



# 2017 YEAR IN REVIEW

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THE EMERGENCY DEPARTMENT PRACTICE MANAGEMENT ASSOCIATION



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Dear Valued Members of EDPMA:

2017 was a very busy and successful year! EDPMA more than doubled the number of advocacy letters and significantly increased the number of conference calls and meetings with decision makers. And these efforts were met with a great deal of success! We successfully urged:

- some private insurers to change policies that violated the prudent layperson standard,
- Congress to direct a federal agency to clarify the federal minimum benefit standard for out-of-network emergency care,
- Congress not to repeal and replace the Affordable Care Act,
- state legislators not to pass bills banning balance billing without ensuring appropriate reimbursement,
- CMS to drop its proposal which would have resulted in a 1% cut to Medicare reimbursement for emergency care, and
- much more.

San Diego, California, drew large attendance and a record number of exhibitors at the Solutions Summit. EDPMA offered sessions on reimbursement, practice management, legal issues, in-depth EDPMA committee workshops, and a special focus on innovative solutions for the Emergency Department. EDPMA also held two workshops in 2017. In January, we had record attendance at the Out-of-Network Reimbursement Workshop in Atlanta, Georgia. And, in September, in Dallas, Texas, we held a workshop on Collecting the Hard Dollars. Attendees reported high satisfaction with the session content and networking events. We also offered a number of webinars.

EDPMA continues to collaborate with others who share our goals to ensure that we remain a leading voice within the larger emergency medicine community. We continue to work closely with ACEP on the EDPMA/ACEP Joint Task Force on Medicaid and out-of-network reimbursement. We hold a seat on the Board of the Emergency Medicine Action Fund (EMAF) and help direct those important funds. We also serve on the Editorial Board of Urgent Matters where we contribute to its educational offerings and are able to share those resources with you. In addition, in 2017, we created an EDPMA Affiliate Membership so our sister associations, like ACOEP and NAFEC, can share EDPMA action alerts and letters with their members.

We are looking forward to another busy and successful year in 2018.

Sincerely,

Andrea Brault, MD, FACEP, MMM, Chair of the Board  
Emergency Department Practice Management Association (EDPMA)

# OVERVIEW

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## MISSION STATEMENT

The mission of the Emergency Department Practice Management Association is to advocate for Emergency Department physician groups and their business partners to enhance quality patient care through operational excellence and financial stability.

## OVERVIEW

The Emergency Department Practice Management Association (EDPMA) is one of the nation's largest professional physician trade associations focused on the delivery of high-quality, cost-effective care in the emergency department. EDPMA's membership includes emergency medicine physician groups, as well as billing, coding, and other professional support organizations that assist healthcare providers in our nation's emergency departments. **Together, EDPMA's members deliver (or directly support) health care for about half of the 141 million patients that visit U.S. emergency departments each year.** We work collectively and collaboratively to deliver essential healthcare services, often unmet elsewhere, to an underserved patient population who often has nowhere else to turn.

EDPMA provides exceptional value to its members throughout the year. From advocacy to education, EDPMA provides unmatched access to decision makers, advocates on federal and state issues, educates on best practices, and keeps its members up-to-date on the key issues and services affecting their bottom line. EDPMA members work together at committee meetings and on conference calls, with task forces and coalition partners, to find solutions to common industry problems. EDPMA members join forces to harness the opportunities and navigate the issues arising in this changing healthcare environment.

EDPMA is governed by a volunteer Board of Directors comprised of experts in the field of emergency medicine. EDPMA accomplishes its advocacy goals through a focused committee structure led by an active team of talented and entrepreneurial EDPMA members. The committees are open to all EDPMA members and their work is further detailed in the pages of this annual report.

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"EDPMA is an extremely nimble and responsive organization. We utilize significant decision makers in each member organization, and routinely mobilize effective, large scale responses to burning issues and emerging concerns that affect Emergency Medicine."

- Randy Pilgrim, MD, FACEP, *Enterprise Chief Medical Officer, Schumacher Clinical Partners*

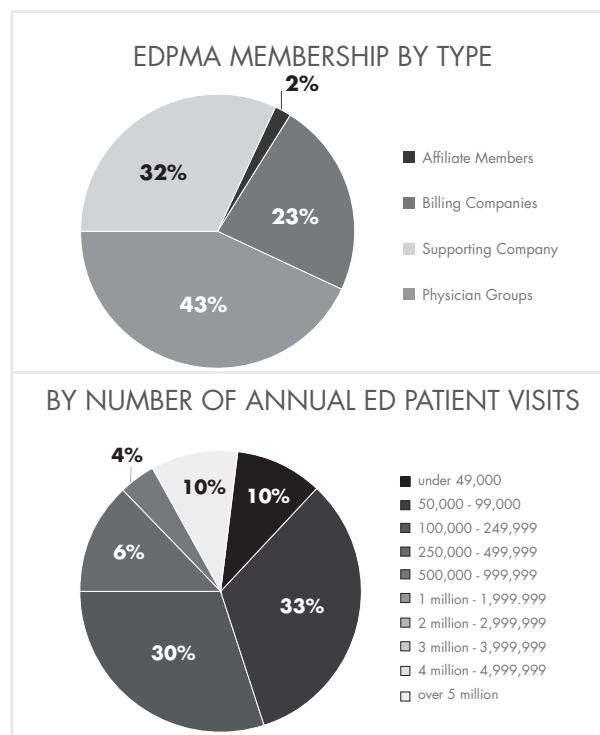
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# MEMBERSHIP

The Emergency Department Practice Management Association (EDPMA) represents emergency physician groups, billing companies, and supporting organizations of all sizes. Emergency physician groups and their practice partners work together, every day, to make the emergency department industry even stronger.

In 2017, EDPMA brought on a record number of **24** new members. At the end of the year, EDPMA had **108** members despite the fact that many of our members merged with each other. Because those who merge stay on as members, we continue to serve a growing number of individuals each year.

In 2017, we finished implementing our dues revamp. This revamp allowed EDPMA to expand its member benefits and expand its bench of in-house staff and consultants. In 2017, Paul Gerard was promoted to **Manager of Membership & Marketing**. EDPMA also continued its relationship with membership consultant, Joanne Tanner, who has expertise in sales. She continues to help EDPMA identify and contact potential new members.



"Our organization had been asked to join EDPMA for several years. I could not immediately see the value for our company, as we are not a physician staffing or billing company directly impacted by legislative and billing issues. As time went on, it became apparent that whatever impacts the business of Emergency Medicine, impacts all those doing business in that area. Additionally, I quickly learned after joining that the real value in EDPMA is being on the cutting edge of awareness of changes occurring in EM which extend beyond billing and coding, as well as the ability to work directly with those that are the leaders in our industry.

Participation in EDPMA Committees has been a huge asset to achieving this awareness and allows you to network and get to know as friends the leading experts in their field. Within 3 years of joining EDPMA I became Chairman of the Membership Committee and was elected to the EDPMA Board. Both of these opportunities were extended to me through a genuine desire of the current members to have everyone benefit from the expertise and experience of the leaders in EM today. Participation has helped me grow as an individual and helped our company further its success through awareness of a rapidly changing environment in Emergency Medicine."

**- Dave Ernst, MD, FACEP, President, EPOWERdoc Inc., CoChair, EDPMA Membership Committee**

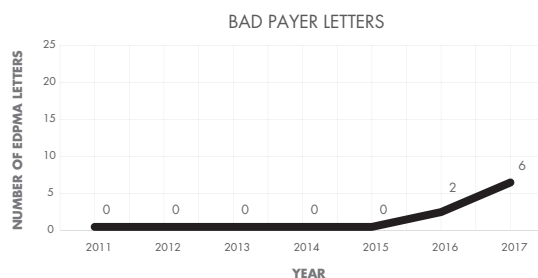
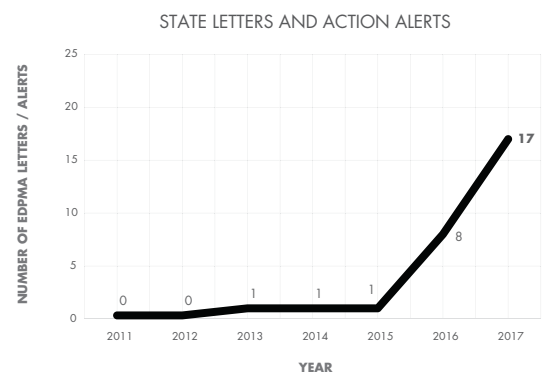
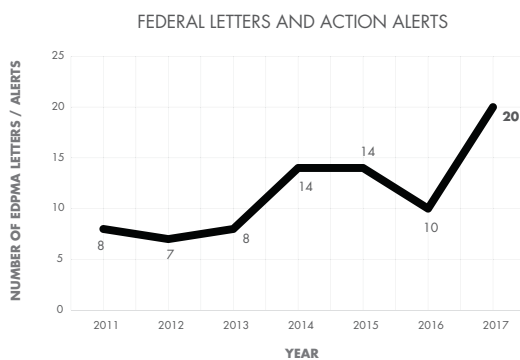
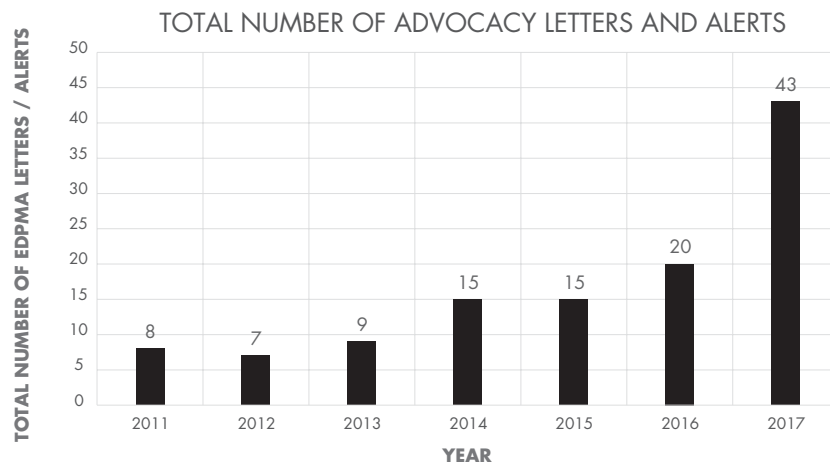
# 2017 FINANCIAL PERFORMANCE

EDPMA expected to spend a significant amount of its reserves to cover additional staff and consultants. However, due to staff's efforts to contain expenses, a successful Summit, and two workshops, EDPMA ultimately did not need to spend any of its reserves.

# ADVOCACY ACTIVITY IN 2017

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In 2017, our advocacy team consisted of EDPMA's members; EDPMA's Executive Director, Elizabeth Munding; EDPMA's State Government Relations Manager, Michael Dole; and the team of experts at Hart Health Strategies Inc. and Oldaker & Willison LLP. With this expanded team, we focused on federal issues, state issues, and commercial payers who instituted problematic policies. EDPMA has been steadily increasing its advocacy activities and issues over the last few years. In 2017, the number of advocacy letters and alerts more than doubled from last year. We wrote **20** letters and action alerts on federal issues, **17** letters and alerts on state issues, and **6** to commercial payers. In addition, the number of meetings and conference calls with these decision makers significantly increased. Here are some graphs illustrating the increase in advocacy activity:





# ADVOCACY ISSUES IN 2017

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In 2017, the emergency medicine industry faced danger on all fronts. Congressional leadership tried to repeal the Affordable Care Act (ACA), which would have led to an estimated 23 million fewer insured Americans. Congress also was slow to reauthorize the Children's Health Insurance Program (CHIP) and extend the GPCI work floor which protects Medicare reimbursement. Congress also took an interest in the federal minimum benefit standard for out-of-network (OON) emergency care. At the agency level, the Centers for Medicare & Medicaid Services (CMS) started implementing the new Medicare reimbursement formula including the Merit-Based Incentive Payment System (MIPS). There were a number of problematic and positive proposals in the proposed Medicare Physician Fee Schedule, Outpatient Prospective Payment System, Inpatient Prospective Payment System, and Quality Payment Program. At the state level, legislators introduced over 100 bills that would have either banned balance billing or set a problematic formula for out-of-network reimbursement. Some states also requested waivers from the Medicaid program that threatened access to emergency care. And a number of commercial insurers issued problematic policies downcoding or denying claims for care provided in the emergency department.

## **EDPMA responded with:**

- **16** letters / alerts on OON reimbursement;
- **7** letters / alerts opposing repeal of the ACA;
- **7** letters on Medicare reimbursement;
- **6** letters on problematic commercial payers;
- **4** letters opposing Medicaid waiver requests;
- **1** letter on Medicaid prescribing authority;
- **1** letter on payments from the VA; and
- **1** letter opposing limits on calling patients for billing purposes.

EDPMA followed up on many of these letters with meetings and conference calls. EDPMA's Leadership Lobby Days in October 2017 consisted of over 20 meetings with Congressional offices asking for help improving the federal minimum benefit standard for out-of-network emergency care, protecting the prudent layperson standard, requiring insurers to disclose the policy type, and opposing efforts to repeal and replace the Affordable Care Act.

EDPMA worked closely with its coalition partners including the American College of Emergency Physicians (ACEP) and its state chapters, American College of Osteopathic Emergency Physicians (ACOEP), state-level medical associations, Physicians for Fair Coverage (PFC), the National Association for Freestanding Emergency Centers (NAFEC) and others outside the association who share our interests. EDPMA continued its work through the EDPMA/ACEP Joint Task Force on Balance Billing and Medicaid.

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"With over 125 out of network (OON) state bills seeking to regulate and/or restrict physician billing without a corresponding minimum benefit standard in 2017, the ACEP/EDPMA Joint Task Force (JTF) has positively engaged stakeholders with solutions and EDPMA's volunteers and staff have been a vital part of the JTF's success in both OON and in defeating Medicaid managed care plans seeking to reverse the very prudent lay-person protections that EDPMA was jointly responsible for passing into law over 20 years ago."

**- Ed Gaines, JD, CCP, Zotec Partners**

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# SNAPSHOT OF 2017 ADVOCACY SUCCESSES

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This increased advocacy activity led to a large number of advocacy successes including:

- Congress passed legislation directing the Trump Administration to improve the federal minimum benefit standard for out-of-network emergency care by clarifying the meaning of “usual, customary, and reasonable” and suggesting the Administration issue an FAQ tying the definition to an unbiased charge database,
- Congress failed to repeal and replace the Affordable Care Act which would have resulted in an estimated 23 million fewer people with health insurance,
- The Centers for Medicare & Medicaid Services (CMS) dropped its proposal to use updated malpractice premium data which would have cut Medicare reimbursement for emergency care by an estimated 1%,
- Nine state legislatures failed to pass legislation either banning balance billing for emergency services or establishing a problematic reimbursement formula. Despite the fact that over 100 bills were introduced on this topic in 2017, only Oregon passed legislation banning balance billing for emergency care,
- Two states modified their Medicaid waiver proposals to address EDPMA’s concerns about coverage for emergency care and the prudent layperson standard,
- One state Medicaid office (KanCare) acknowledged its Medicaid policy violated the prudent layperson standard and needed to be changed,
- One private payer (Aetna) modified its problematic down-coding policy in response to our concerns.
- CMS continued to allow claims-based reporting under Medicare,
- CMS delayed the requirement that professionals participate in the Appropriate Use Criteria program while they test it and consider concerns raised regarding emergency physicians,
- CMS dropped its proposal to report median time from ED Arrival to ED Departure for mental health patients on Hospital Compare,
- CMS removed three problematic ED quality measures from the hospital outpatient quality reporting program, and
- CMS provided greater flexibility for physicians to develop Alternative Payment Models under the Medicare program.

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“As a result of EDPMA’s advocacy efforts reversing the Medicaid downcoding policy in Kansas, Vituity expects to recover over \$130,000. The policy change also avoids future losses that would have occurred if the policy was not rescinded. EDPMA membership is worth several times the amount Vituity has paid in dues”.

- **Bing Pao, MD, Director of Provider Relations Vituity**

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# KNOWLEDGE & LEARNING

Providing EDPMA members with valuable education and training opportunities, news updates, in-depth analyses, and productive networking opportunities are all top priorities. In 2017, EDPMA accomplished these goals in a variety of ways including the Solutions Summit, the Out-of-Network Reimbursement Workshop, the Collections Workshop, newsletters, committee conference calls, website updates, social media, webinars, and more.

## SOLUTIONS SUMMIT

The Solutions Summit - EDPMA's signature event – is the premier conference for leaders in the business of emergency medicine. Each year it attracts hundreds of emergency department healthcare professionals from across the country. It offers a wide range of workshops, general sessions, briefings and policy discussions. Led by leaders in the field, Solutions Summit presents practical solutions to the problems facing emergency medicine physicians groups and their practice partners.



The EDPMA **Solutions Summit XX** – *All Hands on Deck: Sailing Through the Tides of Emergency Medicine* – was held at the Omni San Diego Hotel in San Diego, California, April 25-28, 2017. This

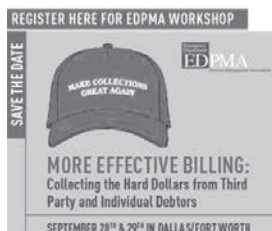
Summit had close to 400 attendees and broke the record for exhibitors. Like last year, EDPMA committees held in-depth workshops and the last day was a special focus on Practice Management Solutions.

## WORKSHOPS



EDPMA's **"Out-of-Network Reimbursement Workshop"** on January 19 and 20, 2017, in Atlanta, GA, was a huge success. Over 70 attendees joined a prestigious panel of speakers who shared their expertise on the history

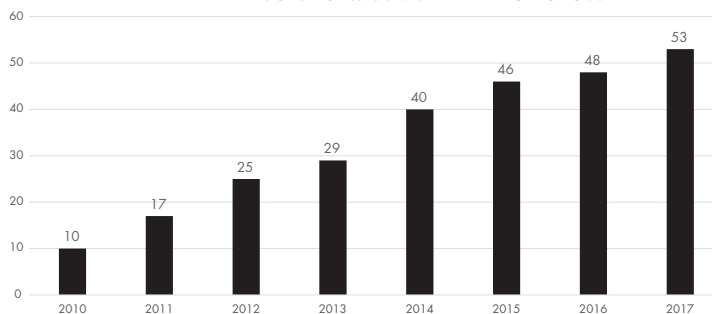
of balance billing, developing model legislation, dispute resolution, lobbying, fighting litigation, and more. In addition, attendees heard from Georgia State Senator Chuck Hufstetler about the current legislative state of play with the Georgia bills.



EDPMA's **"Collectors Workshop"** on September 28 and 29, 2017, in Dallas, TX, was well attended. About 70 attendees joined a prestigious panel of

speakers who shared their expertise on fighting unfair claims settlement practices and preparing for changes to Medicare reimbursement.

YEARLY SOLUTIONS SUMMIT EXHIBITOR GROWTH



"If your business is involved in the field of Emergency Medicine, EDPMA's Solution Summit should be at the top of your list." - **Mark E. Owen, PayorLogic Inc.**



# KNOWLEDGE & LEARNING

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## EDPMA KEEPS MEMBERS INFORMED

EDPMA keeps its members fully informed in a variety of ways, including:

- A monthly membership newsletter which shares association news;
- a monthly advocacy newsletter which provides in-depth analyses of policy proposals, reminders of approaching deadlines, and updates on EDPMA's advocacy efforts;
- a weekly compilation of news articles from major media outlets that address issues impacting the business of emergency medicine;
- same-day news alerts;
- regular tweets and updates to EDPMA's LinkedIn and Facebook pages; and
- monthly committee meetings where members keep each other informed about a variety of issues impacting reimbursement, provider enrollment, federal and state policy proposals and more.

EDPMA's newsletters and alerts are not only sent via email, but are available on our website so members can access the information when it is convenient for them. Also, EDPMA members can network and find each other through a searchable database which is also located on our website. This on-line directory helps people find basic information about EDPMA member companies and the services they provide.

In 2017, EDPMA revamped and improved the in-depth toolbox on balance billing and out-of-network reimbursement. The toolbox is not only better organized, it includes model legislative language, EDPMA talking points, action alerts, and comment letters. It also includes the growing number of bills introduced in the various states that would limit balance billing. The toolbox also includes a chronology of EDPMA's federal advocacy efforts on out-of-network reimbursement and links to other documents that members can use when advocating at the state or federal level on the issue of balance billing.



## WEBINARS

EDPMA offered webinars on a variety of issues throughout the year. Some webinars were developed by EDPMA while others were developed through our partnership with Urgent Matters. In July 2013, EDPMA began serving on the Urgent Matters Editorial Board. EDPMA helps develop Urgent Matters webinars and newsletters; therefore, EDPMA members can access the webinars for free. In 2017, EDPMA offered the following 5 webinars through EDPMA or Urgent Matters:

- EDPMA webinar on the 2018 Quality Payment Program (QPP) Final Rule
- True Stories of Bleeding Disorders in the Emergency Department
- Acute Unscheduled Care in Seven Developed Nations: a Cross-Country Comparison
- Antimicrobial Resistance: Implications for Emergency Medicine
- Transformation of Emergency Departments through Strategic Design Thinking

# EDPMA COMMITTEES & CHAIRS, 2017

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## FEDERAL HEALTH POLICY

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### Co-Chairs - Randy Pilgrim and Dighton Packard

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This committee tackles the association's response to proposed federal rules, regulations, bills and policies regarding the Affordable Care Act (ACA), Medicare, Medicaid and other key legislative and regulatory issues occurring at the federal level. It coordinates federal advocacy efforts with other EDPMA committees and reviews, edits, and approves letters to Congress, CMS and other decision makers.

## QUALITY, CODING & DOCUMENTATION COMMITTEE

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### Co-Chairs – Mark E. Owen and Stacie Norris

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This committee focuses on quality, coding, and billing issues such as the Merit-Based Incentive Payment System (MIPS), coding and documentation, inappropriate downcoding policies proposed by private payers, avoiding and preparing for audits, developing registries for Emergency Medicine, and more. It develops toolboxes, white papers and workshops to help EDPMA members respond to various issues.

## STATE REGULATORY & INSURANCE

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### Co-Chairs: Beth Cesta and Bing Pao

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This committee's primary objective is to identify and develop the appropriate response to legislative and regulatory challenges at the state level, including limits on balance billing and surprise billing, Medicaid waivers and copays, and more.

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## PROVIDER ENROLLMENT

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### Co-Chairs: Derise Woods and Denise O'Brien

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This Committee connects members and their employees who focus primarily on enrolling providers for participation in Medicare and Medicaid programs. It works with CMS and other policymakers and industry partners to improve provider enrollment processes for emergency medicine physician groups and agencies that bill for emergency medicine services. The committee has had many successes including extending the time practices have to submit an enrollment application; allowing E-signatures for online enrollment; reducing MAC processing times for 855 applications; implementing easy-button revalidation; and allowing bank accounts to be located in a different state than the practice.

## CONFERENCE PLANNING COMMITTEE

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### Chair: Iva Lee Clement

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This committee develops the agenda for the upcoming Solutions Summit, invites Summit speakers, and oversees all aspects of the Solutions Summit.

## MEMBERSHIP

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### Co-Chairs: David Ernst and Juli Forde

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This committee helps ensure that EDPMA's membership continues to grow at a healthy pace each year. It also oversees member satisfaction and retention.

## EDUCATION

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### Chair: Paul Hudson

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This Committee works year-round to provide valuable education and training opportunities for EDPMA members, including the Solutions Summit, interactive webinars, and educational workshops. The committee reviews upcoming opportunities to keep EDPMA members apprised of the issues impacting the business of emergency medicine.

## EDPMA BOARD OF DIRECTORS 2017–2018

### Emergency Groups Office

(in 2018, the name was changed to Brault)  
Andrea Brault, MD, FACEP, MMM, Chair

### TeamHealth

Aron Goldfeld, JD, MBA, Vice Chair

### CEP America

Bing Pao, MD, FACEP, Chair-Elect

### Greater Houston

#### Emergency Physicians

Tim Seay, MD, FACEP, Immediate Past Chair

### Intermedix

Jackie Willett, CHBME, Treasurer

### BSA Healthcare

Jeffrey Bettinger, MD, FACEP, Member of the Executive Committee

### Edelberg & Associates

Caral Edelberg, CPC, CPMA, CCS-P, CHC, CAC, Member of the Executive Committee

### Emergency Care Specialists

Don Powell, DO, FACEP, Member of the Executive Committee

### EPOWERdoc, Inc.

David Ernst, MD, FACEP, Member of the Executive Committee

### Zotec Partners

Ed Gaines, JD, CCP, Member of the Executive Committee

### ACUTE CARE

Paul Hudson, FACHE

### CIPROMS Medical Billing, Inc.

Andrea Halpern-Bryant

### EmCare, Inc.

Dighton Packard, MD, FACEP

### Martin Gottlieb & Associates

Shanna Howe

### Payor Logic, Inc.

Mark E. Owen

### Reimbursement Technologies, Inc.

Gary Gelbart, MBA

### Schumacher Clinical Partners

Randy Pilgrim, MD, FACEP

### St. Vincent Emergency Physicians

William Freudenthal, MD, FACEP

### US Acute Care Solutions

Aaron Snyder, MD, FACEP

## EXECUTIVE OFFICE STAFF AND CONSULTANTS



**Elizabeth Mundinger, Esq.**  
Executive Director



**Paul Gerard**  
Manager of Membership & Marketing



**Michael Dole**  
State Government Relations Manager



**Caryn Pepper**  
Meetings Manager



**Joanne Tanner**  
Membership Coordinator



**Robert S. Jasek, Esq.**  
Vice President, Coverage and Payment Policy  
Hart Health Strategies Inc.

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