

2019

ANNUAL  
REPORT





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### TMA STAFF

**Russ Miller**  
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*Nashville*

# Year in Review

When we consider what it takes to be the most influential advocacy organization in Tennessee, especially in the fast-moving world of healthcare, it starts and ends with activism.

We choose to support our state medical association because we know that public policies determine how we perform our craft and directly affect patient care. We accomplish nothing by standing on the sidelines, and we have little influence on our own.

It takes large numbers of physicians engaged in the process to educate lawmakers on important issues, push back against insurance companies' unfair business practices and make sure state regulatory agencies understand the practical effects of their decisions.

In 2019, Tennessee doctors led a surge in activism via TMA. We saw record numbers of voters in the TMA leadership elections in February. A month later, we saw more people than ever at Day on the Hill, our biggest and most important event for our most important strategic priority. In May, we saw a new generation of medical student and resident activists fuel an inspiring energy at the House of Delegates. In the summer and fall, TMA physicians led highly visible campaigns on balance billing and vaping.

Throughout the year and across the state, we saw some county medical societies reemerge as a pathway for physicians searching for professional collegiality and alignment with TMA. We convened a coalition of physicians in medical specialty societies who are passionate about scope of practice and other wide-reaching issues, and who embrace collaborating for the greater good.

We acknowledge and thank every TMA member who has ever served on a committee or workgroup, attended a meeting, recruited peers and colleagues to join TMA, participated in leadership training, served in a leadership position, transacted business with a TMA corporate partner, or just stayed informed through emails and other communication.

**We are doctors and through TMA we are also activists.**

**We are improving the healthcare system to achieve success for physicians and our patients.**



**Matthew L. Mancini, MD**  
TMA President  
2018–2019



**Elise C. Denny, MD**  
TMA President  
2019–2020

Matthew L. Mancini, MD

Elise Denny, MD

# Membership: More than Numbers

> TMA ENDED 2019 WITH 9,472 MEMBERS,  
INCLUDING 1,152 NEW MEMBERS.

It is a standard metric to quantify how well an association is performing, and mass helps advance advocacy efforts, but the numbers do not always tell the whole story. Tennessee's most influential advocacy organization represents real doctors who are passionate enough about their profession and their patients to actively engage in making healthcare better.

In 2019, TMA cultivated physician engagement by aligning county and regional medical society activities with TMA's core advocacy mission and strategic plan.

TMA worked with influential member physicians from local chapters to organize more frequent and valuable medical society meetings, provide CME opportunities and connect lawmakers with their physician constituents. TMA's legislative team hosted legislative updates in all metro areas and many smaller markets throughout the state during the summer immediately following the legislative session. TMA President-Elect Kevin Smith, MD attended many of the meetings to carry TMA's message on the top legislative priority in 2020, scope of practice.

Later in the fall, TMA hosted legislative dinners and receptions in all metro areas as well as Cookeville, Clarksville, Franklin, Jackson, Johnson City, Lebanon and Murfreesboro. The events gave members and more than 40 legislators a space to discuss important healthcare issues and build meaningful relationships heading into the 2020 legislative session.

In all, TMA-chartered component medical societies hosted nearly 40 meetings in 2019 with more than 1,000 attendees. Their participation embodies the power and purpose of organized medicine and fuels the statewide leadership pipeline for 2020 and beyond.

## THANK YOU TO THE NEWEST ALL-IN MEMBER GROUPS:

Clinica Medicos  
Clinica Medicos +OB  
Dermatology  
Associates  
of Oak Ridge  
East Tennessee  
Eye Surgeons/  
Eye Surgery Center  
of Knoxville  
Knoxville Center for  
Dermatology and  
Plastic Surgery

Middle Tennessee  
Surgical Specialists  
Nashville Breast  
Center  
PathGroup  
Regional Kidney Care  
University Cardiology  
West Cancer

Nearly 200 organizations now support TMA through an all-in group membership, from small physician-owned groups to administrators at large healthcare institutions who subsidize membership for their employed physicians, because they believe in TMA's mission and value. TMA is stronger because of your support.

See [tnmed.org/memborgroups](https://tnmed.org/memborgroups) for a complete list of all-in groups.





# Training Great Doctors How to be Great Leaders

TMA's John Ingram Institute for Physician Leadership graduated 21 physicians in 2019 from two programs: the Leadership Immersion and the Leadership Lab. The Immersion course teaches doctors fundamental leadership principles in a condensed, convenient format. The Lab is a longer, multifaceted curriculum empowering physicians to implement a quality improvement project in their own practice environment.

The Institute is partially funded by a grant from The Physicians Foundation, a nonprofit 501(c)(3) organization that seeks to empower physicians in strengthening relationships with patients, sustaining their medical practices and navigating the changing healthcare system.

[tnmed.org/leadership](http://tnmed.org/leadership) | [physiciansfoundation.org](http://physiciansfoundation.org)

“ I was unanimously nominated for the position of Chief of Medical Staff by the medical executive committee after only one and a half years on staff at my current hospital. They cited my leadership abilities and the Ingram Institute experience as a major determinant in their decision. Thank you so much for the invaluable training —I hope to continue using the skills I learned in my new role.”

Kelly McAlvany, DO



## MEDICAL STUDENT LEADERSHIP SUMMIT

TMA's Medical Student Section had a surge of activity in 2019 with a record number of students actively involved in Association events throughout the year. In September, TMA hosted the inaugural Medical Student Leadership Summit, a one-day conference designed for medical students interested in organized medicine, advocacy and leadership training. Students learned about the state legislative process and the importance of grassroots advocacy, and how to present themselves as reliable and credible sources by delivering a clear, concise and compelling message. Twenty-six students from all five Tennessee medical schools attended the event.

[tnmed.org/studentleadershipsummit](http://tnmed.org/studentleadershipsummit)

The Summit was funded by a generous grant from the Tennessee Medical Education Foundation, which covered hotel rooms, meals, program speakers and materials.



## LEADERSHIP LAB GRADUATES

**BRADLEY BULLOCK**  
Internal Medicine &  
Pediatrics  
*Franklin*

**LYNN ELLINGTON**  
Obstetrics and  
Gynecology  
*Franklin*

**CASEY CHOLLET LIPSCOMB**  
Radiation Oncology  
*Nashville*

**MEGAN JOHNSON**  
Family Medicine  
*Elizabethton*

**COLLEEN SCHMITT**  
Gastroenterology  
*Chattanooga*

**SAMANTHA MCLERRAN**  
Emergency Medicine/  
Family Medicine  
*Cookeville*

**DAWN BARLOW**  
Internal Medicine  
*Livingston*

**STEVE JOHNSON**  
Family Medicine  
*Brentwood*

**DEMEKA KILGORE**  
Hospital Medicine  
*Hermitage*

## LEADERSHIP IMMERSION GRADUATES

**JOE RUSSO**  
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*Memphis*

**NORLEENA GULLETT**  
Radiation Oncology  
*Chattanooga*

**STEVE JOHNSON**  
Family Medicine  
*Brentwood*

**TIFFANY MEADOR**  
Family Medicine  
*Chattanooga*

**GIRI KORIVI**  
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*Knoxville*

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Hospital Medicine/  
Internal Medicine  
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**TIM WILSON**  
Plastic Surgery  
*Knoxville*

**KIMBEL SHEPHERD**  
Pediatrics  
*Mt. Juliet*

**NICOLE SHIELDS**  
Family Medicine  
*Claiborne*

# The Most Influential Advocacy Organization on Capitol Hill

The first session of the 111th Tennessee General Assembly brought nearly 40 new legislators and was the start of a new gubernatorial administration. While TMA initially entered the transitional year with limited focus on opioids, graduate medical education funding and scope of practice, this session turned out to be much busier than anticipated.

The Tennessee Medical Association in 2019 was named the most influential and trusted advocacy organization in the state,\* not just in healthcare but across all industries.

\*Based on an independent survey and ranking by Capitol Resources, LLC, February 2019.



## OPIOIDS

TMA made significant improvements to Gov. Bill Haslam's "TN Together" legislation in 2018, but unintended consequences doctors initially feared manifested across the state in 2019. TMA worked with the General Assembly to amend the legislation to allow prescribers to give peer review committees at hospitals and medical group practices their Controlled Substance Monitoring Database reports to monitor and improve internal prescribing patterns, clarify major and minor surgery definitions and define a palliative care exemption, among other changes. The changes ensured the law did not unreasonably obstruct patients from accessing legitimate, effective pain management. [tnmed.org/opioids](https://tnmed.org/opioids)

## BALANCE BILLING

While no related bills gained traction in the 2019 session of the Tennessee General Assembly, TMA continued to advocate for physicians' rights to be compensated fairly for the services they provide, proactively engaging other stakeholders, including insurance companies and hospitals, in efforts to reach a solution to surprise medical bills.

TMA was also active at the federal level as Congress considered multiple proposals through the summer and fall to address balance billing. While legislators in both chambers agreed that the first priority is protecting patients from unexpected charges for out-of-network care, some of the proposed legislation would amount to price fixing, more leverage for insurance companies and more heavy-handed government interference in the delivery of care. TMA worked with the American Medical Association, Physicians Advocacy Institute and state and national medical specialty societies to send a uniform message to lawmakers and make sure that Tennessee physicians have a voice in federal policies affecting healthcare in Tennessee. [tnmed.org/balancebilling](https://tnmed.org/balancebilling)

## SCOPE OF PRACTICE

No nurse independent practice bills were filed during the 2019 session, thanks to a moratorium between TMA and the Tennessee Nurses Association. The moratorium expired at the end of the 2019 legislative session, however, and both sides educated new lawmakers who were unaware of the background.

Throughout the year, TMA continued leading a coalition of the state's largest medical specialty societies and physician organizations to preserve physician collaboration with midlevel healthcare providers. The Coalition for Collaborative Care engaged nurses and physician assistants to negotiate potential changes to collaboration rules but was not able to secure a formal agreement before year's end. The TMA-led Coalition expects to enter the 2020 session with its own strategy and proposal for physician-led, team-based healthcare delivery in Tennessee and will continue advocating for policies that support patient safety and quality of care. [tnmed.org/scopeofpractice](https://tnmed.org/scopeofpractice)

## GRADUATE MEDICAL EDUCATION

TMA worked with the new administration and the General Assembly to advocate for funding in the state budget that would allow Tennessee to train and keep doctors instead of exporting them to other states. For the first time in nearly 20 years, Tennessee increased the cap on the amount of money the state could use to fund residency training slots. The \$8.7 million

## PHYSICIANS ON THE HILL

TMA is regarded as the most influential advocacy organization on Capitol Hill because the association represents more doctors than any other organization in the state, and because members engage in the political process through TMA's grassroots programs. Building relationships with lawmakers is the best way to make sure physicians have a voice in important healthcare policy decisions.

> **More than 350 physicians and healthcare advocates gathered in Nashville** on March 26 to bring the voice of medicine to the General Assembly at TMA's annual Day on the Hill.

[tnmed.org/dayonthehill](https://tnmed.org/dayonthehill)

> **Several members volunteered as Doctor of the Day**, interacting with legislators on the House and Senate floors, attending committee meetings and meeting individually with lawmakers to discuss issues most important to doctors.

[tnmed.org/doctoroftheday](https://tnmed.org/doctoroftheday)

[tnmed.org/grassroots](https://tnmed.org/grassroots)

allotted for graduate medical education will improve healthcare access in underserved areas.

## TELEMEDICINE

No telemedicine bills passed in 2019, but TMA advanced the conversation about rules, regulation and reimbursement for telehealth services and laid the groundwork for continued advocacy in 2020. Technology is critical to improving healthcare access across the state, especially in rural, underserved areas.

## PARITY FOR MEDICATION-ASSISTED TREATMENT

TMA worked with the General Assembly to pass a resolution encouraging health insurance companies to include Medication-Assisted Treatment in patients' health plans and reimburse specialists who provide MAT services at rates comparable to other treatments. Using medications in addition to counseling and behavior therapies is part of the ongoing fight against Tennessee's opioid abuse epidemic.

# IMPACT

IMPACT, TMA's non-partisan, independent political action committee, has had overwhelming success in electing and keeping friends of medicine in the General Assembly, investing more than \$138,000 in 113 campaigns in 2019.

## 2019 IMPACT CORPORATE DONORS

Advanced Diagnostic Imaging PC

Premier Radiology

Association of University Radiologists

Chattanooga Family Practice Associates

Heritage Medical Associates PC

Memphis Medical PAC

OrthoTennessee

PhyMed Management LLC

Semmes Murphey Clinic

Tennessee Interventional and Imaging Associates

Tennessee Oncology

The Jackson Clinic PAC

The Surgical Clinic PLLC

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Midsouth Imaging

SVMIC

## 2019 IMPACT SUSTAINING MEMBERS | \$300+

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Richard Bagby, MD

Dawn Barlow, MD

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Steven Bengelsdorf, MD

Stanley L. Bise, MD

Richard M. Briggs, MD

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Clyde E. Smith, MD

Amy Marie Suppinger, MD

Charles Rodney Susong, MD

Indurani Tejawani, MD

Bob Vegors, MD, FACP

Kimberly Vincent, MD

Andy Walker, MD

Jeffery Steven Warren, MD

Wayne O. Wells, MD

Sean Patrick White, MD

Robin Williams, MD

Catherine R. Womack, MD, FACP



Campaign contributions are essential to building relationships with new legislators and continue supporting candidates who respect and understand TMA's priorities.

Contribute at [tnmed.org/impact](https://tnmed.org/impact)

## 2919 IMPACT ADVOCATE MEMBERS | \$500+

James Christian Fleming, MD  
Kristen A. Stancher, MD

F. Hall Reynolds, II, MD  
Wayne O. Wells, MD

Robert Ashley Kerlan, MD, FACP

## 2019 IMPACT CAPITOL HILL CLUB MEMBERS | \$1,000+

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Yasmine Subhi Ali, MD  
**Newton Perkins Allen, Jr., MD**  
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Patrick N. Andre, MD  
Joseph R. Armstrong, MD  
Oran Lee Berkenstock, MD  
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Dale Criner, MD  
Brian J. Daley, MD  
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Barbara Dentz, MD  
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Tracey Ellen Doering, MD, FACP  
Ellen Evancho  
Walter Frizzell Fletcher, MD

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Harish Manyam, MD  
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**Patrick David McFarland, MD**  
**Brent Robert Moody, MD, FACP, FAAD**  
Robert N. Page, MD  
Julie Maria Pena, MD  
James Powell, MD

Wiley Thomas Robinson, MD, FHM  
Adrian Rodriguez, MD  
Perry Clyde Rothrock, III, MD  
John Robert Schneider, MD  
Nita W. Shumaker, MD  
Jane Meredith Siegel, MD  
Michael Kevin Smith, MD, FACP, PhD  
**Timothy Scott Smyth, MD**  
Brent Staton, MD  
**W. Kirk Stone, MD**  
**Mrs. Sue Vegors**  
John J. Warner, MD  
Andrew Todd Watson, MD  
Wayne O. Wells, MD  
Dr. Charles W. White Jr.  
William Turney Williams MD  
Timothy S. Wilson, MD  
George R. Woodbury, Jr., MD



# Legal, Regulatory & Insurance Advocacy

TMA's core advocacy mission extends far beyond the offices and committee rooms on Capitol Hill. TMA had big wins in 2019 in the regulatory, legal and insurance arenas, fighting for doctors on sometimes under-the-radar issues that pose significant threats to or opportunities to improve the business of medicine and/or patient care.

## REDUCING ADMINISTRATIVE HASSLES

### *Provider Stability Act*

TMA helped pass this law in 2017 and it took effect January 1, 2019. The Act requires payers to give a 60-day notice to providers when reimbursement rates change, limits fee schedule changes to once per year and requires a 90-day notice of any changes.

## PROTECTING HEALTHCARE LIABILITY REFORMS

Threats to healthcare liability climate gains won after several years of hard effort by TMA and other organizations are still a concern, including caps on non-economic damages. There were multiple cases in the Tennessee federal court system during 2019 ruling punitive damages unconstitutional. TMA submitted amicus briefs in the most key cases.

## PRESERVATION OF DUE PROCESS IN DISCIPLINARY HEARINGS

TMA filed an amicus brief in a Tennessee Court of Appeals case to uphold a health professional's

right not to receive disciplinary action by a licensing board for conduct based on unwritten rules. The Court sided with TMA that doctors and other health professionals should have adequate notice of any conduct for which they could receive licensure discipline.

## FIGHTING FOR FAIR PAYMENT

TMA for years has been at the table with state officials to relay doctors' concerns and frustrations with the TennCare episodes of care payment reform initiative. TMA representatives testified in a House TennCare Subcommittee meeting against the unfairness of episodes design that holds physicians accountable for costs for which they cannot control and by September the state confirmed that several of TMA's lingering concerns were addressed. TMA provided testimony to the House TennCare Subcommittee again in October urging the TennCare Bureau to fix the broken episodes of care initiative before using it as a cost savings tool in the Bureau's block grant waiver proposal.

In June, TMA notified CMS that it strongly supports the Medicare Area Wage Index provisions included in CMS rules dated April 23, 2019; under the current wage index, all 95 counties in Tennessee are among the very lowest rates for Medicare reimbursement and reimbursement is trending down.

## EASING THE TRANSITION TO E-PRESCRIBING

State legislation from 2018 required all Schedule II prescriptions to be e-prescribed by January 1, 2020. Meanwhile, CMS will require all Medicare prescriptions issued for Schedule II–IV to be e-prescribed by 2021. TMA, along with the Tennessee Pharmacists Association, advocated for the state and federal dates to be synchronized, giving Tennessee physicians an extra year to prepare. TMA has established relationships with trusted vendors to assist members in acquiring the resources to e-prescribe in 2021. TMA has also worked to reverse corporate policies from major pharmacy chains and payers that would require electronic prescribing of controlled drugs before the state mandates it.

## RESOLVING ADMINISTRATIVE AND PAYMENT ISSUES WITH HEALTH PLANS

TMA serves as an intermediary between member practices and health plans and helped numerous member practices successfully resolve issues in 2019, from re-enrolling physicians after being improperly terminated to expediting credentialing applications. TMA's insurance advocacy has recovered hundreds of thousands of dollars for member physicians.

## ADVOCACY EDUCATION EVENTS:

### INAUGURAL TENNESSEE HEALTHCARE SYMPOSIUM

The Tennessee Healthcare Symposium replaced TMA's annual insurance workshops with a more robust agenda combining insurance-related educational content with health plans' fall expos. Health plan representatives were on site for one-on-one time to answer questions on claims coding, claims filing disputes and appeals, policy changes, prior authorization and more.

[tnmed.org/symposium](http://tnmed.org/symposium)

### E/M CODING BOOTCAMP

In January 2019, TMA partnered with the National Alliance of Medical Auditing Specialists on an Evaluation and Management Auditing Bootcamp. More than 25 people attended the event where they learned the role of medical necessity and how to score E/M visits. Several attendees took the Certified Evaluation and Management Auditor Exam after the training.

## PROTECTING TENNESSEE'S YOUTH FROM HARMFUL VAPING PRODUCTS

TMA initiated and coordinated a public request for Gov. Bill Lee and the Tennessee General Assembly to take swift action in response to the emerging public health issues associated with electronic nicotine delivery systems. More than a dozen healthcare advocacy organizations signed on to TMA's letter in October to petition an emergency ban on flavored vaping products increasingly popular with teens and pre-teens. The effort gained widespread media attention across the state and even nationally at the same time health officials were investigating a sudden outbreak of vaping-related illnesses and deaths. TMA members overwhelmingly passed an emergency resolution in May during the House of Delegates meeting supporting a legislative ban on the sale of flavored vaping products in Tennessee.



# Member Services

Most physicians are too busy with clinical work to develop the business relationships they really need to augment their practices or support their personal goals.

TMA Member Services eases that burden and delivers measurable membership value by connecting individual physicians, groups and organizations with companies that offer the best products and services in strategically important areas.

**THANK YOU TO OUR CORPORATE PARTNERS  
WHO SUPPORTED TMA AND ITS MISSION IN 2019.**





## TMA PHYSICIAN SERVICES BOARD:

WILEY T. ROBINSON, MD *President*

LANDON S. COMBS, MD *Vice President*

NITA W. SHUMAKER *Secretary/Treasurer*

KEITH G. ANDERSON, MD

JOHN Q. BINHLAM, MD

MATTHEW L. MANCINI, MD

When TMA members do business with TMA partner companies, they save money and support people who support TMA's advocacy mission.

### HEALTH INSURANCE

TMA expanded its health insurance offerings in 2019 through the TMA Insurance brand. Individuals, medical groups and organizations of any size can now use TMA's partners to find solutions to maintain competitive health benefits and control costs. [tnmed.org/grouphealth](https://tnmed.org/grouphealth)

### RETIREMENT SAVINGS

TMA launched a new 401(k) plan in 2019 to help members and practices who for various reasons may otherwise be unable to participate in a retirement savings program. The plan offers financial peace of mind for individuals and member groups of any size. [tnmed.org/401k](https://tnmed.org/401k)

### MEDICAL BANKING

TMA Medical Banking remains the preferred lender for physicians who appreciate concierge-level customer service and creativity in all their financial needs, from commercial loans to personal mortgages. [tmamedicalbanking.com](https://tmamedicalbanking.com)

### FINANCIAL SERVICES

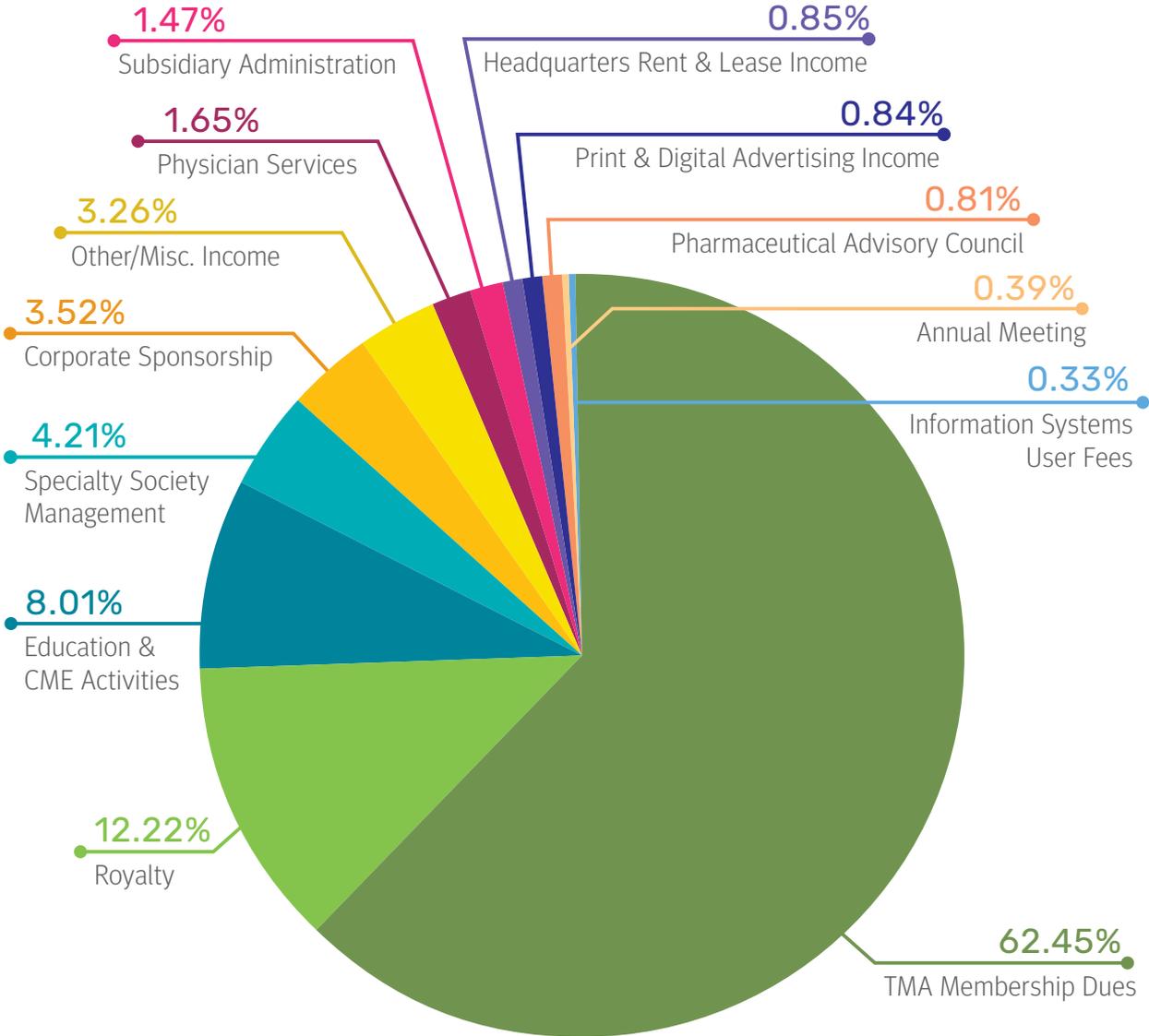
TMA members have access to professional assistance with tax strategies, profit and loss analysis, succession planning and a range of other business and personal financial products through Strategic Financial Partners. [strategicfinancialpartners.com](https://strategicfinancialpartners.com)

# Financial Overview

## INCOME

\*Unaudited as of December 31, 2019

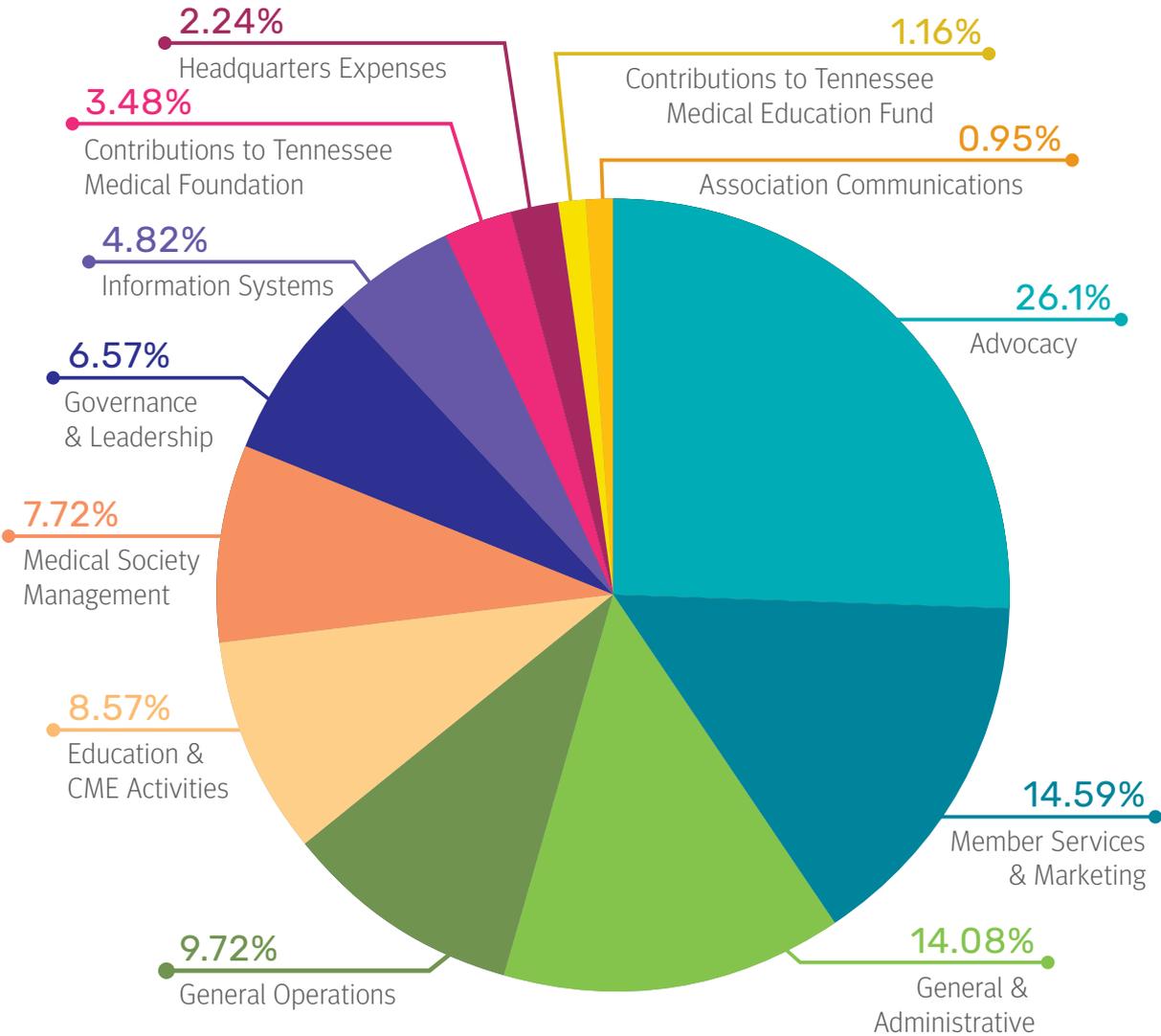
### TOTAL INCOME | 100%



# EXPENSES

\*Unaudited as of December 31, 2019

## TOTAL EXPENSES | 100%





**Russ Miller, CAE**  
Chief Executive Officer

# The Roaring '20s!

This title seems fitting as we end a trying and hectic decade.

TMA and the medical profession have seen an unbelievable amount of change and upheaval, cementing the notion that constant change is the new norm, yet we are better prepared moving into the future.

In 2019, physicians continued to move into practice environments that give them respite from the seemingly endless wave of regulatory burdens that throttle the independent practice of medicine and meet different needs and wants than just a few years ago. In 2010, for instance, the Affordable Care Act was coming online with much trepidation about whether it would fulfill the healthcare “triple aim” and what toll it would levy on physicians and patients. Then, in 2016, we saw the political landscape shift abruptly and a great amount of energy and resources was expended to reverse any negative impact of the ACA. All this has led to a swirl of continued uncertainty for our members whose response has been to try to block out the noise and focus intensely on patient care (between checking boxes and completing forms).

Access to care has become the chorus for many proposals to change how care is delivered and by whom. Allied professionals for decades have tried to grow their scope of practice, but the volume and intensity has increased steadily over the last decade and is a major issue for medicine and patients in the near term.

The cost of health insurance continues to grow, while efforts to grapple with affordability and access seem only to fertilize the problem and fuel the calls for universal healthcare or a single payer system.

The root of the problems that plague our members and the acute focus for TMA now and for the foreseeable future is regulatory, governmental and payer interference in the practice of medicine. Third parties may have plans that look good on paper, like TennCare’s episodes of care, but create unintended problems from poor implementation and an unwillingness to work with those actually providing – or receiving – the care. TMA has invested resources to prepare its members and the association itself for regulatory hassles, poor state and federal policy implementation, limited funding and continued threats to disrupt the practice of medicine in Tennessee. The answer lies in returning patient care decisions to the physicians and practices.

We recognized a decade ago that TMA had a unique platform to lead by training physicians to step up and capitalize on opportunities to shape public policies and other efforts that support higher quality, more efficient healthcare in Tennessee. More than 130 Tennessee physicians have graduated from our physician leadership training programs and we can see TMA members assuming key leadership positions across the state, from elected offices in government or the state legislature to appointed posts in health systems, and in our own professional association.

Earlier this decade, many years before it made state and national headlines, TMA identified the problems caused by poor prescribing practices and the rapidly growing opioid crisis. We were the first organization to begin educating physicians to change prescribing habits and reach out to other stakeholders to help Tennessee get a handle on the epidemic. This battle is far from over, but Tennessee would be in a much worse situation if TMA had not owned our role in making changes in the areas doctors can influence or control.

I would be remiss if I did not also mention that 2010 was when we first began to see the significant positive changes for physicians that resulted from our successful efforts on medical liability reform. This win alone helped reduce lawsuits and the cost of liability insurance decreased by an average of \$8,650 per physician, per year, a real return of \$86,500 for every one of our members during the past decade.

Your TMA Board of Trustees has continued to focus the organization on its core mission, emphasizing TMA's role as the most influential physician voice on the most critical issues affecting the practice of medicine and patient care. Our advocacy programs and successes are roundly recognized as the most effective and reputable in our state. It is our strength, our passion and the vision to make a real difference for our members.

TMA has many challenges before us, just as we have had during the past 10 years. Some are perennial, some are unknown, and many times we see history repeat itself. Whatever the new decade brings, we are ready to turn the calendar page and roar into the '20s as the strongest and most influential voice for physicians, medical practices and patients.

Let's make the roar be that of elation as we cure the ailments of our healthcare system and put physicians and patients at the center again.

A handwritten signature in black ink that reads "Russ Miller". The signature is written in a cursive, flowing style.



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