

Spring 2011

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2011

Annual
CONFERENCE Issue

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Career Opportunities

Arizona MGMA offers space for placement ads on our website:
www.AzMGMA.org

Call to Authors

Arizona MGMA welcomes the submission of articles and other information for publication in Cactus Connection. Contact Bob Cherner to submit articles at azmgma@scltd.biz or 602-404-8504

Advertising

Limited advertising space is available for industry suppliers. Contact Bob Cherner at azmgma@scltd.biz or 602-404-8504

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M E M E B E R S H I P

Welcome to AzMGMA's Newest Members

Joanne Abreau	Advanced Plain Management in Glendale
Karen Albamont	Prescott Eye Care & Surgical Ctr, PC in Prescott
David Allen	Moss Adams, LLP in Scottsdale
Christopher Asterino	Asterino & Associates in Scottsdale
Chelle Bodnar	Acclivity Healthcare in Scottsdale
Sherri Breaker	Cardiovascular Associates of Mesa
Beth Caldwell	Neonatology Associates Ltd. in Phoenix
Lisa Campos	Ironstone Bank in Scottsdale
Jeanne Christensen	Cardiovascular Associates of Mesa
Michele Corradini	Arizona Center for Vasectomy & Urology in Tucson
Jeff Craig	True North Customer Media in Chattanooga, TN
Gracia Danis	Sun Valley Orthopedic Surgeons in Surprise
Ken Frandsen	Tri-City Cardiology in Mesa
Aaron Frazier	American Technology Specialists in Chandler
Patricia Georgelos	Arizona Oncology Associates in Tucson
Patrick Gocke	Intuit Health in Cary
Rosemary Gregory	The Healthcare Group in Tucson
Mindy Grinnell	Arizona Institute of Urology, PLLC in Tucson
Susan Hvska	Tucson Eye Physicians in Tucson
Frank Klenner	Sanitas Informatics in Scottsdale
Katrina Martinez	Hughes Federal Credit Union in Tucson
Gregory Massoud	Premier Emergency Medicine in Chandler
Heather Nicks	Acclivity Healthcare in Scottsdale
Wendy Peterson	Womens Health Specialists in Yuma
Linda Robens	ProTech Solutions in Scottsdale
Barbra Sasselli	Saguaro Physicians, LLC in Tucson
Gabe Smither	Heritage Bank N.A. in Phoenix
Karen Sparks	So Arizona Infectious Disease Specialists in Tucson
Tina Toro	Desert Sun Gastroenterology in Tucson
Karla Torres	Saguaro Surgical in Tucson
Jenny Villa	Arizona Oncology in Tucson
Mark Williamson	Arizona Medical Imaging in Phoenix

Help Us Grow The AZMGMA

As a member, you already know that this association offers support, guidance, resources and insights that you can't get anywhere else. Share that knowledge, enthusiasm and your experience with the AzMGMA to let your colleagues and clients see for themselves that membership is an invaluable resource for their profession.

Member Referral Program

Help us recruit new members in 2011 and we'll help you and your colleagues reach your professional goals through a stronger association. Gain the satisfaction of helping others and of strengthening the association by referring today!

JOIN IN THE MAGIC



Brenda Harding, CMPE
President AzMGMA
Practice Administrator
Digestive Disease



Barb Robins, CMPE
AzMGMA
Education Chair

On behalf of the Arizona Medical Group Management Association, we are excited to extend to you an invitation to attend our Annual Conference to be held at the Crowne Plaza® San Marcos Resort March 31 - April 1, 2011.

We are pleased to bring *Disney Institute's* renowned professional development program, "Disney's Approach to Leadership Excellence," as the cornerstone of this conference entitled "Join In the Magic". Disney's half-day session offers healthcare professionals an opportunity to "experience the business behind the magic", providing participants with new ideas for being more effective leaders and inspiring high-performance teams.

The Disney training will offer easy-to-implement, proven ideas that can help transform a medical practice. The entire conference will provide practical tools for administrators, CEOs, physicians in management, office managers and many other healthcare management professionals.

The conference activities are plentiful and offer a wide variety of opportunities to learn, network, and share. We encourage you to network with your colleagues, check out the exhibitors, and enjoy the overall atmosphere and excitement of the conference.

Brenda Harding, CMPE
President

Barb Robins, CMPE
Education Chair

Conference Information and Registration available on the AzMGMA website at www.azmgma.org

Magic Moments in the Making

Barb Robins, CMPE

I recently returned from a week in Disney World with my husband and granddaughters. My trip was for the express purpose of doing research for our upcoming AzMGMA annual conference. Not buying it- right? Well, at any rate I would like to share a little about our trip.

One night we were taking a ferry boat from our resort over to the Magic Kingdom. My 8 year old granddaughter, Shelby, looked up at the sky and noticed there was a big, beautiful, full moon. She said that it was an “enchanted moon”. I asked her what that meant. She told me that an enchanted moon meant something “magical” was going to happen. When we got off the ferry boat, she begged us to go to the Peter Pan ride. It was a ride with a really long wait- over 90 minutes. We tried to get a fast pass to use later in the evening, but when we went to the fast pass machine it was closed. There was a Disney staff person standing nearby and he heard my granddaughter pleading to go on the ride. When I explained to her that we were not going to wait in line for 90 minutes, the Disney staff member suggested we come back after 11:30pm when they had extended hours.

He said the wait would be minimal at that time. I explained to him that she would not be able to be up that late. He saw her disappointment and said “come with me”. He took us to the fast pass entrance and we immediately got on the ride! My granddaughter was thrilled and when we got off of the ride, she went looking for the staff member to thank him again, but he was gone. She turned to me and said “See Grandma. I told you something magical was going to happen tonight”!

Enchanted moon or not, our entire trip was made up of magical moments. It was clear that Disney’s employees did everything they could think of to make our experience as magical as possible. From little surprises left in the room every night to the “service excellence” attitude exhibited by all the Disney staff, it was a great trip. We can learn a lot from them and can incorporate much of what they do into our practices.

I am very excited about this year’s keynote presentation for our annual conference. The conference includes a half day session on Disney’s approach to leadership excellence.

Be sure to register for the conference and Join in the “Magic”!



Stimulus Not So Stimulating?

By Chris Connor



Can the healthcare reform message get any more confusing? From “We might give you money for an EMR”, to “we signed it into law, go for it, and if you don’t, we’ll hit you with penalties”, to “We need to repeal this thing”. What is a physician’s office to do? Well, in simple terms, **do what’s right for your clinic.**

The selection and implementation of a robust information technology solution comes down to several factors, none of which should hinge on the hopes of someone else paying for it. Whether someone else is the government, the local hospital, the IPA, you name it. If you get money from those sources, you need to look at that as icing on the cake, not a reason to buy.

So, ask yourself some questions:

1. *What am I hoping to achieve from the new technology?*
2. *What are the long term goals of the business, and how does this technology fit into those goals and objectives?*
3. *Am I personally willing to adjust and adapt to the workflow and day to day changes that will occur?*
4. *Am I personally willing to invest the time and energy into making the project successful?*

We hear of EMR projects failing all the time (and they do). In almost every situation it comes down to either a product not meeting all the needs of the clinic or a lack of investment in the project once a product has been selected. So what can be done to prevent this? Make a very careful evaluation of the status of the physicians and staff in the office to be sure there is strong buy-in. If you do not have strong buy-in to the project, and all you are trying to do is to avoid losing money, your chances of success are minimal. The likelihood of being extremely proficient with whatever application you select is worse than a hole in one on your first golf lesson.

Once you have the kind of buy in and endorsement needed, your evaluation of a software package begins. This needs to be a very thorough and careful evaluation. Here are some things to consider:

1. **Involve the physician.** Yes it takes time out of their day, but this is a heart transplant to your office. Your heart. I can’t tell you how many times I hear MD’s tell me, “whatever the staff picks will be fine”. That’s called the blame loop. If I don’t choose it, I can’t be blamed for its failure.

2. **Look for specialty specific content within an established product.** While a product unique to your specialty has some appeal, the chance of that product grabbing enough share of your specialty in the market to survive and be there in the next few years, is minimal. Some will make it, most will not and you'll now have a new heart and a helping of heartburn. Look for specialty specific content. Make sure it can document what you need and produce the kind of letters you would want to receive, so you look good to the community.
3. **Don't get caught up with pretty.** Yes, pretty has some appeal, but it better be pretty fast, pretty functional, pretty interoperable, pretty complete and pretty prepared for the next phases of requirements.
4. **A "cheaper" product does not always translate to a less expensive "solution".** "It's cheaper to buy that product". Boy that sure has appeal, and if you've really done your homework, and spent several hours evaluating and comparing your top two products and you are absolutely sure you're talking apples to apples, then go with the cheaper solution. If not, get the two vendors back in there, dig deep into the application. Look at automation (how automated are common tasks like referrals, eRx, outside orders and tracking).

This is a really unique time in the market. We see many first timers looking at products and many return buyers because the steps necessary for success were not taken initially. We also see that the "demo" version doesn't always match the "real" version in capabilities, or simplicity. Most readers have little to no experience with EMR products. I know it's a complete invasion of what is comfortable and natural. I also know that patients and other physicians, both referring and new ones looking for jobs, expect a functioning EMR in place for their partners and potential employers. I know that insurance carriers are expecting it and that the path is inevitable. Take your time, invest your time -early and often. The one thing I do hear from those groups who have made the commitment and transition successfully is, "I could never go back" and "I wish I had not waited so long to make the move." And "I can take better care of my overall population than ever before".

I've been dealing with this technology stuff for over 20 years. Never has there been a time when the market has been pushed for change so dramatically and rapidly. All I can tell you is investigate your decision deeply. Ask why the hospital is willing to subsidize your investment. Is it really in "your" best interest, or theirs? Think long term and good luck with your decision. It will succeed if you invest in the process.

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GENERAL INFORMATION

The San Marcos Resort is listed on the National Registry of Historic Places and though completely renovated in 2006 as it became a Crowne Plaza property, it retains the charm as it did on opening day in 1913 as Arizona's first golf resort. Dr. Chandler founded the city with the idea of having an oasis in the desert which would attract the rich and famous, which it did. Now in historic downtown Chandler, numerous restaurants and shops are within walking distance and the resort offers many amenities.

One San Marcos Place
Chandler, AZ 85225
480-812-0900

Visit www.sanmarcosresort.com for More Information

The Group Rate is \$119 plus 12.67% tax
Available 2 days before and after the conference dates

**MAKE YOUR RESERVATIONS
BEFORE FEBRUARY 28, 2011
TO GUARANTEE THE AzMGMA GROUP RATE**

BOOK ONLINE

The website will recognize you as a meeting participant
[https://resweb.passkey.com/Resweb.do?
mode=welcome_ei_new&eventID=2630101](https://resweb.passkey.com/Resweb.do?mode=welcome_ei_new&eventID=2630101).

OR

CALL 800.528.8071 and mention AzMGMA

AzMGMA Member Scholarships

Our Association supports your Professional Education efforts.

Financial assistance is available for this Conference.

Please contact the AzMGMA administrative office for information

602-404-8504 or azmgma@scltd.biz

The scholarship application is also available at:
www.azmgma.org: **Members only /My Membership**

CONFERENCE OFFERINGS

BREAKFAST WITH EXHIBITORS

GENERAL SESSIONS

Speed Networking
Challenges in 2011: Taking Good Care of Business



DISNEY'S APPROACH TO LEADERSHIP EXCELLENCE Part I & II

A Freaky Friday Presentation that will Test Your
Knowledge Within the ACMPE Body of Knowledge

CONCURRENT SESSIONS

How to Analyze My Practice Using Data Tools
Lessons Learned on the Path to EHR Excellence

Heading Toward Meaningful Use

Law School for Doctors I

Law School for Doctors 2

Preventing Data Disasters

Stepping Up to Accountable Care

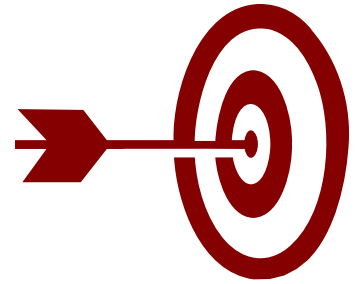
Creative Marketing on a Budget

PRESIDENT'S RECEPTION IN EXHIBIT HALL

March 31 ~ April 1, 2011

How Can Physicians Be at the Center of Health Care Reform?

By Tony Maki, CPA, Health Care Partner



This is a dizzying and disorienting time to be a physician. First and foremost, there are all the unknowns stemming from the recently passed health care reform legislation and possible changes to it.

Then there's the issue of decreasing Medicare reimbursements.

There's also the increasing adoption of unfamiliar, complex and untested information technology. And finally, there's the faltering economy, rising costs, and the continuing escalation in regulatory compliance requirements.

It's no wonder physicians today are uncertain about where to turn and what to do next. And it's not surprising that many aspiring physicians are asking themselves whether it makes sense to invest 12 years and countless dollars in a medical education.

But before despair sets in, it's worth taking a deep breath and taking stock. Physicians should analyze their practice, assess their options, and focus honestly on their key professional and personal goals for the next 3 to 5 years.

Thinking—and Looking—Outside the Box

This personal and professional due diligence process may be easier said than done, especially given all the new methods and models for accountable care, cost savings, and integrated delivery. Indeed, physicians have so many questions about how the emerging system will work and wonder whether they should simply jump ship and look to join a new organization.

Trouble is, once a physician begins looking, he or she will encounter organizations of all shapes and sizes asserting to be capable of creating real value and lucrative new relationships in the rapidly changing health care environment. Physicians need to ask a series of probing questions to test these assertions before they pack up and move to any organization.

Key areas for inquiry include the prospective organization's revenue trends, net income performance, market position, technology investment, and operating efficiencies. These are the basics—the foundation upon which further discussions and negotiations must be built.

Measured Efficiency and Sustained Accountability

Despite the persuasive sales pitches they'll hear from health care organizations eager for their services, physicians will also quickly realize that there's no definitive or agreed-upon model or platform in these days of reform. The only thing that's set in stone is the fact that health care organizations must provide measured efficiency and sustained accountability.

In practical terms this means that, wherever they practice, physicians will have to “earn” referrals based on cost, reputation, outcomes, and lots of data. The days of referrals based on friendships, connections, and longevity are fading fast. The new world of health care is—and will continue to be - very unfamiliar to physicians with established practices. But if they can tolerate change, there are three main areas of opportunity that will help them proactively shape their near-term futures:

Physician-centric governance. Physicians can take the lead in molding new health care organizations, but they need to step up now.

Accountability. Physicians can help set the key metrics and standards that will underpin the new health care market, but they need to get involved in discussions about measured outcomes and performance variables now.

Change agents. Physicians can help guide the changes that are unfolding in the health care industry, but they need to embrace the notion that incremental change will not succeed in this environment—significant, immediate shifts are necessary.

Incentives and compensation are, of course, an overriding concern for physicians in the new marketplace that’s taking hold. Any compensation package must be aligned with the objectives of the new practice group or organization that’s ultimately chosen. In addition, maintaining a higher profile will be critical to maximizing a physician’s value. Without a history of quality care and patient satisfaction, physicians will lose leverage in the increasingly consumer-driven market.

But the good news here is that physicians have flexibility in how they structure their future professional relationships. They don’t have to become full-time employees of a hospital to succeed; in fact, there are a number of financially rewarding intermediate steps that can be taken. Medical staff memberships, co-management agreements, and clinical integration structures are well worth considering - and that’s just for starters.

The one unmovable truth, regardless of which approach is selected, is that physicians must bring more than the provision of basic care. They must bring ideas, flexible thinking, a willingness to embrace technology, and value to the complex health care equation of quality and efficiency.

Due Diligence Is Key

Physicians can achieve very solid professional outcomes for themselves, despite the topsy-turvy nature of today’s health care industry. The key is plenty of due diligence that helps weigh all the options, focusing on the performance, resources, and leadership exhibited by each opportunity. Bolstered by this analysis, physicians across the country can clearly diagnose their career challenges and thrive in this new environment.

Tony Maki is a Health Care Partner at Moss Adams LLP. He has more than 35 years of experience in consulting with physicians and medical groups to help them position themselves to be successful in their health care markets. He can be reached at (480)366-8333 or tony.maki@mossadams.com.

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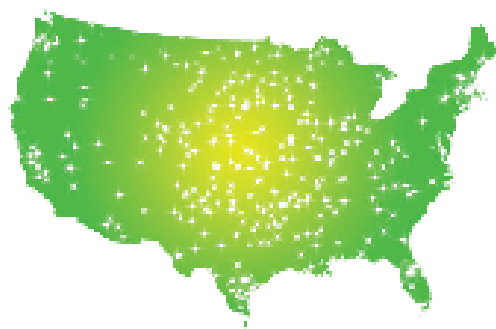


Looking for a smooth ride to successful EHR implementation?

Quest Diagnostics will bring their EHR Road Test tour to Arizona in March and April! Accelerate your knowledge by getting in the driver's seat at the Arizona MGMA Conference.

If you have been hearing about Meaningful Use or have been assessing the benefits of various EHR systems, the time is right. Let us show you how easy it can be to adopt an EHR and accelerate the benefits that come with it.

Featuring a state-of-the-art mobile experience, the Care360 EHR Road Test tour will put physicians in the driver's seat, coupling insights on EHR benefits and available federal incentives with a "hands-on" introduction to our industry-leading Care360 EHR solution.



Request for the tour to come directly to your office or practice, visit www.Care360.com/Tour

