were the hospital and home care associations. I believe volunteering is important and have been active in organizations since high school. Those early professional organizations built on the leadership skills from my formal education days. Knowing it was time for a change I left the hospital and went to an independent practice. That is when MGMA came into my life. I still remember that first meeting vividly. It was cold, dreary, winter day and I did not want to go. The only reason I did was because my lead physicians encouraged me to develop a more independent physician practice-oriented network. Tom Stearns was the guest speaker and Sheri Smith was with him. If I had only known then the impact those two would have on my life. Going to that meeting and joining the local MGMA chapter was one of the best decisions I have ever made. Local leaders like Kris Faier, Debbie Ellis and Jim Stafne pushed me to volunteer locally. That introduced me to the state MGMA where my circle grew larger. Everything MGMA seemed to snowball from there. Donna McSpadden brought me into my first national volunteer role. Sheri Smith invited me to the TMGMA Board. Those eventually led to the national MGMA Board. The ironic thing, and what most people do not realize about volunteering, is that the more I did the more I got out of it.





How long have you been a member of TMGMA? I joined TMGMA in 2003.

Why do you feel it's important to volunteer with TMGMA? I believe volunteering in any organization improves the individual's experience. As with most things in life you get only what you give. MGMA is the practice executive's opportunity to advocate for our physicians while enhancing the body of knowledge for medical practice management. I do not care who you are. Everyone needs support and a cheerleader. Volunteers not only give that but they get it too if it is done with the right motivation.

Do you feel ACMPE certification is important to a healthcare executive? Why? Absolutely!

Certification is the visible symbol of your knowledge and expertise as a practice executive. It is a demonstration of your commitment to the profession. It is also a self-validation of your experience and preparedness to lead your organization. Beyond that, I think Fellowship is a worthwhile endeavor too. Certification demonstrates knowledge while Fellowship demonstrates your commitment as a professional.



What advice would you give to someone new to healthcare management? Find a tribe that will support you, respond to your emails and take your calls when you need help whether that is advice on a practice situation or just a bad day and you need a friendly ear outside the office. Being a practice executive is very lonely. Everyone in the practice either works for you or you work for them. It is important to have that safe spot and colleague who knows what you are going through who can be objective and confidential. MGMA has been that for me.



Of all the Roles and Positions that Steve Dickens has held and portrayed, the greatest is
FRIEND and MENTOR



LEGISLATIVE UPDATES



It seems I hear more and more about this from our practices and our nurses and insurance associates dealing with our insurance carriers. My personal opinion is that this is tying up our staff that could be better utilized actually directly serving our patients and operational flow of our clinics. The American Medical Association can be quoted in a recent article that according to a “survey administered to 1,000 American physicians who provide at least 20 hours of patient care per week. Nearly 90 percent of the physicians reported that the administrative burden related to PA requests has risen in the last five years, with most saying it has “increased significantly.”



Jon Ewing

TMGMA Legislative Liaison

jewing@wc-obgyn.net

Our practices are wasting many man-hours on sitting and waiting on hold. Many do not know of the reforms that have been passed in the Legislature. This is always a good update to stay familiar with the latest.

I am hopeful we will all begin seeing improvements here. For the sake of our staff and patient care.

Many Blessings,

Jon Ewing, TMGMA Legislative Liaison

PRIOR AUTHORIZATION REFORM – PASSED

SB666 Sen. Shane Reeves (R-Murfreesboro) | **HB885** Rep. David Hawk (R- Greeneville)

Reforms health plan utilization review protocols by improving clinical criteria, transparency, and administrative efficiency. As originally introduced, the bill would have established a pathway for physicians with a clear history of appropriate resource utilization and high PA approval rates to bypass the prior authorization requirement (“gold-carding”). As amended, the bill applies only to the medical benefit and does not include gold-carding exemptions. Specifically, the bill does the following:

- Requires initial PA denials and appeals to be based on current, national medical standards and be decided/reviewed by a licensed physician or professional with the same license as the physician/professional requesting the PA.
- Requires carriers to approve non-urgent PA requests within 17 calendar days (7+5+5) and urgent PA requests within 72 hours (+1 business day), or else payment coverage is deemed approved.
- Requires health carriers to maintain a list of all services requiring PA on their websites and notify providers of a change to or a new requirement 60 days prior to the effective date (45 days for prescription drugs).

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LEGISLATIVE UPDATE

- Provides that an approved PA request is valid for 6-months from the date received and that PAs for chronic or long-term care conditions are valid for the length of the treatment (excluding benzodiazepines or schedule II drugs)
- Requires an enrollee's healthcare provider to have the opportunity to discuss the medical necessity of the healthcare service directly with the healthcare professional who will be responsible for determining PA of the healthcare service under review, prior to the issuance of an adverse determination.
- Provides that an approved PA must be honored for at least the initial ninety (90) days of an enrollee's coverage under a new health benefit plan.
- Requires health carriers to pay in-network providers at the contracted rate per an approved PA, except for cases of fraud or out-of-network status at the time the service was rendered.
- Requires health carriers to reimburse healthcare services retroactively deemed medically necessary, regardless of when the PA was approved, for a maximum period of eighteen (18) months.

Please let me know if I can be a resource to you.

Jon R. Ewing, MBA
TMGMA Legislative Liaison

MGMA STATE AFFILIATE

NOVEMBER WEBINAR MIPS, 2024 - WHAT'S CHANGING

Presented by:

GARY HYMAN, SHARECARE

14

**NOVEMBER
2023**



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11:00 AM MOUNTAIN
10:00 AM PACIFIC

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TEAM CENTERED LEADERSHIP

By Charles Lathram, III, FACMPE

Rather than focusing on her or his own personal growth, a leader should be dedicated to the development of others around them. Therefore, leadership emphasizing cooperation is an effective method of getting things done. Strong team leadership is required to succeed and reach one's full potential in today's fast-paced and complicated workplace. Let's look at the fundamentals of team-centered leadership, its advantages, and some ways to practice it in your business. Where do we even begin?

One type of leadership, "team-centered leadership," emphasizes helping teams work together to accomplish their objectives. It requires everyone to chip in, have an open line of communication, and work together and make decisions as a unit.

One of the cornerstones of team-centered leadership is the conviction that the sum of its parts is greater than its parts individually. This approach acknowledges that every team member has something unique to offer and works to build on those qualities to spur creativity and get the job done.

The leader is the "least" vital part of the machine in a team-centered leadership style. As leaders, we should serve as facilitators, directing and freeing up the team to reach its full potential. The leader inspires loyalty, creates harmony, and promotes productive collaboration. They care about helping each team member flourish so that they may contribute at their highest level.

A team-centered leadership style offers several benefits to both the team and the organization as a whole:

It enhances creativity and problem-solving: When team members feel empowered and encouraged to contribute their ideas, they are more likely to think innovatively, leading to better problem-solving and decision-making.

Employees who feel their opinions matter, and their input is valued are more invested in the organization's and its projects' success. This has the potential to improve morale and productivity in the workplace.

Team-centered leadership's emphasis on open communication and cooperation facilitates building trust among team members. The result is stronger bonds, more effective collaboration, and a shared commitment to the team's mission.

Team-centered leadership creates potential future leaders. Leadership that emphasizes the group as a whole gives everyone a chance to exercise their potential as a leader. Individuals develop and perfect their skills when given opportunities to lead and make choices, which may position them for future leadership roles within the business.

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What steps must we take to get from here to there? Here are some things to keep in mind as we work to adopt a team-focused approach to leadership:



The initial question we must ask is "why." We need to set definite objectives and norms for the team. Get everyone on the same page by outlining the team's mission, its goals, and the results that are expected of them.

We need to learn to feel protected in our group settings. Promote honest dialogue by fostering an environment where team members can easily discuss issues and offer suggestions. Encourage team members to talk to one another and listen carefully.

We're already behind if our team members cannot make independent judgments and formulate creative solutions. Therefore, give more weight to the decision-making process. Give people on your team the freedom to make judgments within their areas of competence and trust them. Give them direction and assistance, but stay out of their way. We should hire adults until they prove us wrong.

Encourage collaboration through team-building activities, cross-functional projects, and knowledge-sharing opportunities. Promote a sense of community within the team. The only bad idea is one we don't share.

Honor and celebrate success loudly and publicly. Remember to give credit where credit is due and celebrate team wins. Motivate and inspire your team by commemorating their achievements and significant steps forward.

It's essential to remember that team-centered leadership is not about giving up control but about giving people on the team more responsibility and resources. By adopting this method of leadership, businesses may maximize the output of their workforce. Leadership that emphasizes the importance of teams is a potent method of increasing employee engagement, productivity, and creativity. It promotes candid discussion and makes room for everyone to have their opinions heard and respected. Team-centered leadership fosters a culture of trust and respect, boosting employee engagement and productivity. In addition, team-centered leadership encourages collaboration and cooperation among employees. Promoting unity and shared goals creates a supportive environment where individuals can leverage their strengths and complement each other's weaknesses. This collaborative approach enhances problem-solving capabilities as diverse perspectives are brought to the table, leading to innovative solutions and increased organizational creativity.

2024 Tennessee MGMA Spring Conference

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