



TMGMA ENEWS

SEPTEMBER/OCTOBER 2023



Dear TMGMA Friends and Partners,

I cannot believe that it is time to compose my last letter to you before our Fall Conference, "Path to the Future." It seems like we were planning for Spring just yesterday. I hope you are as excited as we are to have you join us for fun, fellowship, and finding new ways to do what we do.

You should be very proud of your leadership team; they have outdone themselves this year by bringing together an impressive list of topics, presenters, and opportunities to interact with your friends and peers. Our sponsors (subject matter experts) have also, once again, shown unwavering support for our organization, and I cannot thank them enough. Please spend time with them, as they are indeed a source of invaluable information and bring innovation and solutions to our industry.

The opportunity to serve you through TMGMA is a genuinely magnificent honor, and I am humbled to have had this chance. The friendships I have been blessed with throughout this journey are lifelong, and I hope our group offers the same possibilities to you. I encourage you to make the most of the experience and am happy to assist in any way possible, as are all your team members.

Thank you for your continued support, encouragement, and participation. You make TMGMA great (in my opinion, the top, but don't tell the other states!) I look forward to seeing you next week.

Sincerely,

A handwritten signature in purple ink, appearing to read "CJL".

Charles J. Lathram, III, FACMPE
President, TMGMA

Charles.lathram@galenmedical.com



SVMICTM

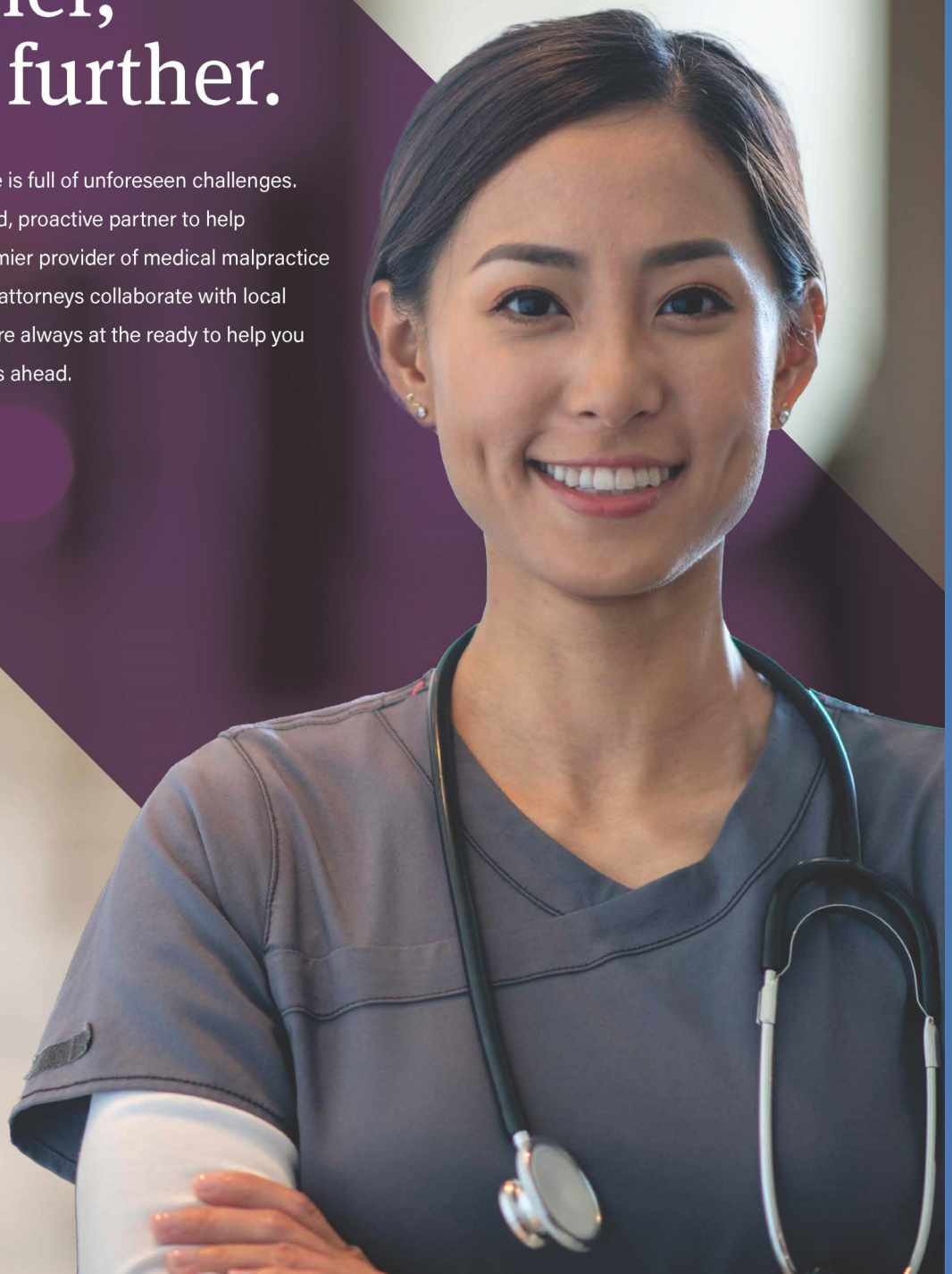
TMGMA's Preferred Malpractice Provider



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Together, we go further.

The practice of medicine is full of unforeseen challenges. You need an experienced, proactive partner to help navigate them. As a premier provider of medical malpractice insurance, our in-house attorneys collaborate with local defense attorneys and are always at the ready to help you be prepared for what lies ahead.



**MGMA STATE
AFFILIATE**

SEPTEMBER WEBINAR MGMA WASHINGTON UPDATE

Presented by:

CLAIRE ERNST, JD, DIRECTOR

MGMA GOVERNMENT AFFAIRS

JAMES HAYNES, JD, ASSOC DIRECTOR

MGMA GOVERNMENT AFFAIRS

12 **SEPTEMBER**
2023



1:00 PM EASTERN
12:00 PM CENTRAL
11:00 AM MOUNTAIN
10:00 AM PACIFIC

Eligible for 1.0 ACMPE credit



TMGMA Career Center

Career positions are published on our website at no charge. Please email the placement notice to [Rebekah Francis](#). The position will remain on our site for three months or until it has been filled.

We are currently advertising the following openings:

[Practice Manager I, Ambulatory Services](#)—Memphis

[Director of Accounting](#)—Northeast TN

[OB/GYN Certified Coder/Biller](#)—Nashville

[Cosmetic Center Manager](#)—Kingsport





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

PAST PRESIDENT SPOTLIGHT! Will Pitt, FACMPE



Will Pitt, FACMPE served as TMGMA President 2011-2012 and is the CEO with University Eye Specialists in Knoxville. His tenure on the TMGMA Executive Council may have been one of the longest in history. Our members and the organization have benefited greatly from Will's leadership and mentorship.

Will started his professional career at a CPA firm, working primarily with physicians and medical practices on accounting and consulting work. He really enjoyed working with these practices to help improve their finances and operations but determined that he could make the biggest impact and receive the most enjoyment by working directly for a practice. Will eventually went to work for one of his clients and the rest is history!



PAST PRESIDENT SPOTLIGHT!

Will Pitt, FACMPE

Will has been in practice management for 24 years and has been a member of TMGMA for all 24 years. I was able to interview Will about his time with TMGMA and his career in healthcare. It's easy to see why TMGMA flourished under his leadership.



Why do you feel it's important to volunteer with TMGMA?

It's a great opportunity to contribute to our profession, support other medical practice managers, and develop a network of friends and colleagues from across the state. By volunteering, you are helping to ensure that others have the same opportunity to experience all that TMGMA has to offer in the years ahead. You will be rewarded with lifelong friendships and the satisfaction that you have played a small part in helping others in this healthcare journey.



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

Certification is an excellent way to be acknowledged for the time and effort that is put in to educate and further your knowledge in the healthcare profession. It's also a great accountability tool for continuing this education throughout your career. Our physicians and staff look to us for leadership and knowledge, and the education and experience required for certification help us to meet those challenges with improved competency and confidence.



PAST PRESIDENT SPOTLIGHT!

Will Pitt, FACMPE

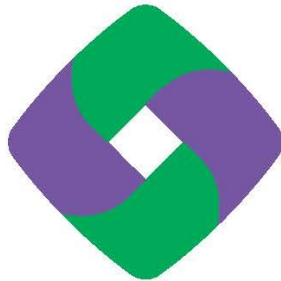
What advice would you give to someone new to healthcare management?

To reach your fullest potential as a healthcare leader, you not only need education, experience, emotional intelligence, and a healthy dose of common sense...but you need the help of others. One of the best ways to meet others in our profession is to attend a local or state MGMA meeting. Before I go to these meetings, I try to reflect on the current issues or challenges I am facing at work. By doing this, I'm always prepared to discuss these challenges in my conversations with others and am hopefully able to find some solutions along the way. After all these years in practice management, I cease to be amazed at what I learn from my peers in these discussions.



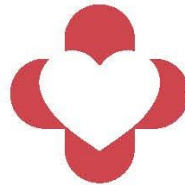
Tennessee MGMA gratefully acknowledges the following companies for their sponsorship of our Fall conference

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LEGISLATIVE UPDATES



Hello TMGMA friends. This is Jon Ewing and I am honored to be your new Legislative Liaison. It was an honor to be asked to this and I am filling some huge shoes with Misty Hickman stepping back from this role. She is mentoring me on my responsibilities and it is my aim to serve all of you well as I learn. Please reach out to me if you have questions and I will promise you that if I do not know, I will find the resources to get you the best answer I can.



Jon Ewing MBA

Jewing@wc-obgyn.net

A little background on me. I received my B.S. in Biology from Harding University and my MBA from Union University – many years ago! I have been working in the healthcare industry for 28 years. I worked in the hospital segment for 13 years and have been the Chief Operations Officer of an OB/GYN practice in Jackson Tennessee for the last 16 years. For the past year and a half I am also serving as the Executive Director of the West Tennessee Physician's Alliance (an IPA in West Tennessee made of primary care and specialty practices).

I am passionate about making healthcare better for the communities and state we serve and I respect the plight of healthcare leaders and physicians trying to remain autonomous in this continued changing face of reimbursements while overhead only skyrockets. Equally, I value and appreciate the challenges of our hospitals and large healthcare organizations trying to serve the public in the midst of these challenges.

My commitment to my peers and colleagues in TMGMA will be to listen, communicate and deliver information bi-directionally and nonpartisan with our elected officials and lawmakers that will improve our quality of healthcare for those delivering and receiving our services. Thank you for this responsibility. In my off time, I spend time with my three children and enjoying cycling and outdoor adventures in the woods and waterways.

Call me, text me or email me if I can serve you. Jewing@wc-obgyn.net and cell: 731-394-0265. I look forward to seeing many of you next week in Chattanooga.

Jon Ewing, MBA

Tennessee MGMA Legislative Liaison



Karen Bowman, FACMPE CPC CPMA
kbowman@glassociatesofcleveland.com

Looking forward to a wonderful year with
TMGMA and ACMPE.

ACMPE CORNER:

Happy September everyone. High school football games are in full swing, and you can find me in the stands supporting the band and my grandson who plays tenor sax! He has not one, but two solos his senior year, and he is awesome and so is the band. Go Bradley Band!!

ACMPE has been busy these last few weeks. The deadline to be a Fellow in the Class of 2023 has passed. You all were amazing and so many of you have

achieved Fellowship. Way to go!!! TMGMA is so happy for you. Thank you for working hard and realizing Fellowship.

If you are interested in pursuing certification, please reach out to me. Our next online study group will begin on September 1st at 11:00 Eastern. If you would like to register for this 8-week study group – register here <https://www.tmgma.com/event-5351978>. I will be partnering once again with Tracy Bird, FACMPE, Kansas Forum Rep and drumroll please.... MGMA's 2023 ACMPE Forum Representative of the year. I am so excited for her and excited to work with Tracy again for our second study group. If you sign up late for the study group, no problem at all, as we will be recording the meetings. This is also a fantastic way to earn your continuing education credits. I would love to have you join us and get you certified! We are sharing this with any state and have more than 60 individuals participating so far. There is room for you too!

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

For those working on your certification, ACMPE will not be hosting exams from September 1st – 30th. They will be reviewing the new test forms during this time. Regular on-demand testing will begin October 1st.

FELLOWSHIP HOW TO WEBINARS

Link for both: <https://mgma.zoom.us/j/8628672328>

Seeking assistance on next steps for completing Fellowship through the American College of Medical Practice Executives (FACMPE) does not need to be a lone career achievement. The ACMPE Fellowship Submission Committee is helping to provide instructional webinars of how to complete Fellowship through each of the two pathways offered to complete.

Consider signing up for the webinar that best aligns with your method to demonstrate your leadership, innovation, and professional engagement in the healthcare industry and the advancement of the medical group management profession. These webinars will have the opportunity for questions and will be available as a recording after their live delivery.

Becoming a Fellow in the American College of Medical Practice Executives (FACMPE), is to achieve the highest designation in our industry, demonstrates leadership, innovation, and professional engagement in the healthcare industry.

Fellowship is developed for healthcare professionals and medical practice executives aiming to demonstrate expert knowledge of the principles of medical group management and leadership.

To demonstrate the core competencies proven by completing Fellowship, there are two pathways available to equivalently meet the requirements.

ACMPE Fellowship- Pathway One

This webinar is an overview of the Fellowship requirements, advice, submission essentials, and what is earned once completed to help you get started as it pertains to Pathway One for Fellowship.

This 30-minute LIVE webinar will provide you with the knowledge to:

- Conclude the purpose and requirements to apply for Fellowship.
- Develop an understanding of how to apply and complete Pathway One requirements.
- Establish the elements of a Fellowship once earned.

ACMPE Fellowship- Pathway Two

This webinar is an overview of the Fellowship requirements, advice, submission essentials, and what is earned once completed to help you get started as it pertains to Pathway Two for Fellowship. Please note, Pathway Two is for long time leaders of MGMA, requiring holding the CMPE designation for 6+years.

This 30-minute LIVE webinar will provide you with the knowledge to:

- Conclude the purpose and requirements to apply for Fellowship.
- Develop an understanding of how to apply and complete Pathway Two requirements.
- Establish the elements of a Fellowship once earned.

These webinars will be available as a recording.

ACMPE is the certification and Fellowship authority of MGMA.

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.

Congratulations to Penny Etter who received her Operations Management Certificate (OMC) in July.

CERTIFIED MEDICAL PRACTICE EXECUTIVE (CMPE) APPLICANTS

Congratulations to Jen Cannon, Jennifer Keaton, Elizabeth Van Gilder, George Newsome, and Lindsay Jenkins, 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.

FELLOW (FACMPE) APPLICANTS

We have had five new Fellow applicants this year. We are excited for you and looking forward to seeing you achieve your goal of Fellowship.

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.

EVENTS

TMGMA's Fall Conference is right around the corner. It will be in Chattanooga on September 14th and 15th. This is a fantastic way to earn continuing education credits toward ACMPE.

The MGMA Leaders Conference will be held in Nashville October 22-25 this year. I am excited to say that Tennessee has 14 NEW FELLOWS in 2023. Yes, you read that correctly, FOURTEEN, what an impressive number. I am extremely excited for these individuals and for TMGMA.

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

We have 6 new Fellows to recognize in this newsletter. These individuals have achieved the highest designation as a healthcare management executive in 2023. Congratulations to Dee Reagan, FACMPE, Holly Muldoon, FACMPE, Michelle Mainord, FACMPE, Jim Graeca, FACMPE, Eric Gibson, FACMPE and Louis Joseph, FACMPE. This is a wonderful accomplishment, and we cannot wait to celebrate you in Nashville and hope to see you at TMGMA's Fall Conference.



Dee Reagan, FACMPE



Holly Muldoon, FACMPE



Michelle Mainord, FACMPE



Jim Graeca, FACMPE



Eric Gibson, FACMPE



Louis Joseph, FACMPE

A LOOK AHEAD: 2023 FELLOWS RECOGNITION

If you are attending MGMA Leaders Conference in October, here is some important information for our new Fellows.

Saturday

- New Fellow - Welcome Walk (invite only)
- MGMA-ACMPE Leaders and Achievement Reception
- Solutions Center Grand Ole Opening

Tuesday

- MGMA Award and ACMPE Fellowship Recognition
- Power Hour Bar Crawl Meet Up
- MGMA Signature Event: The Nashville Experience at Wildhorse Saloon



THANK YOU TO OUR FALL 2023 EXHIBITORS AND SPONSORS

American Esoteric Laboratories	KraftCPAs PLLC	PRO Marketing
Auxo Medical East Tennessee	LabCorp	Radsource
BCBST eBusiness Solutions	Lift Media Group	Sharecare
Blue Ridge Imaging Technologies	Litefoot Technology LLC	Simplified Medical Management
CareEco	MedCall Plus	SVMIC
CARR, Inc	Medical Waste of America	TenHats
Cumberland Pediatric Foundation	MedRecs Management	Tennessee Medical Foundation
Curative Talent	Merchants' Credit Guide Company	TriHaz Solutions
Farm Bureau Health Plans	Merem Healthcare Solutions	Truist
First Horizon Bank	Nuance Communications	United Healthcare
Franklin Service	Office Furniture Works	Veradigm
GLA Collection Company, Inc.	Opus Pathology	VHAN (Vanderbilt Health Affiliated Network)
GreenwayHealth	PathGroup	Zymeda Provider Solutions,
Healthcare Procurement Solutions	Pathology Partners Network	
Henry Schein Medical	Paymerang	
InfoSystems, Inc.	PFC USA	
Keystone Solutions	Phreesia	
	Privia Health	

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**

Inspiring
healthcare
excellence.™

MGMA

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
- Personal Websites



Helpful links to learn more about digital badges:

- [MGMA Credly Home Page](#)

Strategic Planning that Actually Works

By Don Harkey, CEO of People Centric Consulting Group

I recently met an executive who approached me saying that she wanted to pull her team together for a retreat to discuss creating goals for next year. I responded saying that we can absolutely do strategic planning with her organization. She immediately shook her head and pushed back.

“I don’t want to do strategic planning. Strategic planning is awful and boring and nothing ever comes out of it. I want to do something that impacts our organization. I want to get our team aligned and figure out what we are going to focus on for the next year.”, she said.

I smiled and said that we could help her.

Unfortunately, I know a lot of executives who push back against strategic planning, not because they don’t want to set goals, but because they’ve had bad experiences with it in the past. It costs a lot of money to put your top people into a room to develop a strategic plan and it’s a gut punch when nothing happens with that plan. Besides, in healthcare, you’ve got plenty of work to do already and aren’t looking for more work.

Successful planning is critical to the success of healthcare organizations. Not only do you need to strategically maneuver through the complex world of healthcare, but good planning keeps the “why” in front of you and your team. I often surprise people when I tell them that successful strategic planning is a powerful weapon against burnout. Knowing why you do what you do and tracking progress towards goals is fundamentally motivating.

Successful strategic planning is a year-round process that only starts with the creation of the plan itself. Here are some tips to make your strategic plans successful.

- 1) Start with your Mission – Unfortunately, most strategic plans fail. There are many reasons for this, but research shows that the most successful type of strategic plan is known as an “identity based” plan. These plans start with who you are and how you can become the best version of yourself as an organization. In your planning, discuss your mission, vision, and values to remind everyone why you do what you do. This is especially powerful in healthcare!
- 2) Keep it Simple – The most successful strategic plans I’ve seen often look the least impressive. Thick plans with too much detail and research don’t provide focus, they provide noise. Your best approach is to use the energy you would have used to build a thick plan into executing a thin plan.
- 3) Get Input – People own what they help to create. A simple way to help people feel like they had an impact on the planning process is to ask for their input. This might include surveys of employees, providers, board members, your community, or other stakeholders. Remember to circle back to people you’ve surveyed to show them how you used their input.

4) Link the Plan to Your Financials – I’m going to be real. Most administrators and business leaders have a very poor understanding of financials. We know you should be making money, but how? What are the key drivers? I’m a big proponent of financial education in organizations. I also think it is critical to link your financials to your plan. Your leaders will say they understand, but I promise you they probably don’t understand it well enough.



5) Share the Plan – I’m going to be real again. Most front-line employees, supervisors, and managers don’t know much, if anything, about their organization’s strategic plan. We even see many administrators and providers unfamiliar with the key objectives established. Yet these are the very people who are making daily decisions that impact the plan. If your team doesn’t know what the plan is, they won’t follow it.

6) Create a Plan to Execute – Most strategic plans end when the key objectives are established, but this is where the plan should begin. We recommend the creation of a strategic planning steering committee. This committee should meet on a regular cadence (we like monthly). This committee doesn’t execute the plan, but they spin off teams to take “steps” in the plan. Each step should take 1-3 months. The committee’s role is to track the progress of the STEP Teams and determine what teams should be launched next. This simple approach gets lots of people involved and ensures progress.

7) Let Departments Set Goals and KPI’s – When the strategic plan is launched, a good best practice is to let individual departments set their own goals to align with the plan. This helps teams to figure out how they can best impact the plan. We also recommend that teams create their own KPI’s to measure their progress.

8) Take Small Steps – You probably have big plans, but big plans are executed in small steps. Don’t launch a team to “improve communication”. That team will meet for forever and will never finish. Instead, take smaller focused steps (again, think 1-3 months), such as “implement the use of MS Teams channels in the Clinics”. You will have quicker wins and people will have a reduced chance of getting stuck on a committee that never ends.

9) Keep it Flexible – It is tempting to map out an entire year in your plan. Resist that temptation. The reason is that you will be smarter as the year plays out. Unexpected things will happen that will require you to shift your approach. Your key objectives probably won’t change, but the steps you take to achieve them might. That’s not only OK, but that is also good planning.

9) **Keep it Flexible** – It is tempting to map out an entire year in your plan. Resist that temptation. The reason is that you will be smarter as the year plays out. Unexpected things will happen that will require you to shift your approach. Your key objectives probably won't change, but the steps you take to achieve them might. That's not only OK, but that is also good planning.

10) **Expect to Fail** – Good planning might require risk taking. You might launch a team that discovers that a particular path is futile or that the timing isn't right. That is OK. Embrace those failures as lessons learned. Just fail small and fail forward.

11) **Celebrate Wins** – Track your key performance indicators and make sure to celebrate successes along the way. It's equally important to share bad news if the metrics don't turn the right way.

Effective strategic planning is not an initiative. It is a new set of systems that you can install into your organization that will serve as "why fuel" for your team.



Don Harkey, CEO, People Centric Consulting Group,
417-887-6760 | DonHarkey@PeopleCentric.com

The 2023 Healthcare Salary Survey is Open Now!

- **Statistics from other medical practices**
- **Benchmarking to provide real-time data modeling**
- **Commentary from healthcare experts**
- **Participants receive final report**
- **Scan the QR code to begin, survey closes Sept. 22nd**

