

# From Good to Great: Developing Core Competencies with ACMPE

*How Certification & Fellowship Elevates  
Medical Practice Leaders*

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# Today's Objectives

Thinking about taking the next step in furthering your professional career in medical practice management?

▶ ACMPE Forum Representative's role

▶ Objectives

- Value of ACMPE
- Information overview on MGMA's credentialing processes
- Review MGMA Certificates
- Review of the CMPE testing and steps to Fellowship
- MGMA BoK

# MGMA-ACMPE

The American College of Medical Practice Executives (ACMPE) is the certifying body of MGMA. ACMPE has been delivering professional development opportunities based on the Body of Knowledge for Medical Practice Management since 1956. Career development and advancement is a lifelong journey and a requirement in healthcare to stay on top.

- ▶ Certification and Fellowship arm of MGMA
- ▶ Recognized standard for excellence in medical practice management
- ▶ Two levels:
  - CMPE (Certified Medical Practice Executive)
  - FACMPE (Fellow)

# ACMPE Credentialed Professionals

## ► Total credentialed:

- Certified Medical Practice Executive (CMPE)
  - 110 (NC)
  - 38 (SC)
  - **CMGMA = 148 CMPE**
- Fellow, American College of Medical Practice Executives (FACMPE)
  - 64 (NC) (includes life/distinguished)
  - 28 (SC) (includes life/distinguished)
  - **CMGMA = 92 Fellows**

## ► Total applicants engaged in the CMPE/FACMPE process:

- Certified Medical Practice Executive (CMPE)
  - 86 (NC) eligible and/or in-process
  - 15 (SC) eligible and/or in-process
  - **CMGMA = 101 future Certified Members**
- Fellow, American College of Medical Practice Executives (FACMPE)
  - 7 (NC) eligible and/or in-process
  - 1 (SC) eligible and/or in-process
  - **CMGMA = 8 future Fellows**

*\*as of April 2025*



# Congrats!!! New Fellows

- ▶ Kim Flippin, FACMPE—Winston-Salem
- ▶ Earl Jenkins, FACMPE—Winston-Salem
- ▶ Toscha Gilbert, FACMPE-Lincolnton
- ▶ Adam Fisher, FACMPE—Flat Rock
- ▶ Shelton Nelson, FACMPE—Winterville

# What Do These Abbreviations Mean?

- ▶ ACMPE – American College of Medical Practice Executives
  - Certifying body of MGMA
    - CMPE-Certified Medical Practice Executive
    - FACMPE—Fellow of College
  - All certifications (CMPE, FACMPE) are done through the national organization (MGMA), **not the State**
  - State and local organizations are here to help support the certification process
  - MGMA.com is best for logistical questions

# ACMPE Offerings



Certificates are a micro-learning opportunity to acquire and be recognized for specific competencies based on the Body of Knowledge (BOK). MGMA offers three types of certificates stackable with all ACMPE designations:



The Certified Medical Practice Executive (CMPE) credential is recognized as the professional standard in medical practice management. It is a unique identifier that can demonstrate your in-depth understanding of the BOK and apply it, situationally, to best lead your organization.



A Fellow of ACMPE (FACMPE) is the most prestigious professional designation in the medical practice management community. As a Fellow, you'll find a platform to demonstrate leadership, innovation, and professional engagement in the healthcare industry and the advancement of the medical practice management profession.

# ACMPE CERTIFICATE

No membership, education, or experience required to complete an ACMPE Certificate.

- ▶ DOMAIN CERTIFICATE PROGRAMS:
  - ▶ PRINCIPLES OF PRACTICE MANAGEMENT CERTIFICATE (PPMC)
  - ▶ FINANCIAL MANAGEMENT CERTIFICATE (FMC)
  - ▶ HUMAN RESOURCES MANAGEMENT CERTIFICATE (HRMC)
  - ▶ OPERATIONS MANAGEMENT CERTIFICATE (OMC)
  - ▶ TRANSFORMATIVE HEALTHCARE DELIVERY CERTIFICATE (THDC)
  - ▶ RISK AND COMPLIANCE MANAGEMENT CERTIFICATE (RCMC)



# CERTIFICATES CON'T

## ▶ 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

# ACMPE BOARD CERTIFIED

- ▶ The Board Certification assesses professionals who meet established standard knowledge, skills or competencies in regards to the Body of Knowledge for medical practice executives.
- ▶ Benefits
  - ▶ Increased earning power: our certified members **report earning more** than their non-certified counterparts\*
  - ▶ Validation of knowledge
  - ▶ Increased marketability and credibility
  - ▶ Respect from peers
- ▶ Apply (Member Price \$265./Non-Member Price \$611)
  - ▶ <https://www.mgma.com/acmpe/acmpe-board-certification-application>

\*Source: MGMA DataDive Management and Staff Compensation Survey



# Certification = Confidence

- ▶ ACMPE builds strategic thinkers
- ▶ Certified professionals report:
  - Higher job satisfaction
  - More leadership opportunities
  - Improved practice performance

# “Good to Great” in Action

- ▶ The value of the CMPE lies in its focused, practical knowledge of medical practice management. Although I hold both MBA and MHA degrees, neither program provided the focused operational training for a medical practice.
- ▶ You quickly come to appreciate the gaps in your knowledge early in your career when serving as the Administrator, CAO, or CEO of a medical practice—especially when you’re the point person for all operational, risk management, and financial processes. Having a **network** of fellow CMPEs to consult has been an incredible asset when facing new challenges in practice management.
- ▶ Benefit is the **network** and friends you develop along the way. It is also an investment in yourself that you should prioritize!

- ▶ Continuing education **keeps you current** on healthcare news, finance and operational issues
- ▶ The **ability to mentor, teach and educate** others in and/or about the complexities of patient care and the elements that others are facing.
- ▶ The benefit of being a fellow is the number of experts you have across the country to draw upon. The number of times I could seek out assistance for an unfamiliar issue or be called about such was significant to my success.
- ▶ **Keeps me in the know** of the changes that happen continuously in healthcare. I can find fast training and knowledge base on areas I need fine tuning.
- ▶ **Validation** of my experience.
- ▶ The great **network** of colleges. There were jobs/promotions where my certification was the determining factor between me and possibly another candidate.
- ▶ You **stand out as a leader** in the field of healthcare. Whether it's for a new job or career advancement in other ways. I believe certification sets you apart.

- ▶ Affirmation that I know my stuff so to speak and the increased confidence of that confirmation. I also see the benefit of engaging in all the MGMA has to offer from education programs to networking.
- ▶ **Growth** in my professional career and personal life
- ▶ A level of **self-satisfaction** knowing that you've accomplished this step and stand out in your field.

# Suggestions to Younger Self

- ▶ Pursuing the CMPE introduced me to a broad network of professionals managing various practice types—hospital-owned, MSO-owned, and independent.
- ▶ If I could change anything, it would be to have completed the Fellow designation **earlier**. I began that process several times over the past 21 years, but personal priorities—particularly family and raising a child—took precedence.
- ▶ My only advice is become certified **sooner than later**! You will benefit from learning while you study, make time for it. You will find you know more than you think you do!
- ▶ Begin with the end in mind!!!
- ▶ Do it **as soon as possible**.

- ▶ It shows and tells others that a) we are in pursuit of excellence in all we do, and we understand and have the base knowledge about how to effectively run a practice.
- ▶ Because the same struggles, difficulties, complexities that your organization is facing are also being dealt with at a myriad of other institutions. When we share our knowledge, experiences and situations with others they too may have already come up with ways to mitigate or meet those challenges.
- ▶ I would tell myself to **get on with it!** There is no perfect time, yet time spent on the fellowship is directly for work/family balance to take on additional study but using that time to solve work issues is incredibly helpful.
- ▶ So to my younger self. Search for a person about 10 years ahead of you who recommends certifications as well as advanced degrees if warranted.
- ▶ **Don't wait, do it.** Don't think you need to study and study before you take the exam, just take it. I passed on first try and didn't really study, so I would have been certified much sooner.



- ▶ I would have pursued certification **earlier in my career.** I was in management and healthcare administration for 10 years before I begun my certification path. Now I am close to retirement and wish I did my fellow. I would highly encourage the younger health care administrators to begin the path to certification early in their career. For us older folks, it's never too late to still go for it!
- ▶ **Don't wait...just do it.**
- ▶ Not be intimidated by the test and to go ahead and **do it early** in your career path
- ▶ **Start earlier in life** to obtain the certification! Such a great investment in yourself and beneficial to your career!
- ▶ **Start the process now.** Don't wait to start when you think you "have more experience". The ACMPE certification is a process. A process that will likely change the way you address your professional education and learning. It continues to push you for continued professional and person improvement (annual CME requirements).

# What are the eligibility pathways?

- ▶ **Pathway 1:** 2+ healthcare experience, hold a Bachelor's Degree or have completed 120 college credit hours
- ▶ **Pathway 2 (students/early careerists):** May be currently completing 2+ healthcare experience with less than 3 years' time left to complete\*, or may be currently completing your Bachelor's Degree or have completed 120 college credit hours with less than 3 years' time left to complete\*
- ▶ **Pathway 3:** 6+ healthcare experience, four of which must be in healthcare management or a healthcare leadership role

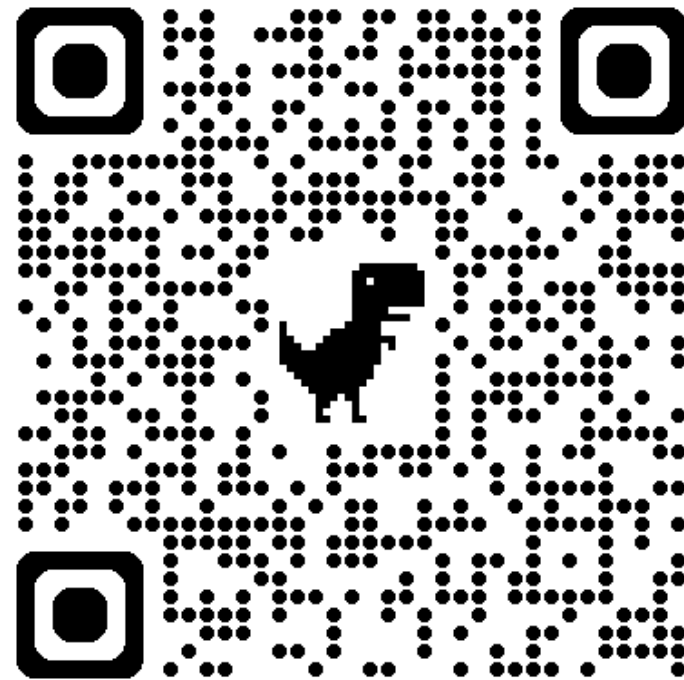
# How do I complete my requirements and become Board Certified?

- ▶ Purchase and pass the multiple-choice exam
- ▶ Purchase and pass scenario-based exam\*
- ▶ Earn 50 continuing education (CE) hours, may be completed up to three years prior to application purchase date and onwards
  - ▶ Of the 50, 30 must come from MGMA and its affiliates, and of the 30 from MGMA, 12 must be from a LIVE delivery format
- ▶ Board Approval, after all requirements are met. You can complete exams and continuing education in any order.
- ▶ Applicants have three years from their application PURCHASE date to complete their Board Certification requirements before needing to reapply.
- ▶ \*Scenario-based exam cannot be purchased or completed until education and experience qualifications are met.

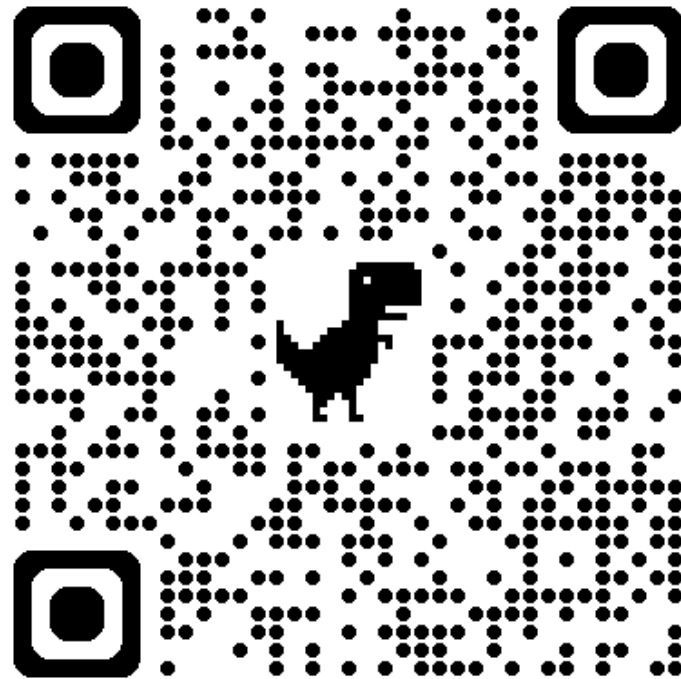
# The Testing Format

- ▶ **Multiple choice** — Registration fee: \$167  
A 175-item test taken within three hours and 15 minutes. This exam assesses your knowledge of group practice management principles and practices as described in the Body of Knowledge for Medical Practice Management.
- ▶ **Scenario** — Registration fee: \$167 (Open to those with validated education/experience requirements)  
A two-hour test with 90 items of multi-select, multiple choice, or drag and drop questions pertaining to 18-25 practice administration scenarios. This exam assesses in-depth knowledge of medical practice management principles and issues, problem-solving and decision-making skills.

# QR Code to Register



# QR Code for Study Resources



# How do I maintain my credential?

- ▶ Remain an MGMA Member
- ▶ Submit 50 CE hours every three years on a set schedule
  - ▶ Of the 50, 30 must come from MGMA and its affiliates, and of the 30 from MGMA, 12 must be from a LIVE delivery format.

# Fellow in the ACMPE

- ▶ Becoming a **Fellow in the American College of Medical Practice Executives (FACMPE)**, as 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.
- ▶ Fellows are the thought leaders within healthcare organizations and demonstrate leadership, innovation, and professional engagement in the industry and the advancement of the medical practice management profession.



# STEPS TO THE FACMPE CREDENTIAL

## ▶ STEP 1 Qualify & Apply

- ▶ Earn the Certified Medical Practice Executive (CMPE) credential
  - ▶ Be a current MGMA member
  - ▶ Pay an application fee
  - ▶ Submit your Fellowship program application
  - ▶ Hold a bachelor's degree with at least five years of healthcare experience
- OR
- ▶ Hold a master's degree with at least three years of healthcare experience

## ▶ STEP 2 Complete your Requirements & Volunteer

# STEPS TO THE FACMPE CREDENTIAL

## ▶ STEP 3 Maintain your Credential

- ▶ Complete six volunteer hours. Three must be healthcare related, including but not limited to volunteering for industry-related organizations such as MGMA-ACMPE
- ▶ Uphold your CMPE through submitting 50 CE hours every three years
- ▶ Remain an MGMA member

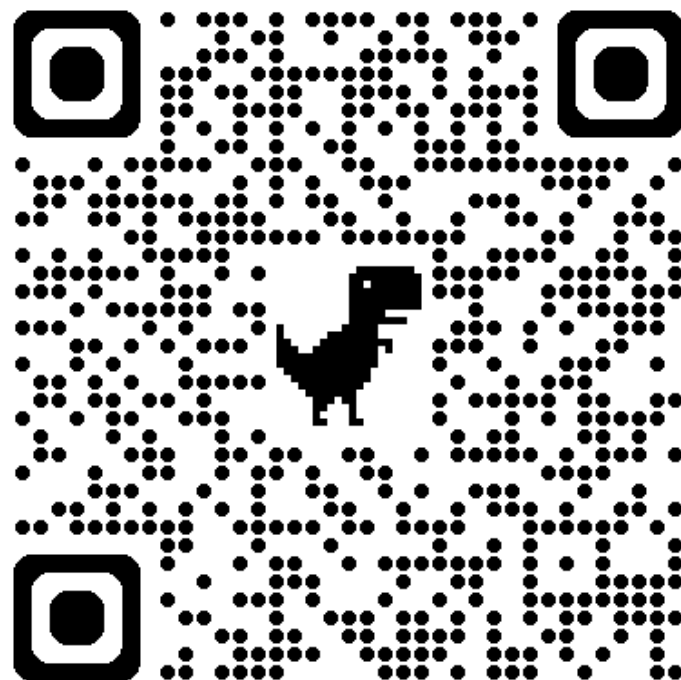
# Pathways to Fellowship

REQUIREMENTS <b>PATHWAY ONE</b>	<b>PATHWAY TWO</b>
<p>To demonstrate leadership, innovation, and strategic planning skills, complete one or more to an estimated total of at least 15 hours of the following pertaining to healthcare leadership or medical group management:</p> <ul style="list-style-type: none"> <li>• Business plan*</li> <li>• Develop or teach University or advanced coursework*</li> <li>• Completion of industry related Post-Graduate level education programs including Capstones, Master's Thesis, and doctoral dissertation.*</li> <li>• Formal presentations and speaking engagements at a recognized education event of at least 45 minutes in length as the sole speaker. If co-speaking or a panel, must have contributed at least 45 minutes of content alone.**</li> <li>• Author or co-author of an industry related book of at least 1,000 words as a contributor.**</li> <li>• Author articles for industry-respected organizations including, but not limited to MGMA publications of at least 1,000 words in length. If co-authored or featured, must have provided at least 1,000 words of the published work.**</li> </ul>	<ul style="list-style-type: none"> <li>• Hold the CMPE designation for at least six years</li> </ul> <p><b>AND</b></p> <ul style="list-style-type: none"> <li>• Completion of 25 continuing education hours pertaining to leadership. These 25 leadership hours may be included in CE hours used to maintain their CMPE</li> </ul>
VOLUNTEER REQUIREMENTS <b>PATHWAY ONE</b>	<b>PATHWAY TWO</b>
<p>Completion of six volunteer hours. Three hours must be healthcare related, including but not limited to volunteering for industry-related organizations such as MGMA-ACMPE.</p>	<p>Completion of 12 volunteer hours. Six hours must be healthcare related, including but not limited to volunteering for industry-related organizations such as MGMA-ACMPE.</p>

NOTE: All tasks must be completed within TWO years of your program acceptance date. \*One submission of this item type is automatically tracked for an estimated total of at least 15 hours, more than one is not needed or estimated time.

\*\*Specifications of acceptable submissions for this type are required.

# QR Code—Apply for Fellowship



# Suggestions to Younger Self

- ▶ If I could go back, I would have pursued Fellowship much **earlier** in my career. Becoming a Fellow has significantly boosted my confidence and provided a clear way to showcase my advanced expertise—whether through my work badge, email signature, or professional interactions.
- ▶ You can do hard things :) **there is lots of support** and use this as a way to learn more about your capabilities and build a network of colleagues as well
- ▶ I would advise my younger self that obtaining Fellow is **very achievable and that MGMA offers many resources** to assist you along the way, you need to just commit, ask for help and work through the process.
- ▶ **Pursue it earlier in my career.** Achieve Fellowship and then leverage the connections to help with other career goals.
- ▶ Networking is critically important to the success of your career. You never know whose help you will need, or who you can help. **Becoming a Fellow opens many doors and provide information you need.**

# What is the Benefit?

- ▶ A phone call away, a fellow always had time for me . . . advice, perspectives, experiences and consolation . . . reflected that willingness to share knowledge freely.
- ▶ One of the key benefits of earning Fellowship status was how it helped me stand out. It set me apart from other candidates and played a pivotal role in my rapid advancement into a Directorship position. Fellowship is a distinctive credential that many professionals do not have, and it has truly been a game-changer in my career.
- ▶ I would definitely recommend becoming a Fellow. Not only was it great for my career but also gave me a boost mentally. Having the resources available to solve issues was invaluable.
- ▶ It was a launching pad for the book I wrote which led to launching my consulting firm.
- ▶ I immediately saw an increase in pay, respect and further acknowledgement from my doctors, my peers and other MGMA members of my skill and knowledge by achieving Fellow.
- ▶ Fellowship is a demonstration of your knowledge and leadership. When seeking a position your resume floats to the top of the stack. It will not necessarily get you the job, but will get you considered.

# The BOK Domains Exam %

- ▶ Operations Management / 25%
- ▶ Financial Management / 25%
- ▶ Human Resources Management / 15%
- ▶ Transformative Healthcare Delivery / 13%
- ▶ Risk and Compliance Management / 12%
- ▶ Organizational Governance / 10%

# OPERATIONS MANAGEMENT

- Process improvement
- Master budgets, employment law, healthcare rules/regulations and project management
- Purchasing and asset management
- High-quality and safe environments
- Outsourced business services and external expertise
- Information technology
- Communications, marketing and community relations
- Compensation plans, revenue allocation methods, expense allocation methods, and merger and acquisition agreements
- Physician conduct and performance expectations



# FINANCIAL MANAGEMENT

- Coding and billing concepts, payer reimbursement policies and revenue cycles
- Cash flow management
- Accounts payable management
- Payroll systems management
- Budget management
- Audit processes

# HUMAN RESOURCE MANAGEMENT

- Staffing plans
- Clinical and nonclinical staff retention
- Clinical and nonclinical staff training and development
- Staff compensation and benefit plans
- Staff performance evaluation

# TRANSFORMATIVE HEALTHCARE DELIVERY

- ▶ Population health
  - Care coordinator
  - Correct coding initiative
  - BPCI
  - MIPS, MACRA, MSSP
  - ACO
  - Value-based contracts (cost and quality)
  - Payment reform
  - Health disparities
- Alternative payment models
- Remote monitoring
- Patient portal
- Scribes
- Telehealth
- Accountable care organizations
- Information technology
- Pay for performance
- Social determinants
- Health equity
- Continuity of care

# RISK AND COMPLIANCE

- Risk management
- Adverse events
- Federal and state laws and regulations
- Accreditation and licensure requirements

# ORGANIZATIONAL GOVERNANCE

- Legal structure and governance
- Corporate mission, vision and value statement implementation

# *Where do I get CE's?*

## MGMA Sources

- ▶ National, state and local chapters
- ▶ Webinars
- ▶ Article assessments
- ▶ Lunch and Learns
- ▶ MGMA study groups
- ▶ Live webinars, teleconferences and face-to-face events
  - ▶ This session counts as Live MGMA hours!

## Other Sources

- ▶ Qualified sources that pertain to the medical practice management field or MGMA
- ▶ Recognized professional associations/organizations
- ▶ College coursework
- ▶ Formal presentations
- ▶ Distance learning with interactivity

# Logging ACMPE CE Hours

1. Sign in to MGMA.com
2. Select “**My Dashboard**” found on the top right corner.
3. Select “**MANAGE MY ACCOUNT**” found on the top left corner.
4. Select “**ACMPE TRACKING**” found on the left side to enter the portal.
5. Click “**ACMPE Transcript**” to review your total claimed credit hours and to request altering existing credit hours.
6. Click “**Add ACMPE Continuing Education Hours**” to claim all qualified hours for ACMPE.
  1. To add hours for MGMA and external sources, complete “ **Claim My Additional Credit**”.
  2. To claim your completed MGMA webinars and conferences, complete “**Claim My Attended MGMA Events**”

[ACMPE Continuing Education \(mgma.com\)](https://mgma.com)



# Questions & Discussion

- What's holding you back from starting your ACMPE journey?

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