MGMA® TENNESSEE

TMGMA ENEWS

MARCH/APRIL 2022

Greetings,

Spring is just around the corner and so is TMGMA's 2022 Spring Conference & 50th Anniversary Celebration, Celebrating the Past, Defining the Future which will be held on March 30 – April 1, 2022, at the Franklin Marriott Cool Springs. We hope you will make plans now to attend.

We are offering workshops on Wednesday, March 30th from 8:30-11am. Please email us to add one of these workshops to your registration:

- ACMPE Prep Course and Mock Exam Workshop
- Independence Day: How to Keep Your Practice Independent and Thriving
- Building a High Performance Culture

TMGMA has waived fees for all the workshops, so please pre-registration for the topic that most interests you. **Click here** for the full conference agenda and registration. Organizational membership and registration are also available. Please contact Rebekah Francis for any further questions or details.

TMGMA is delighted to bring to you an arrangement of nationally recognized speakers. Keynote speakers for this year's Spring Conference event will be Tracy Spears, an internationally recognized speaker, trainer, facilitator, and coach who is based in Tulsa, Oklahoma. Robin Blanchard, a Consulting Partner for The Ken Blanchard Companies®, creates a dynamic and captivating training environment that provides a foundation for participants to successfully collaborate and lead at a higher level in the workplace. Rennin Curran, a former professional athlete who currently serves as an active keynote speaker, author, and the CEO of Game Changer Coaching. Joe Mull speaks and writes on cultivating commitment in the workplace. His company works with organizations in more than 20 states to help their leaders become better bosses and build stronger teams. Colleen Schmitt, M.D. is a board-certified internist and gastroen-terologist. She has practiced as a consultant in Gastroenterology in Chattanooga with the Galen Medical Group and was elected President of the group in 2016. Rob Ferre founded his company Life of the Party Entertainment in 2007. Rob is an entertainer, speaker, game show host and Master of Ceremonies from Salt Lake City, Utah. He is an expert in gamification, initiative leadership, business relationships, and interactive entertainment.

To help celebrate TMGMA's 50th Anniversary, special events are planned for the local chapter leaders, past presidents, and a reception, dinner celebration party featuring DJ Rob Ferre (festive or cocktail attire).

Continued on page 3

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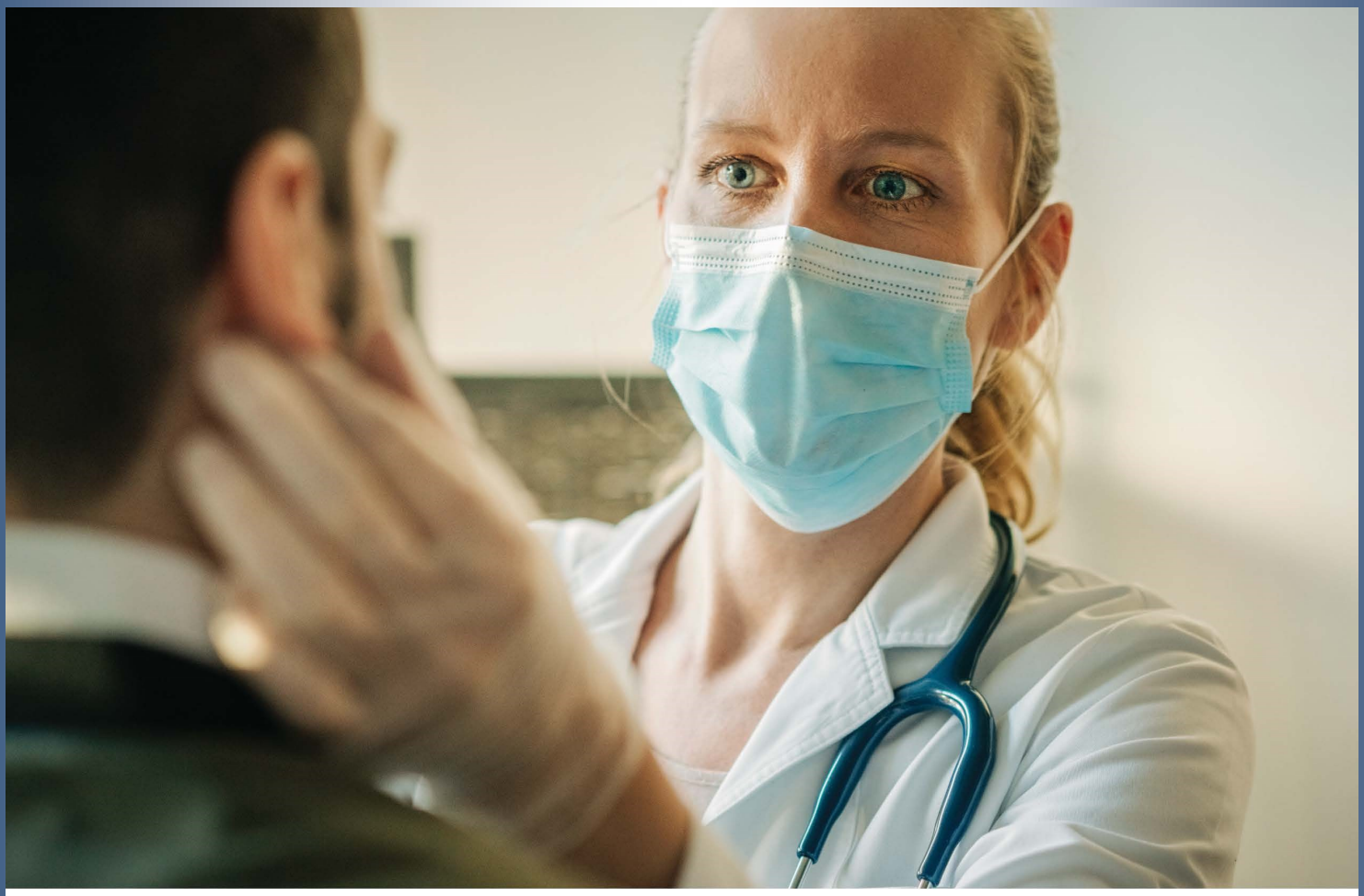

We have your back, so you can move forward.

When a problem occurs, you need a proactive partner that can navigate unforeseen challenges and help you solve the tough legal issues that come with practicing medicine. In our collaborative claims process, our in-house attorneys and our roster of local defense attorneys help you – our valued members – to be ready for what lies ahead.

Move forward with us at
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SVMIC

If you are a first-time attendee, please plan to attend the first-time attendee breakfast.

TMGMA recognizes the important role that our exhibitors, sponsors, and their companies play in practice operations. Therefore, TMGMA is excited to have an exhibit hall full of vendors who will offer viable solutions to the challenges faced by many medical practice leaders.

Andrew Carnegie said, "There is little success where there is little laughter." Ellen Jacob said, "Whoever said laughter is the best medicine was right - it's also the glue that holds friendships together. To laugh together at life's ridiculous turn of events makes those events bearable. To laugh at the funny things in life makes life wonderful. The real gift is having a friend to share…laughter with."

On behalf of TMGMA's Leadership Committee, we hope you will join your colleagues and friends at TMGMA's 2022 Spring Conference and 50th Anniversary Celebration for some education, mentoring, networking, and most of all a lot of smiles and laughter as we commemorate this historical and momentous occasion.

I look forward to seeing each of you at the conference. Safe travels to all.

Cheryll B. Doss
President , Tennessee MGMA
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HEALTHCARE LAW
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LondonAmburn.com

MGMA®
CLEVELAND, TENN.

Calling all TMGMA Past Presidents!

DeAnna Brown, FACMPE,
Chair of Past President's

TMGMA CELEBRATES 50 YEARS!

Celebrating the Past, Defining the Future

Past Presidents –

Make sure you pack BUSINESS OR COCK-TAIL ATTIRE and join us for a special dinner to celebrate YOU!!!

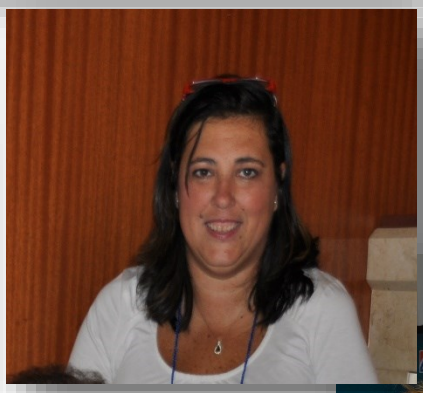
Celebrating the Past…

Calling all TMGMA Past Presidents!

In addition to celebrating the TMGMA organization and it's members, we want to celebrate the Past Presidents. If you have served as a President for TMGMA, we are celebrating you! Your contributions and dedication to the TMGMA has brought us to a place in time when we get to celebrate 50 years of success! Our goal has always been to educate and develop healthcare adminstrators to be successful and manage successful practices. You have been key in that endeavor. So it's our turn to celebrate you!

If you haven't registered for the conference, now is the time! We have a very special celebration planned for our past presidents. Please contact me at dbrown@tnvalleyurology.net if you have any questions.

Here's a look at some past presidents caught in the act...



#TMGMAcelebrates50

The excitement is building with TMGMA celebrating a 50th anniversary. We have been sharing

photos and memorabilia via our Facebook page, so if you aren't following us click this link

https://www.facebook.com/TennMGMA/posts/1525146704319697

Like

and us!

ACMPE Corner

Karen Bowman, FACMPE CPC CPMA
kbowman@giassociatescleveland.com

With your help, we can make 2022 a phenomenal year for TMGMA and ACMPE

2022 has began with a lot of action in the American College of Medical Practice Executives (ACMPE). Tennessee has had two individuals who have become certified medical practice executives and can now proudly add the CMPE credential to their name. In addition, we have had three individuals who have become nominees with ACMPE and are on their way to becoming certified.

London Amburn Attorneys at Law has graciously created three scholarships for individuals pursuing certification who are active members of TMGMA. If selected, scholarship funds will be used to help defray costs of pursuing certification or fellowship with the ACMPE. These $250 scholarships will be awarded during our Spring Conference. London Amburn has been incredibly supportive of TMGMA, and we appreciate all they have done and for creating these wonderful scholarships. There is a scholarship application form to complete for those interested in applying for it. You may find this on the TMGMA website or let me know you would like to apply, and I will be happy to email it to you.

Our Spring Conference is almost here. The ACMPE Pre-Conference will be one you don't want to miss if you are interested in pursuing certification. TMGMA has elected to waive fees for all pre-conference workshops. Woohoo!!! Also, Cristian Lieneck, FACMPE has created an online mock exam for attendees. So please make sure to bring your laptop or iPad. This will be great practice for you before you take your exam.

ACMPE Corner (continued)

The TMGMA ACMPE Committee had our first meeting in February. These individuals have been hard at work to help reach our goal of 50 individuals moving through the college in 2022. I am blessed to be working with the following individuals: Dorothy Austin, CMPE, Cathy Faulkner, FACMPE, Deborah Hudson, FACMPE, Jeff McPherson, FACMPE, Michelle Mainord, CMPE, Angela Patterson, FACMPE and Sheri Smith, FACMPE.

I am excited to let you know that beginning in April, TMGMA will have an 8-week online study group for those interested in board certification. We will meet weekly from noon to 1 p.m. to review the BOK domains to help you prepare for the exam. Look for more information to follow soon. Please reach out to me if you are interested in joining the study group.

Cleveland MGMA has two individuals so far that are interested in pursuing certification and applying for the $250 ACMPE scholarships offered by the local chapter.

I would like to encourage other local chapters to offer scholarship(s) to their members if funds allow it. This will be a great investment in your members.

TMGMA PAST PRESIDENT'S SCHOLARSHIP

As a reminder, the TMGMA Past President's Scholarship provides an individual who has gained Certification or Fellowship within the past 12 months, the ability to attend a TMGMA conference at no cost. That is a wonderful incentive to pursue either Certification or Fellowship. Let me help you start your ACMPE journey today.

2022 CMPE AND NOMINEES

Congratulations to Dorothy Austin, CMPE who received her certification in January and to Gretchen Napier who received her certification in February. Way to go ladies! We are very excited for you.

Willie Jackson, Scott Burchyett and Elena Jolly have also become nominees in February. They are on their way to becoming a CMPE and TMGMA is here to help.

ACMPE Corner (continued)

CONTINUING EDUCATION AND VOLUNTEER HOURS CYCLE EXTENSION

As most of you have seen by now, the ACMPE Certification Commission has elected to extend the 2019-2021 Continuing Education and Volunteer Hours deadline to March 31, 2022. This is due to the many challenges with COVID-19 and many educational events have been cancelled or postponed. This is great news for those who have faced these issues.

All Fellows, alongside the 50 hours of continuing education, are required to meet six hours of volunteer hours in the same three-year cycle. This has also been extended to March 31, 2022.

For those who have completed this cycle's requirements, your new cycle will begin as normal on January 1, 2022 and end December 31, 2024. You will automatically be enrolled into the new three-year cycle after the current cycle has closed. If the extension is used 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 our 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

ACMPE BOARD CERTIFICATION PREPARATION COURSE

Registration includes seven self-study session modules; and one quarterly live question and answer session that is also available as a recording in-between; and one exam that allows you to claim continuing education credit. You must attend all sessions to claim ACMPE and CEU credit.

ACMPE Corner (continued)

The ACMPE Board Certification Preparation Course is designed to help healthcare professionals prepare for the ACMPE exams. This comprehensive course helps examinees identify content necessary to meet board certification standards, including financial management, regulatory compliance, organizational governance and departmental operations management and transformative healthcare delivery. To best prepare applicants for the examinations, topics are reviewed from the perspective of a variety of healthcare settings, including hospitals and ambulatory care settings.

Sessions 1 through 7 are self-study modules:

- Session 1: Overview
- Session 2: Operations Management Review
- Session 3: Financial Management Review
- Session 4: Human Resources Management Review
- Session 5: Transformative Healthcare Delivery
- Session 6: Risk and Compliance Review
- Session 7: Organizational Governance Review
- Session 8: Board Certification Preparation: Live Question-and-Answer Session held quarterly or recorded between live sessions at 1:00-1:30 PM ET (12 PM CT, 11 AM MT, 10 AM PT)

HOW DO I BECOME CERTIFIED?

Be a member of National MGMA

Submit for Board Certification and pay application fee

Have 2 years of healthcare experience

Bachelor's Degree or 120 hours of college education

Pass Multiple Choice Exam

Pass Scenario-Based Exam

Earn 50 hours of continuing education credits

ACMPE Corner (continued)

You can test from the comfort of your own home or office. ACMPE exam registration is on-demand. ACMPE program participants can register and sit for their exams with two days' notice any time during the year.

CERTIFICATE PROGRAMS

As a reminder, MGMA offers ACMPE Certificate opportunities. You do not have to be a member of MGMA for the ACMPE Certificate Programs.

They currently offer, Human Resources, Financial Management, and the newest is the Operations Management.

More information on ACMPE certificate programs can be found by visiting the Certificate Program page.

To highlight the newest offering, Operations Management (OMC):

> Aligned with the MGMA-ACMPE Operations Management Body of Knowledge, the Operations Management Certificate Program is an 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.
>
> Upon completion of the full 14-hour online program, participants will receive the Operations Management Certificate and be issued an OMC credential**.

ACMPE also has Certificates available in the following:

Human Resource Management

Financial Management

Telehealth

Accounts Payable, Payroll & Cash Flow Management

Financial Reporting

Revenue Cycle Management

Payer Contracting

ACMPE Corner (continued)

MGMA VOLUNTEER PORTAL

MGMA currently has many open volunteer opportunities, including ACMPE committees. All volunteer opportunities can be found once signed in here.

In addition, MGMA is revamping their volunteer recognition program. They will be rolling out the MGMA Dollars program where you can earn $1 per 1 hour of volunteering to redeem certain MGMA materials or conference registration. All MGMA volunteers can redeem up to 50 MGMA Dollars per year. Please watch for the instructions on this.

If you have questions about ACMPE, please let me know.

Karen - kbowman@giassociatesofcleveland.com

Master of Healthcare Administration
Integrated Learning Experience

The primary purpose of Integrative Learning Experience is to expose current MHA students to an industry problem, challenge, opportunity, project, or research objective with the expectation that they will work, exclusively, on that selected project with an identified industry partner. While at the same time, providing industry partners with access to a motivated student consultant to spend time and energy on a project or issue the industry partner may otherwise not have time to investigate.

- The work done by the MHA student consultant must not supplant any current (or potential) paid employee's responsibility.
- The work done must be time-bound. Even if the project itself is on-going, the work done by the MHA student consultant must have a distinct end-date with a specific outcome/deliverable from the student identified ahead of time.
- If student consultants' select their current employer as their industry partner, clear expectations and delineations of duties must be specified and agreed upon. This should be a project somewhat outside of typical responsibilities and/or something additive to their work. (Also – the time bound nature of the project must be particularly clear. Students using current employers as their industry partner should not find themselves with additional, unpaid duties, at the conclusion of the course).
- The project/problem based experience should be related to typical projects/work in the healthcare arena.
- Industry partners can submit more than one proposal AND if the scope of the project warrants it, single project proposals can request more than one student consultant.
- Student consultants are receiving 3 credit hours for this work which, for a typical Master level course, equates to 15-20 hours of work/week. While the time on task does not necessarily need to be distributed evenly over each week (i.e. some weeks may require more time than others) the general sense should be this is not the equivalent of a full time job, but instead, a defined project in appropriate scope.

Healthcare organizations interested in hosting an MHA student for a specific problem, project or mini internship opportunity should contact TMGMA member and APSU Professor Dr. Blake Hendrickson at Hendricksona@apsu.edu.

Legislative Update

The 2022 session is off to a quick start! We are just going to dive in…

Balance Billing

I know this is on everyone's radar, the No Surprises Act that went into effect January 1, 2022. The No Surprises Act has two moving pieces that are hard to keep separate. First portion prohibits patient balance billing for any emergency services and all out-of-network care furnished at an in-network facility. The second part requires Good Faith Estimates for uninsured and self-pay patients in all settings. The following summary was provided by Andrew Synder, Esq., Corporate Counsel, Galen Medical Group*.

Prohibition on balance billing—updates and clarifications

- **Does not apply to physician offices**
- **Balance billing by an out-of-network (OON) clinician at an in-network ((INN) facility is prohibited UNLESS you get Notice & Consent**
- **Can NEVER balance bill**
  - ⇒ For emergency services and certain post-stabilization care
  - ⇒ For ancillary services
  - ⇒ Services related to emergency medicine, anesthesiology, pathology, radiology, and neonatology, whether provided by a physician or non-physician practitioner
  - ⇒ Services by assistant surgeons, hospitalists, and intensivists
  - ⇒ Diagnostic services (e.g., radiology, laboratory services)
  - ⇒ If services provided by an OON clinician if there is no INN clinician who can furnish the services at the facility
  - ⇒ Unforeseen urgent medical needs—unforeseen needs that arise at the time a service is furnished, regardless of previously obtaining Notice & Consent
- **Notice & Consent—must state that you are OON, will eventually require a GFE of charges, list of INN clinicians and option to refer patient to that clinician, that OON care is optional, and may require pre-authorization**
  - ⇒ At patient's election, provide in-person, via mail, or email
  - ⇒ Strict timelines on when the Notice & Consent must be received prior to the services
  - ⇒ Must be documented in patient's medical record and recommended to be provided to payer and patient when submitting claims/bills

Legislative Update

Good Faith Estimates (GFEs) for uninsured/self-pay patients

- Applies to ALL clinicians, regardless of location (*this will be required at your offices*)
- Must reflect the TOTAL cost of the period of care
  - The estimate must include the primary service/reason for visit, as well as ANY foreseeable additional services provided in conjunction with that primary service (e.g., follow-up office visit must be included)
  - Must also include itemized list and description of expected services, diagnosis codes, and associated anticipated charges

⇒ Offices must determine if GFE required—must ask (1) are you insured; and (2) if yes, do you plan on submitting this claim to your insurance company. If no to either question—must provide a GFE.

⇒ If required, offices must inform the patient of his/her right to a GFE

⇒ Any comment during conversation, whether with clinicians or staff, that raises the question about cost is considered a request for GFE and one must be provided

⇒ Must be documented in the medical record

⇒ Someone may call or walk in and request a GFE (like getting a quote). Even if provided orally, must follow-up with a written copy, provided at patient's election of in-person/mail/email.

- Must be provided within 72 hours from the date of the request (if getting a "quote")
- If scheduling a service 10+ business days in advance, must be provided within 72 hours of *scheduling*
- If scheduling 3 to 9 business days in advance, provide within 24 hours of *scheduling*
- Less than 3 business days in advance, GFE not required

⇒ Must provide a NEW GFE in the following situations:
- If for recurring services, GFE is only good for 12 months
- If there is a change to projected costs
- If one was provided as a "quote" and later schedules a service, new one at the time of scheduling

In 2023

⇒ GFEs will be required to be provided to insured patients and their insurance companies

⇒ GFEs will have to also include all costs from "co-providers" and "co-facilities" (so all costs associated with using a facility must be included on the GFE we provide to ALL patients)

- Federal NSA subordinate to state law—Tennessee legislature currently working on state version of NSA

Legislative Update

CSMD checks update

- An initial course of treatment is defined as (1) has not been prescribed in the last 6 months; OR (2) if the dosage level changes.
- You must check the CSMD upon *issuance* of the prescription—so if you send 3 scripts at once to the pharmacy, that's when they were "issued" under the regulation. You only have to check the CSMD the day you write those scripts, and then every 6 months thereafter.
- However, if you write an initial 30-day script and schedule a follow-up appointment, and then issue additional scripts thereafter, you must check the CSMD a second time at that follow-up appointment, as you are "issuing" new scripts within that first 90 days of the initial course of treatment.

*Please remember that this information is not intended to be received as legal advice and any questions should be directed to your attorney. Galen would like to thank their corporate counsel, Andrew Snyder, Esq. for providing this information.

Have you ever explored the Tennessee General Assembly website? Do you know your representatives?

Senate: https://www.capitol.tn.gov/senate/members/
House: https://www.capitol.tn.gov/house/committees/
Schedules and Calendars: https://wapp.capitol.tn.gov/apps/schedule/
Bills: https://wapp.capitol.tn.gov/apps/subjectindex/default.aspx

Due to the overwhelming number of bills during this session, I have provided a selection that may interest you. Just remember, the session moves so fast, these bills may have already passed or been defeated. Use the bill link above to check the status.

- Scope of Practice:
  - ⇒ SB0176/HB0184 – Senator John Lundberg and Representative Bob Ramsey. Eliminate the need for formal collaborative agreements with APRNs and physicians.
  - ⇒ SB2775/HB2629 – Senator Mike Bell and Representative Mark Cochran. Independent Practice for PAs.
- Balance Billing:
  - ⇒ SB0001/HB0002 – Senator Bo Watson and Representative Robin Smith. This legislation mirrors the Federal law.
- TeleHealth:
  - ⇒ SB1846/HB1843 – TMA, Senator Bo Watson, and Representative Bryan Terry, MD. Add coverage for audio-only telehealth to ensure physicians can continue utilizing this service beyond the pandemic.

Legislative Update

We have some wonderful organizations that support our practices! Here are a couple and their 2022 agendas:

MGMA MEDICAL GROUP MANAGEMENT ASSOCIATION

Supporting Group Practices Amid Ongoing Pandemic Challenges

Protecting the Financial Viability of Medical Group Practices

Reducing Prior Authorization Burden

Advancing Value-Based Care

Improving Quality Reporting

Promoting Standardization and Efficiency

Maintaining Access to Care Through TeleHealth

Expanding the Physician Workforce

Improving Implementation of Surprise Billing Requirements

TMA Tennessee Medical Association

Scope of Practice

Balance Billing

TeleHealth

Covid-19

DOCTORS' DAY ON THE HILL

DAY ON THE HILL

TMA's annual policy briefing and lobby day in Nashville connects physicians directly with lawmakers so they can advocate for their patients and discuss major issues affecting the medical profession in Tennessee. This year, we will be hosting the event in-person on **Wednesday, March 23, 2022.**

Details and a schedule will be announced closer to date. If you have any questions, please contact Erika Thomas at Erika.Thomas@tnmed.org.

Register Here | Download a Flyer

Misty Hickman, FACMPE
TMGMA Legislative Liaison
misty.hickman@galenmedical.com

TMGMA works closely with both MGMA and TMA Government Affairs staff to provide our members with the latest legislative & regulatory information.

Could “Adaptability” Fix the Employee Retention Problem?

Courtney Clark

There’s no quick fix for current hiring problems, but more

flexible, adaptable employees and teams could play a role.

As we settle firmly into 2022, one thing is clear: the COVID-19 pandemic has altered the workforce, possibly forever. Employees resigned in droves early in the pandemic – dubbed the Great Resignation - and filling vacancies has been tricky ever since. Employee retention numbers still look bleak, and leaders are left wondering how to hire and maintain enough talent to complete the work that needs to get done.

One answer might lie in the concept of “adaptability.” Adaptability refers to a person’s willingness to change and adjust to the situation at hand. And many of us struggle with it. In a 2021 study I conducted of employees, 74% of respondents said they don’t feel able to “learn as they go” when presented with a challenge. That kind of cognitive inflexibility can easily make people feel more frustrated and less resilient.

When the word “flexibility” is mentioned in conversations about employee retention, it’s usually used to describe a workplace culture that accepts work-life balance. Employees can be flexible about when they arrive at work or leave, as long as they get their work done. Employee leave time could be less stringent, or work from home policies could be generous. Flexible policies are among the key perks leaders are told to use to attract and maintain team members.

But to really address the systemic employee retention issues, maybe the concept of flexibility needs to take on a broader meaning. Maybe the *humans* involved in the system need to be more flexible, not just the system.

By increasing individual adaptability in both team members and leadership, organizations may find their employees are better able to handle change, stress, and uncertainty without needing to quit. With increased flexibility and adaptability (what I call ReVisionary Thinking™), what previously seemed like brick walls for an organization can turn into navigable staircases.

Adaptability Counteracts Burnout

Burnout is a legitimate reason for employee turnover. Burned-out employees are often unable to complete tasks or solve problems as well as non-burnt-out employees. But to adequately address burnout, we should first address a fundamental misunderstanding about what burnout **isn’t.**

We tend to use “busy” and “burnt out” interchangeably to talk about stress. But burnout specifically refers to a feeling of disengagement with the situation. It’s a shutting down that happens when your brain gets too overloaded. Burnout can certainly COME from being busy, but you can be busy without being burned out. The difference lies in motivation.

When employees feel motivated, they have a sense of purpose in their work. They understand how their tasks fit into the bigger picture of the problem their organization solves. These motivated employees don't need to cling to "the way we've always done things," because they understand that sometimes change, while uncomfortable, is necessary to move the entire organization forward.

On the other hand, employees who are stuck in their ways are more likely to experience burnout. The changes of the past 2 years feel overwhelming and unsurmountable. In my 2021 study, we found 1 in 3 employees struggle to stay motivated when facing a challenging new problem. Those are the employees most at risk of burning out, because they don't have the mental reserves to adapt and get on board with the "new normal."

Adaptable Teams Have Adaptable Leaders

The onus for being flexible isn't all on the individual contributors, though. Leadership plays an important role in building adaptability into the fabric of a team's culture. A team can't adapt unless they have an adaptable leader.

At some organizations, employees say they *would* have been comfortable with change - even excited about it - but the change was handled in a way that the team wasn't set up to succeed. Often, employees are being asked to change without being given the tools TO change. That may mean information, time, technology, or other resources were lacking, making the desired change nearly impossible. And in many cases, the transformation's eventual failure is blamed on the employees' inability to adopt the change, when in fact the change was doomed from the start.

Leaders who successfully lead through change make sure their employees have all the resources they need. How do they do that? They ask. They interview team members and other stakeholders to make sure the systems are in place to support the change as best as possible. The other secret bonus of asking? It's only human nature to support what you help build. When leaders ask for input on the front end of the change, it's more likely that those lower on the org chart will feel a sense of buy-in.

The Adaptable Employee

Higher pay and flexible hours will contribute a lot to workforce retention. Employees will naturally go where they are appreciated and rewarded.

But as we work to fill the workforce gaps, we should take a strong look at adaptability as a factor. Adaptable employees will be able to weather the uncertainty of our current situation. They will find purpose in their work, no matter their place in the company hierarchy. They'll roll with the punches of 2022 and beyond.

Courtney Clark *works with people to build resilience and ReVisionary Thinking™, so they can adapt faster and achieve more. She is a four-time cancer survivor, a brain aneurysm survivor, keynote speaker, and founder of a nonprofit. For more information on the 2021 study and to learn more about building adaptability in your team, visit CourtneyClark.com*

1972-2022
50th
ANNIVERSARY
MGMA
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50th Anniversary Celebration & Conference
Celebrating the Past,
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