



LUGPA

Integrated Practices
Comprehensive Care

2021

ANNUAL REPORT

Navigating the Future

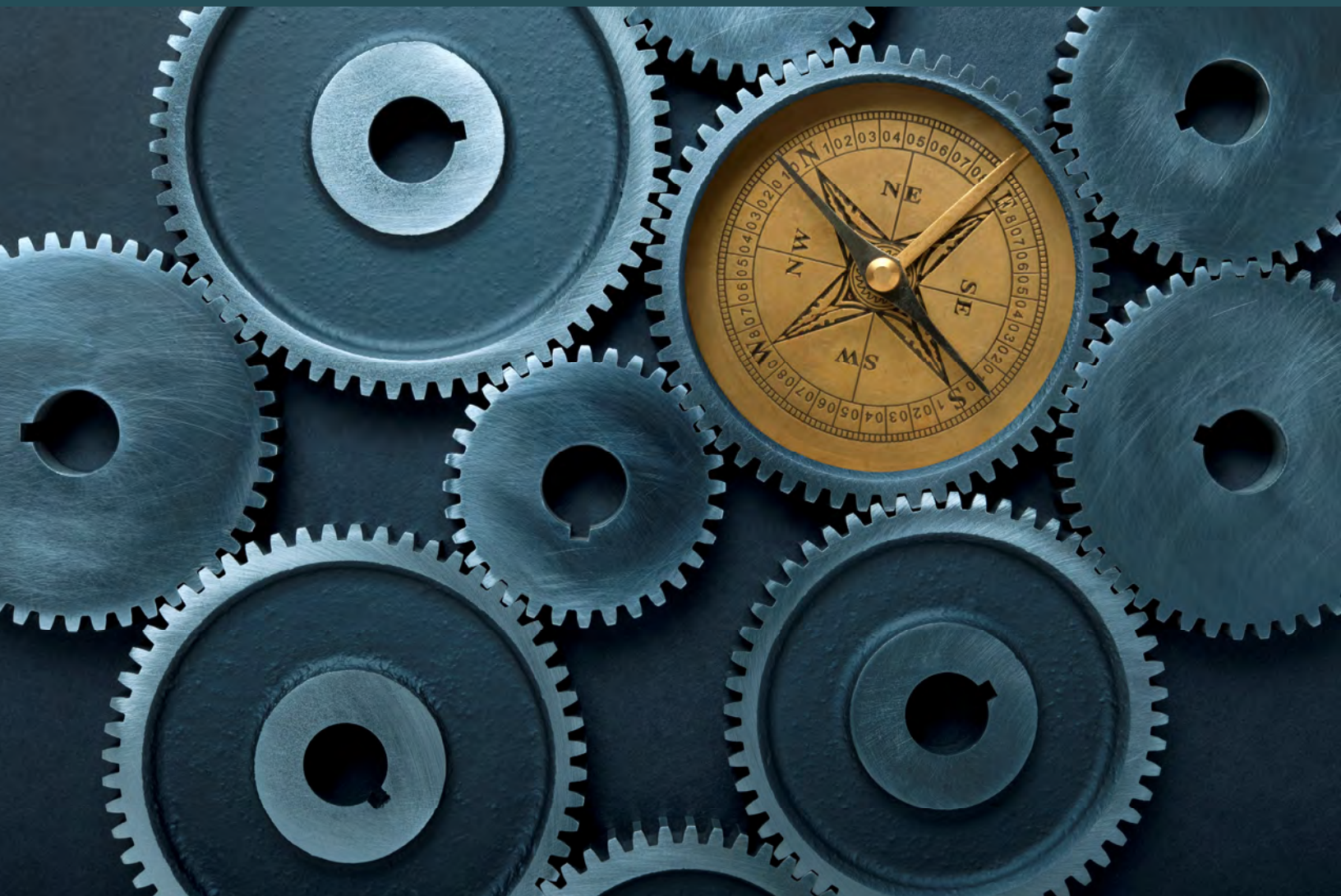


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PRESIDENT'S MESSAGE

2021

Dear colleagues,

Greetings, and may you all live healthily and prosper in 2022. The world has accepted that we now have a new endemic virus, and we can move on with our practices and lives. Of course, now there are accentuated demands on the preexisting supply chain issues due to the Ukrainian invasion. To quote Roseanne Roseannadanna, "It just goes to show you, it's always something. If it ain't one thing, it's another."

In light of this quip, which was said in jest but is no less a fact of life, a healthy LUGPA group lives through each of these challenges. And no less could LUGPA, the organization, fold under the pressures of the past few years. LUGPA deftly navigated its own COVID-related obstacles throughout the year and ended strong with our 2021 Annual Meeting, which was held live and in-person. Let's take a look back over the year.

In January 2021, LUGPA in collaboration with *Urology Times*® launched a virtual interactive case forum, "Around the Practice." The concept is to offer a didactic yet practical tumor board for our groups. Over the course of the year, nine sessions were presented in which attendees discussed cases across all GU malignancies.

In March, LUGPA's advocacy experts presented a crucial round-table webinar to discuss the new E/M coding, strategies for adjusting to the new fee schedule, health policy changes under the Biden administration, and the state of political affairs in general.

In Spring, our Virtual Regional Meeting empowered LUGPA physicians and administrators to improve, grow and innovate amidst changes at their practice. And the virtual Resident Summit and Job Fair provided essential professional education and networking opportunities for physicians approaching their final years of residency.

LUGPA's practice administrators gathered virtually five times in 2021 for the "Issues and Insights: Conversations with Purpose" series. LUGPA also held multiple "Food for Thought" and "Innovation Theater" programs. In November, LUGPA was the first Urologic organization to return to live meetings. We had a resoundingly successful gathering in Chicago for the LUGPA Annual Meeting which capped off the year. I am most proud of





the fact that this meeting, our most successful yet by any measure, was completely planned and executed solely by our own in-house staff. This is a remarkable feat. We are all grateful to Celeste Kirschner and her team. You can read more about all these efforts and offerings in the Programs section of this Annual Report.

We should also be proud of our many successes on Capitol Hill. There is no other medical specialty that has had as meaningful and successful endeavors in Washington, D.C. Some sentinel achievements we can celebrate from 2021 include:

- the passing of the Medicare Sequester COVID Moratorium Act
- LUGPA's victory with respect to site-neutral payments and price transparency
- reversals regarding the Most Favored Nation ruling and the Model Interim Final Rule on Part B Drug Pricing
- and new rounds of Provider Relief Funding to distribute \$25.5 billion to eligible providers.

In light of the victories listed above, I can unequivocally state to you that our organization has proven that it can navigate and flourish in the most difficult of times. As I begin my second year as LUGPA President, LUGPA remains more motivated than ever to ensure the success and fortitude of independent physicians. Although 2021 was another challenging year, LUGPA has become more relevant than ever. For this, I thank you, and remain your dedicated servant.

R. Jonathan Henderson, MD
LUGPA President

OUR MISSION

LUGPA is the only nonprofit urology trade association in the US. Since its founding in 2008, LUGPA has earned national recognition in the pursuit of our mission: **to preserve and advance the independent practice of urology.** The robust resources we provide help our member groups to meet the challenges of independent practice in today's rapidly changing healthcare marketplace.



OUR CORE VALUES

Quality:

Ensure the cornerstone of our profession by developing high quality products and services that allow member practices to best serve their patients.

Collaboration:

Work together to advance independent urology.

Innovation:

Help create the future of independent urology.

Integrity:

Advocate for and emulate high ethical conduct in all we do.

OUR STRATEGIC PRIORITIES



Advocacy & Health Policy:

Be recognized as the leader in advocacy and health policy for the independent practice of Urology.



Physician and Administrator Leadership Development:

Become recognized as a leader in the field of training and development in independent medical practice leadership, for both physicians and administrators.



Practice Management:

Become recognized as a leader in accurate and relevant practice management information and education for independent urology groups.



Practice Benchmarking:

Provide opportunities for member groups to participate in group operational and financial benchmarking.



Reimbursement Models:

Provide timely and practical information for independent urology practices to be able to succeed under new and existing payment models.



Resident/Fellow and Young Urologist Engagement:

Become the “go to” organization for information about the advantages of joining an independent group practice upon completion of residency or fellowship; provide valued resources for young urologists in independent practice.



2021 LEADERSHIP



LUGPA leaders pose with Dr. Drew Pinsky, keynote speaker at the 2021 Annual Meeting:

*Left to right: Jason Hafron, MD;
Alan D. Winkler, MHSA, FACMPE;
Scott B. Sellinger, MD, FACS; Dave Carpenter;
Richard Gerald Harris, MD;
Michael D. Fabrizio, MD, FACS;
Drew Pinsky, MD; Jonathan Henderson, MD;
Celeste Kirschner, CAE, MHSA;
Jeffrey Spier, MD; David J. Ellis, MD, FACS;
E. Scot Davis*

OUR OFFICERS



President
Jonathan Henderson,
MD
Shreveport, LA



President-Elect
Evan R. Goldfischer,
MD, MBA, CPI
Poughkeepsie, NY



Past President
Richard Gerald Harris,
MD
Melrose Park, IL



Secretary
Scott B. Sellinger,
MD, FACS
Tallahassee, FL



Treasurer
Dave Carpenter
Minneapolis, MN



Chief Executive Officer
Celeste Kirschner,
CAE, MHSA
Chicago, IL

OUR BOARD OF DIRECTORS



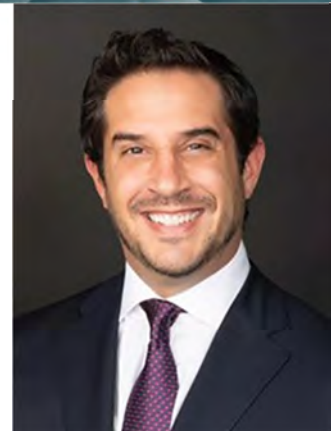
David M. Albala, MD
Syracuse, NY



E. Scot Davis
Little Rock, AR



Michael D. Fabrizio, MD, FACS
Virginia Beach, VA



Jason Hafron, MD
Troy, MI



Jeffrey Spier, MD
El Paso, TX



**Alan D. Winkler
MHSA, FACMPE**
San Antonio, TX



Mara R. Holton, MD
Annapolis, MD



**David J. Ellis,
MD, FACS**
Philadelphia, PA

LUGPA COMMITTEES AND TASKFORCES

- Bylaws
- Health Policy
- Programs
- Education
- Practice Management Benchmarking
- Business Development
- Active Surveillance
- MedReviews
- Audit
- Investment
- Membership
- Political Affairs
- Practice Administrators
- Strategic Planning
- LUGPA Forward
- Leadership Development
- Guidebook Development
- Communications
- Nominating
- Finance

2021 LEGISLATIVE AND REGULATORY POLICY AGENDA



LUGPA is the leading voice of independent urology group practices in the United States. Our trade association continues to educate policymakers on the need for and benefits of integrated urologic care. Our leaders and members drive grassroots efforts by developing thoughtful analyses and engaging public officials on major legislative and regulatory proposals.

Maintain patient access to physician administered cancer therapy through Medicare Part B.

The Physician practices that administer Part B drugs should not be put at risk for pricing decisions by manufacturers and Congress. Congress can achieve the same amount of savings for Medicare and patients without upending the reliable buy-and-bill reimbursement system by collecting a rebate directly from pharmaceutical manufacturers. This solution has the support of the entire provider community and does not impair Congress's desire to reduce drug costs.

Promote neutrality of physician reimbursement regardless of site of service.

Hospital systems are often compensated substantially more than physicians by Medicare for identical services. LUGPA is focused on Capitol Hill and in the administration on levelling the playing field between hospital and independent physician reimbursement, in order to ensure independent physician practices can compete with hospital systems and continue to provide less costly, high quality care in patients' communities.

Promote Stark reform to allow independent practices to thrive under MACRA while maintaining the IOASE.

After years of leading the physician community in advocating reform of the outdated and burdensome Stark self-referral laws, a final rule implemented a substantial regulatory overhaul of that law, adopting many of LUGPA's recommendations. The Stark Final Rule establishes a series of new exceptions to Stark's self-referral prohibitions to protect value-based arrangements. Previously these exceptions have been tilted towards large hospital systems, but these new reforms will help level the playing field and give independent practices more flexibility to enter into value based care arrangements in the future. LUGPA will be carefully monitoring the implementation of these regulations, while continuing to defend the "In-Office Ancillary Service Exemption" which allows the integrated delivery of care by physician practices under the fee-for service system.

Work to ensure that COVID relief is appropriately focused on the independent physician community.

As soon as the pandemic began, LUGPA worked closely with key legislators and regulators to ensure independent physicians—not just hospitals—had early access to economic relief and adequate resources needed to treat our patients. This relief came in several ways - through the creation of the HHS Provider Relief Fund which provided direct grant monies to our physician practices; financial assistance through the

Medicare Accelerated and Advance Payment program; loan forgiveness through the Small Business Paycheck Protection Program and telehealth flexibilities that allowed for continuous coverage, even at the height of the pandemic. As additional COVID relief packages are considered by Congress and the Administration, LUGPA will work to ensure that the independent physician community is not left behind in future rounds of funding.

Make permanent telehealth flexibilities provided on a temporary basis during COVID.

In the first COVID relief package passed by Congress, CMS was given the authority to remove restrictions for Medicare telehealth services. This was done through regulatory waivers that lifted geographic restrictions and allowed for a range of telehealth services including new and established patient visits via smartphones or audio-only. CMS, however, is limited by statute and making these changes permanent will require Congressional action. LUGPA will be working with others in the physician community and with patient groups to advance legislation that will make these critical telehealth flexibilities permanent.

Closely monitor CMS's implementation of legislatively mandated radiation therapy bundles to ensure patient access to cancer treatment.

LUGPA helped secure legislation that allayed proposed draconian cuts to radiation therapy in the physician office setting in 2015. That legislation required CMS to create a bundled payment for radiation services. As a result, CMS has developed the Radiation Oncology Alternative Payment Model. LUGPA has consistently engaged

in the rule-making process as CMS developed the model.

Continue to monitor and provide comments to CMS regarding policies that affect Medicare fee schedules.

CMS is exploring substantial changes to the Medicare physician fee schedule that have disparate impacts on various physician specialties. LUGPA will continue to advocate for reimbursement policies that appropriately protect access to care for the urologic patient.

Advocate for physicians' ability to continue to provide in-office dispensing of pharmaceuticals (where allowed by state statute).

Many physician groups offer pharmaceutical dispensing services to their patients. By integrating pharmaceutical dispensing into the physician practice, care coordination is enhanced, and patient compliance is better monitored. Physicians are highly attuned to their patients' clinical needs and LUGPA is committed to protecting patients' ability to receive pharmaceuticals from their physicians when they so choose.

Monitor regulatory implementation of MACRA.

CMS has taken a go-slow approach on MACRA implementation that has resulted in very little upside reward for high performing practices, including many LUGPA member practices. LUGPA will encourage CMS to reward high performers in MIPS and approve more APMs so that our practices can participate.

2021 IN REVIEW

MFN Rule Blocked

The U.S. District Court for the Northern District Court in California granted a preliminary injunction blocking the implementation of the Most Favored Nation Interim Final Rule (MFN IFR) nationwide. The LUGPA Executive Committee authorized full support of the legal challenges to the MFN IFR, and the LUGPA Health Policy and Political Affairs apparatus was fully engaged with the plaintiffs in one of the four lawsuits challenging the MFN rule and had prepared an Affidavit of Harm in support of one of the cases.

Moratorium on Medicare Sequester Cuts Extended

President Biden signed into law a measure extending the 2% Medicare sequester moratorium that was set to expire April 1 until later in the year. The House of

2021 IN REVIEW

Representatives voted in favor of the bill, which passed the Senate after leadership on both sides reached an agreement on the issue. LUGPA persistently called on Congress to take action that would postpone Medicare payment cuts caused by the sequestration before the cuts took hold on March 31 as our practices continued to recover from the debilitating costs of the pandemic.

Victory in the Supreme Court

The Supreme Court affirmed LUGPA's position with respect to site-neutral payments for evaluation and management (E/M) services in the hospital outpatient (HOPD) setting. At issue was the American Hospital Association's petition for the court to rule in the matter of *AHA v Becerra* (CMS), a lawsuit challenging CMS policy that established a transition to site-neutral payments for specified off-campus HOPD E/M services. This policy, strongly supported by LUGPA, was established in 2019 when CMS identified that permitting higher payments to hospitals for identical services greatly increased Medicare system costs. The AHA filed suit to overturn this policy, but CMS prevailed in a ruling by the U.S. Court of Appeals for the District of Columbia Circuit. In response, the hospital industry appealed the policy to the SCOTUS. By declining to review the lower court decision that upheld the CMS policy, that policy remains in effect, benefiting the Medicare program and its beneficiaries. LUGPA was the only national urology society that supported CMS during litigation by filing amicus curiae briefs to both the U.S. Court of Appeals and the Supreme Court.

CMS Proposes Most Favored Nation Rule Withdrawal

CMS issued a Proposed Rule which rescinded the Most Favored Nation Model Interim Final Rule on Part B Drug Pricing (MFN IFR). The rule, if implemented, would have replaced payment models for essential medications with a flat fee that, in many cases, would have been insufficient to cover the acquisition and administration costs of these drugs. This would have placed an enormous economic burden on both providers and patients, which would have potentially compromised access to care to life-saving medications. CMS' own accounting indicated that

over 25% of savings accrued by this proposal would be the result of beneficiaries simply not getting medications.

LUGPA's Health Policy and Political Affairs apparatus was fully engaged in opposition to the MFN IFR, which circumvented the normal notice, comment period, and rulemaking process, and strongly advocated for its withdrawal. In particular, LUGPA engaged closely with stakeholders who filed suit to prevent implementation of the MFN IFR—this litigation resulted in a federal court issuing a preliminary injunction preventing CMS from implementing the rule back in December of 2020. This injunctive relief was scheduled to expire August 9; the rescission of the rule on August 10 was a victory for all LUGPA practices.

LUGPA to Congress: Retain 2021 MPFS Conversion Factor

LUGPA cosigned a letter to Congressional leaders urging the 3.75% increase to the conversion factor currently in the 2021 Medicare Physician Fee Schedule be maintained through 2023. LUGPA joined 108 stakeholders in thanking Congress for postponing pending cuts in the MPFS scheduled to take effect at the end of the year. The coalition noted that a decrease in the conversion factor in 2022 would have an adverse impact on patient care and urged Congress to consider reforms to the MPFS system, including addressing the budget neutrality requirement, which can lead to arbitrary reductions to reimbursement unrelated to the cost of providing care.

LUGPA Comment Letters

LUGPA submitted comments on the CMS proposed rules addressing changes to the Medicare Physician Fee Schedule (MPFS) and the Hospital Outpatient Prospective Payment System (HOPPS) for 2022, as well as the Requirements Related to Surprise Billing Interim Final Rule.

The Prostate Cancer Prevention Act

Representatives Neal Dunn (R-FL) and Bobby Rush (D-IL) introduced The Prostate Cancer Prevention Act of 2021. The bill, which received input from LUGPA's political affairs and health

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policy teams, would reauthorize preventive health programs with respect to prostate cancer. LUGPA welcomed the effort to expand screening programs to detect prostate cancer earlier.

Congress and the Administration intervene in Medicare payment cuts

President Biden signed the Protecting Medicare & American Farmers from Sequester Cuts Act, completing an effort to avoid Medicare cuts. The outcome was a direct result of LUGPA's health policy and political affairs teams actively engaging with Congressional leadership and the White House as well as an extraordinary grassroots effort by LUGPA members contacting their Senators.

LUGPA GROUPS CHAMPION POLITICAL FUNDRAISING

LUGPA groups organized individual contributions of \$439,350 in 2021. Thank you to these LUGPA groups, whose physicians contributed to LUGPA's political advocacy!

- Advanced Urology Institute - Oxford, FL
- Amarillo Urology Associates, LLP - Amarillo, TX
- Anne Arundel Urology - Annapolis, MD
- Arkansas Urology - Little Rock, AR
- Associated Medical Professionals of NY - Syracuse, NY
- Associated Urological Specialists - Palos Heights, IL
- Associated Urologists, PA - Manhattan, KS
- Central Ohio Urology Group - Columbus, OH
- Comprehensive Urology - Royal Oak, MI
- First Urology - Jeffersonville, IN
- Garden State Urology, LLC - Morristown, NJ
- Genesis Healthcare Partners - San Diego, CA
- Golden Gate Urology - San Francisco, CA
- Greater Boston Urology - Framingham, MA
- Houston Metro Urology - Houston, TX
- Idaho Urologic Institute - Meridian, ID
- Integrated Medical Professionals - Melville, NY
- Kansas City Urology Care, P.A. - Lenexa, KS
- Michigan Institute of Urology - Saint Clair Shores, MI
- MidLantic Urology, LLC - Bryn Mawr, PA
- Minnesota Urology - Woodbury, MN
- New Jersey Urology - Bloomfield, NJ
- Oregon Urology Institute - Springfield, OR
- Pioneer Valley Urology - Springfield, MA
- Premier Medical Group of the Hudson Valley - Poughkeepsie, NY
- Rio Grande Urology - El Paso, TX
- Summit Urology Group - Salt Lake City, UT
- The Conrad Pearson Clinic - Germantown, TN
- The Urology Center of Colorado - Denver, CO
- The Urology Group - Cincinnati, OH
- Urologic Specialists of Northwest Indiana / UroSurgery Associates - Merrillville, IN
- Urological Associates of Western Colorado - Grand Junction, CO
- Urological Associates, PC - Davenport, IA
- Urological Surgeons of Northern California, Inc. - San Jose, CA
- Urology Associates of Central California Medical Group - Fresno, CA
- Urology Associates of Delaware - Dover, DE
- Urology Centers of Alabama, P.C. - Homewood, AL
- Urology of Indiana - Greenwood, IN
- Urology of St. Louis, Inc. - St. Louis, MO
- Urology of Virginia - Virginia Beach, VA
- Urology of San Antonio - San Antonio, TX
- Urology Specialists of The Carolinas - Charlotte, NC
- UroPartners - Melrose Park, IL
- Wichita Urology Group - Wichita, KS

PROGRAMS & RESOURCES

INTERNATIONAL PROSTATE CANCER UPDATE (IPCU)

Delayed five months by COVID-19, the 31st annual International Prostate Cancer Update (IPCU 31) was held July 14-18, 2021 as an in-person, CME-accredited conference in Snowbird, Utah. The event was co-sponsored again with LUGPA, with livestreaming provided on the *Grand Rounds in Urology™* network.

IPCU 31 was one of the first in-person CME conferences of its size in the urology space since the pandemic began. Headed by founder and program director E. David Crawford, MD, and featuring 30 prostate cancer expert faculty, including several LUGPA members, the three-day conference totaled 185 medical professionals participating, including 165 in Snowbird and 14 joining virtually.



Left to right: LUGPA President Jonathan Henderson, MD, Deepak A. Kapoor, MD, Mara R. Holton, MD and Scott B. Sellinger, MD at the LUGPA Government Policy Panel at IPCU.

Despite some travel restrictions, several expert faculty presented and moderated virtually to the audience in Utah, with sessions on men's health, diagnosis and treatment, practice management, imaging and PSMA advances, as well as advanced PCa. A record 32 exhibiting companies also participated, making *IPCU 31* one of the most successful programs in the three decade history of the *IPCU*.

LUGPA representatives convened a government policy panel covering the latest legislation and healthcare policies that impact urology practices.



LUGPA BENCHMARKING PROGRAM

LUGPA's Benchmarking Program gives participating groups access to benchmarking data from urology practice groups across the country. This applicable data can be used to both improve clinical performance as well as to identify new opportunities to provide care to patients. Groups are using the data to drive business decisions, create more efficient operations, reduce costs, and improve patient satisfaction.

IntrinsiQ Specialty Solutions' software, InfoDive®, gathers information from participating groups' practice management systems (PMS) to produce the best benchmarking data reports available about independent urology groups. The web-based business intelligence solution can create practice-specific benchmarking and summary reports. Some of the main categories of information included in this package cover productivity statistics, performance quality, and financial metrics. Practices can quickly and easily analyze productivity and financial metrics when comparing their practice to peers in their specialty community.

Throughout 2021, LUGPA's benchmarking experts wrote a series of articles discussing the insights gleaned from studying the cumulative data. These articles discussed the analysis of fee schedules, accounts receivable, credit balances,

recovery losses for underwater drugs, measuring physician productivity and the economic impact of COVID-19. The articles can be found in an archive on the LUGPA website at www.lugpa.org/benchmarking-articles.

In September, Daniel Schonwald, CMPE and Cass Schaedig held a Benchmarking Review and Discussion webinar for participating practices to discuss trends in urologist revenue, compensation and productivity. They also presented the LUGPA Benchmarking Update at the 2021 LUGPA Annual Meeting.



RESIDENT CLINICAL INNOVATION AWARD



Dr. Miller (left) accepts the Resident Clinical Innovation Award from LUGPA Forward Chair Tim A. Richardson, MD, at the 2021 LUGPA Annual Meeting.

David T. Miller, MD was presented with LUGPA Forward's 2021 Resident Clinical Innovation Award for his project, *Decreasing Traumatic Foley Insertions: Implementation of a Standard Process of Coude Catheter Insertion*.

The award, which was first given out in 2020, recognizes and celebrates urology residents' innovative clinical work that promotes – and has the potential to enhance – quality clinical outcomes. The award acknowledges the value of clinical innovation to harness new technologies, access to big data and/or the development of systems of care to prevent, diagnose or treat urological disease and promote urological health.

Dr. Miller, a urology resident at the University of Pittsburgh Medical Center (UPMC) in Pittsburgh, PA, is the second recipient of the award. Dr. Miller and his colleagues noted that traumatic foley catheterization leads to patient morbidity and increased healthcare costs. So they developed and implemented a coude catheter education program for operating room nurses to standardize the usage of a coude catheter for male patients.

"As a direct result of our project there was a significant decrease in the rate of traumatic catheterizations of male patients seen at our institution" said Dr. Miller. "We also reported significant cost savings as a direct result of decreasing the rate of traumatic catheterizations."

LUGPA EXECUTIVE LEADERSHIP PROGRAM PRODUCES FIRST GRADUATES

LUGPA's Executive Leadership Program is a 12-month comprehensive development course designed specifically for independent urology group physicians and administrators.



The leadership program dives deep into communications, finance, team-building, motivation, negotiations, conflict resolution, quality improvement, decision-making and much more. The small cohort of students work closely together throughout the year, networking in a collegial atmosphere. The inaugural cohort of the LUGPA Executive Leadership Program completed their year-long comprehensive development course in 2021. The graduates' final project highlighted the skills and competencies learned in the program. Recordings of their presentations were shown at the 2021 LUGPA Annual Meeting and made available on the LUGPA website.

Aaron Berger, MD, Associated Urological Specialists, LLC, set up benign prostatic hyperplasia and overactive bladder treatment pathways for his practice and utilized analytics software and patient engagement to improve the consistency of care in these disease states.

Jessica DeLong, MD, FACS, Urology of Virginia, discusses the benefits of the Executive Leadership Program on her professional development and how it has benefitted her ambulatory surgery center in terms of cost control, quality improvement, and standardization.

Jennifer Hammock, MHA, Urology Specialists of Georgia, examined the implementation and financial burdens and benefits for the initial start-up of an in-office dispensary.

Michael Johnson, MD, Oregon Urology Institute, utilized bladder cancer documentation standardization to answer the question, "Can complex care be standardized across multiple providers?"

Arash Rafiei, MD, Advanced Urology Institute, compared top performing providers in his group to young urologists in their care centers and have analyzed their differences, providing information to those young physicians to improve their productivity and their top line revenue.

In 2022, the cohort from the second year of the program will graduate and LUGPA will begin accepting applications for 2023. Both physicians and administrators are eligible to apply for the program.



*The 2020-2021 LUGPA Executive Leadership Program cohort with Program Chair Dave Albala
L-R: Arash Rafiei, Aaron Berger, Jessica DeLong, Dave Albala, Jennifer Hammock
(Not pictured: Michael Johnson)*

REGIONAL MEETING HELD VIRTUALLY - AGAIN

Ordinarily, LUGPA would offer up to three Regional Meetings at various cities over the course of the year to allow maximum flexibility for practices throughout the US to attend in person. Due to COVID-19 safety precautions, LUGPA staff and instructors planned instead to deliver a virtual meeting.

LUGPA's 2021 Virtual Regional Meeting took place in March. The theme was "UROTECHNO 2021: It's Not Your Father's VCR Anymore."

The meeting featured speakers (pictured top to bottom) Neal Patel, MD, Mark Memo, DO, FACS, Bob Dowling, MD, Sarah Jo Grove, Daniel Schonwald, Giska I. Hinds, and Jason Hafron, MD.

On day one, Dr. Patel talked about ways to improve your practice communication, technology, and data storage, and explained the benefits of dyad leadership.

Dr. Memo of NEO Urology Associates talked about the cyber attack upon his practice and shared the lessons he learned from the experience.

Dr. Dowling shared some interesting data about patient visits and telehealth to show how things have changed since 2020.

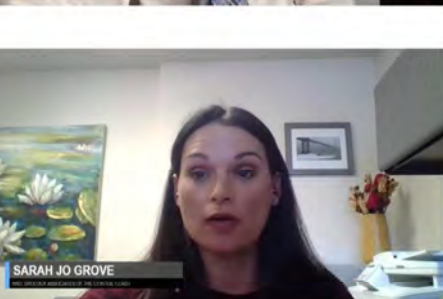
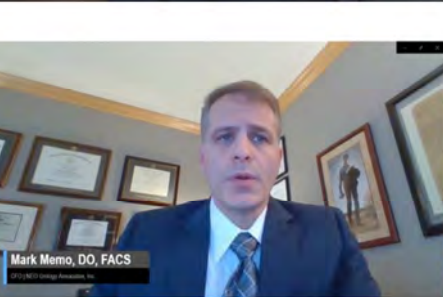
On day two, Ms. Grove shared her secrets for a successful patient navigation system by taking a deep dive into her call metrics to explore what can be learned from the phone system data and what staff can do to improve patient relations.

Mr. Shonwald spoke about the new remote workforce realities since the COVID pandemic and what they mean to urology practices. He discussed the types of functions that can be done from home, common pitfalls and solutions, and discussed reconfiguring operational tasks and other related emerging trends.

Ms. Hinds discussed retention strategies for reducing turnover in the workforce including recognition techniques, rewards and bonuses, and building a positive workforce environment.

Dr. Hafron talked about attracting young physicians to a urology practice. He outlined the challenges and discussed the fact that young physicians have unique preferences, habits, values, and lifestyles. Dr. Hafron described the millennial physicians' mindset in order to help practices attract top talent. He also provided data and talking points to win over young physicians and dispel any misconceptions they have about working at independent practices.

The entire meeting, including the Q&A sessions that took place at the end of each day, were made available on demand to all LUGPA members.



UROLOGY RESIDENT SUMMIT



LUGPA held its third Resident Summit in April of 2021. Formerly known as the Rising Chief Resident Summit, the newly-christened “Urology Resident Summit” was opened up to allow PGY 2 and 3 residents in addition to the PGY 4 and 5 urology residents. The entire event was held virtually due to COVID restrictions.

The program, held in conjunction with LUGPA’s Resident Job Fair, is an essential professional education and networking opportunity for physicians approaching their final year of residency.

Sessions focused on employed urology, academic urology, private practice and employment contracts, plus a special panel discussion, “Questions I Should Have Asked During the Interview Process.”



Virtual attendees were encouraged to “chat” with others and make connections – especially in the Virtual Job Fair. There, residents were able to meet and discuss career opportunities with key urology leaders from some of the largest independent urology practices in the country.

INNOVATION THEATER

In April 2021, LUGPA launched Innovation Theater as a way to educate LUGPA members on cutting edge clinical technologies. Many of the first industry-sponsored sessions were organized by Neal Shore, MD and focused on genitourinary (GU) medical oncology topics.



Titles offered throughout the year included: The Impact of Genomic Profiling on Patients with Prostate Cancer • High-Risk NMIBC • De novo Metastatic Hormone-Sensitive Prostate Cancer/ (mHSPC) • Optimizing Sequencing Strategies in mCRPC • Clinical Utility of a PSMA-Targeted PET Imaging Agent, Implications for Urology and Radiation Oncology • Unlock the Power of Your Urology EHR.

AROUND THE PRACTICE

In collaboration with Urology Times®, LUGPA offered members the opportunity to participate in a monthly interactive virtual forum. Attendees were able to discuss, ask questions, submit and present case studies across all GU malignancies. The case-based

format provided the opportunity to share knowledge and best practices in managing challenging cases. This multi-disciplinary program was co-moderated by Raoul S. Concepcion, MD and Jason Hafron, MD, and featured discussants from urology, pathology, radiation oncology and medical oncology.



ASK A GENETIC COUNSELOR FORUM

LUGPA offered four episodes of Ask a Genetic Counselor Forum in 2021. Sponsored by Myriad Genetics, the sessions were led by a certified genetic counselor who helped LUGPA physicians better understand how genetics and genetic testing impacts patients and practices. Participants discussed challenges, opportunities and controversies related to testing and the impact it can have on patients and their families.



Titles included:

- How Genetics Test Results Change Prostate Cancer Management
- Germline and Somatic Testing: When and How to Utilize Results
- Patient Privacy, Informed Consent, and Liability
- Sharing Best Practices - From Identifying Patients to Protocol Integration

ISSUES AND INSIGHTS: CONVERSATIONS WITH PURPOSE

LUGPA's Practice Administrators Series - 2021

Practice administrators and key physician leaders held a series of open dialogues in 2021 to share best practices and innovative solutions on timely and important topics. While much of the country was still in lockdown, this web-based forum featured new topics each month and provided resources and practical insights for LUGPA group practices.

Issues and Insights:
Conversations with Purpose

LUGPA's Practice Administrators Series – 2021

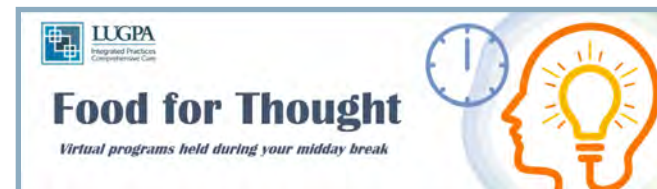


Session titles included:

- Using Six Sigma and Lean Tools to Promote Continuous Process Improvement
- The Nuts and Bolts of Pills: In-Office and Pharmacy Development in the Urology Practice
- Third Party Contracts: Demonstrating Value and Using Leverage
- Cost Containment: Negotiation Strategies and Tactics
- Staff Recruitment, Retention, and Compensation: The Pandemic's Impact on the Workforce

FOOD FOR THOUGHT

LUGPA offered three Food For Thought sessions in 2021. These live programs took place virtually during the midday lunch hour and focused on improving practices' marketing efforts and patient experience.



Titles included:

- Easy Tips to Take Patient Experience the Extra Mile
- Marketing Best Practices & Tips
- Online Reviews & Google Profiles: Marketing and Reputation Management 101

LUGPA FORWARD LIVE



LUGPA Forward, the “go to” group for early-career physicians within LUGPA member practices presented a special session called “Managing Finances as an Early Career Urologist” in June, 2021.

Since early career urologists often struggle with managing all the changes and unknowns related to financial issues, LUGPA Forward put together this session presented by Tim Richardson, MD which addressed financial management, taxes, investments and partnership arrangements.

ANNUAL MEETING

The LUGPA 2021 Annual Meeting took place in early November in Chicago. Our meeting theme, “Re-imagining the Practice of Urology,” successfully highlighted the sustainable changes that independent practices of urology have implemented because of the pandemic, including continuing efforts to advance our political advocacy and our business and clinical acumen. During the three-day event, we exchanged ideas, discovered valuable insights and discussed solutions to improve and grow individual groups. We were grateful for the ability to convene in person this year, as joining together annually remains one of the most valuable aspects of our organization.

Day one of the meeting started with multiple interactive workshops for practice administrators, research coordinators, advanced practice providers, radiation and oncology professionals, lab directors, and medical directors. The day also provided insightful CME opportunities for attendees on state-of-the-art topics in patient care and the latest research in urology.

The evening included multiple networking events for colleagues to connect, concluding with the LUGPA Forward “Windy City After Hours” reception in the Sky Luxury Lounge of the conference venue overlooking the Chicago skyline.



On day two, LUGPA President Dr. Jonathan Henderson delivered the LUGPA Presidential Update then moderated an insightful forum with a panel of LUGPA policy experts, including Dr. Mara R. Holton, Dr. Deepak Kapoor, Dr. Gary M. Kirsh, John McManus and Tracy Spicer.

Continuing the morning’s focus on policy, LUGPA was honored to welcome Joe Crowley, former U.S. Representative of New York, who delivered a keynote address that highlighted the current political landscape in Washington, D.C. After the keynote speech, Dr. Holton, McManus and Spicer joined for a forward-looking Q&A with Mr. Crowley, moderated by Dr. Kapoor and Dr. Kirsh.

Dr. Scott Sellinger moderated the morning's final session, "Re-imagining Our Independent Urology Practices: What's the New Normal?" with panelists Dr. Neal Patel, Dr. Kimberly Ramsey, Dr. Thomas Rechtschaffen, and Dr. Chad Ellimoottil. The panel discussed how the COVID-19 pandemic has introduced new opportunities for flexibility and standardization for urology practices.

After lunch, Daniel Schonwald and Cass Schaedig provided the LUGPA Benchmarking Update with new information on useful comparative productivity, financial and quality metrics.

Next on the agenda was best-selling author Don Yaeger, who gave the meeting's second keynote speech about the value of teamwork and building a great organizational culture.

When trying to define what makes the great ones great, Mr. Yaeger shared many inspiring stories from the sports world. One of the most memorable moments was when he quoted Michael Jordan as saying, "A loss is not a failure until you make an excuse." He described many exceptional people who used their losses as motivational fuel for self-examination, hard work, and excelling in the future.



The second day of the meeting concluded with the Annual LUGPA Business Meeting and the Welcome Reception in the massive exhibit hall, providing an opportunity for colleagues to connect and discuss the day's exciting events.

The final day of sessions began with the presentation of the Resident Clinical Innovation Award, followed by the much-anticipated panel "LUGPA Forward Presents: Strategies to Recruit and Retain Female Urologists in your Practice," which was moderated by Dr. Tim Richardson and included panelists Dr. Kari Bailey, Elizabeth Grady, Dr. Jennifer Miles-Thomas, and Dr. Amanda North. Panelists discussed the importance of having female urologists in practices, as well as approaches for recruiting them.



The next session was "Reputation Management in 2021 and Beyond: 5 Keys to Standing Out on Google," in which Brian Dooley discussed steps that urologists can take to benefit the online reputation of their practices. This session was followed by "Partnership Transition Options, From Onboarding To Transition," in which Carla Blue shared valuable insights and considerations for partner transitions.



Our final keynote speaker of the meeting was television and radio personality Dr. Drew Pinsky, who reminded the audience of the importance of independent physicians in providing patient care and what the health care field (and our patients) stands to lose if independent practices disappear.

HEALTH POLICY AND POLITICAL AFFAIRS WEBINARS

LUGPA's Health Policy and Political Affairs committees presented special webinars during 2021 to address various topics such as the Centers for Medicare & Medicaid Services (CMS) 2021 proposed rules and the changes and updates in health policy under the new presidential administration.

In March, LUGPA speakers presented "Health Policy and Political Affairs Update: A Look into the Future." The webinar addressed the current state of political affairs, upcoming expected changes in health policy, strategies to adjust to the new fee schedule, and the effects the new E/M coding would have on practice workflow and the bottom line.

In August, LUGPA leaders presented "CMS 2021 Proposed Rules: Changes, Conversion Factor and Cuts: What LUGPA Practices Need to Know." This live webinar addressed reductions in the Medicare conversion factor, policies that effect E/M code sets, and changes to ambulatory surgery centers, telehealth services, and the Merit-based Incentive Payment System.

Both of these webinars summarized LUGPA's recent advocacy efforts.



Moderator:
Scott Selling, MD, FACS



Gary M. Kirsh, MD



Deepak A. Kapoor, MD



John McManus



Tracy Spicer

LUGPA *Onsite*

Through LUGPA *Onsite*, LUGPA experts provide members with individualized business and clinical educational information tailored to their practices' specific needs. Usually, this program

would be done face-to-face. However, in 2021, LUGPA continued to make LUGPA *Onsite* available virtually. LUGPA practices seeking individualized support could take advantage of virtual meetings with subject matter experts in a private goal-oriented consultation.

UroCareLive

LUGPA continued to collaborate with PlatformQ Health offering members the opportunity to register and participate in UroCareLive's unique video-based educational platform. With LUGPA's Virtual Crossfire Event Series, attendees were offered live streaming panel discussions and debates, including real-time question and answer sessions with top faculty.

UroCareLive events that occurred in 2021 include:

- CME Event:
LUTS in Men: Addressing the Symptoms of OAB and BPH While Reducing Treatment Burden
Originally aired on: 2/25/2021
- Virtual Crossfire Series:
nmCRPC Updates: Applying Real-world Evidence to Improve QoL and AE Management
Originally aired on: 3/5/2021
- Virtual Crossfire Series:
Genomic Profiling to Aid Therapy Selection for Metastatic Prostate Cancer Patients
Originally aired on: 3/23/2021
- Virtual Crossfire Series:
A case-based discussion: Use of genomic testing in patients with favorable and unfavorable intermediate risk prostate cancer
Originally aired on: 4/14/2021
- Virtual Crossfire Series:
A Case-Based Crossfire on AEs and QoL Management in nmCRPC
Originally aired on: 6/30/2021
- Virtual Crossfire Series:
Advanced Prostate Cancer: Incorporating Genomic Profiling and Biomarker Testing in Clinical Practice
Originally aired on: 7/27/2021
- Virtual Crossfire Series:
A case-based discussion: Genomic testing for increased confidence in management of localized prostate cancer
Originally aired on: 10/1/2021
- CME Event:
Paradigm Shifts and Point-of-Care Decisions for Better Control of Urothelial Carcinoma/Bladder Cancer
Originally aired on: 10/7/2021
- Virtual Crossfire Series:
Translating New Data into nmCRPC Treatment Decisions
Originally aired on: 10/12/2021
- CME Event:
Renal Cell Carcinoma Summit Novel Agents and Clinical Controversies in Hereditary and Acquired RCC
Originally aired on: 10/29/2021
- CME Event:
Challenging the Status Quo: New Androgen Deprivation Therapy (ADT) Options
Originally aired on: 11/9/2021
- Virtual Crossfire Series:
Genomic testing and mpMRI: A case-based discussion on a multimodal approach to management of localized prostate cancer
Originally aired on: 12/8/2021

REVIEWS IN UROLOGY

In early 2021, MedReviews announced it would no longer publish the journal, *Reviews In Urology*. The final issue was Volume 22, Number 4. Designated as LUGPA's official journal in 2013, the quarterly publication was indexed and abstracted in PubMed. Although the MedReviews.com website was closed in early October 2021, all published content remains available on the PubMed website.

"LUGPA's collaboration with *Reviews in Urology* fulfilled an important role in LUGPA's overall communications strategy, and provided an outlet for LUGPA members and others to publish their research and scholarly papers," said Dr. David Albala, Associate Editor of RIU. "While we are disappointed that RIU will no longer be published, we look forward to exploring new opportunities to fulfill our mission."



MEMBERSHIP



As the only nonprofit urology trade association in the US, LUGPA's mission is to preserve and advance the independent practice of urology. By working together, we can expand our influence for the benefit of our patients and protect our practices' ability to remain independent. As leaders in independent urology, our ability to collaborate is essential to assure the success of all LUGPA member groups. By sharing experiences and providing advocacy resources to advance our legislative priorities, we strengthen independent urology practices across the country.

LUGPA Membership



INDUSTRY SUPPORT

Dozens of companies provided financial support for LUGPA's mission. Through exhibits, sponsorship and education, these companies provided significant support for our association and strengthened many initiatives.

Thank you to our top 2021 industry supporters.

PLATINUM LEVEL PARTNER



GOLD LEVEL PARTNER



SILVER LEVEL PARTNER



BRONZE LEVEL PARTNER



COMMUNICATIONS

LUGPA's external communications goal is to develop the association's reputation as the leading voice for independent urology in the United States. LUGPA works through the trade press and national media to ensure the Association's advocacy successes and membership value gained audiences with members, prospective members, industry allies, government officials and consumers.



COMMUNICATION VEHICLES

- The weekly *Media Monitor* aggregates relevant news articles that are of interest to LUGPA member practices. Each week, two members of the Communications Committee review the collected pieces and provide editorial comments in order to provide context, clarification – *or perhaps even points of contention* – to what is being popularly reported.
- LUGPA's *News Stream* e-mail goes out monthly to LUGPA members. It contains LUGPA-specific news, including meeting recaps, advocacy/health policy updates and upcoming educational event information.
- In 2021, LUGPA's Website expanded to host many new practice management resources, advocacy updates, and news items as well as video interviews and educational session recordings.
- LUGPA launched a Practice Administrators ListServ. This e-mail-based tool allows LUGPA Practice Administrators to communicate with each other, to post questions, compare notes, or share timely information and advice regarding the management of a urology practice.



LUGPA
Integrated Practices
Comprehensive Care

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Benchmarking operations.
Promoting quality outcomes.
Creating new opportunities.
Improving advocacy.

Meet the challenges of the future.

COMMUNICATIONS CAMPAIGNS

Throughout the year, LUGPA leaders including LUGPA president Jonathan Henderson, MD, did video interviews and wrote op-eds in urology and trade publications on topics such as:

- the impact of the Most Favored Nation ruling
- tracking key performance indicators (KPIs) to ensure physician practice stability
- the effect of hospital acquisitions on independent physicians
- improving access to PSA screenings to decrease racial morbidity disparities and site-neutral payments

LUGPA Survey Shows Healthcare Consolidation a Growing Concern

In June, LUGPA released results of a national survey about the impact of healthcare consolidation. Conducted by international polling firm, YouGov, the survey found that patients are concerned about the growing trend of consolidation among healthcare practices and what impacts it will have on costs and access to healthcare services.

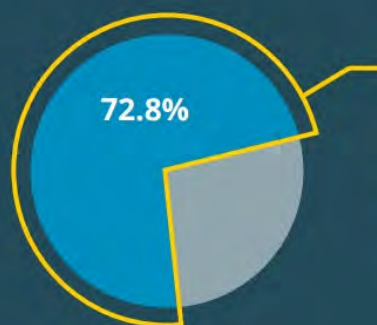
“Almost 65 percent of the survey’s respondents said they agree reimbursement rates should be the same for services performed in a hospital or physician’s office. Aside from being fundamentally wrong, the differential in reimbursements and out-of-pocket costs for the same services fuels greater uncertainty and encourages the purchase of physician practices at a time when greater stability is needed as we emerge from the pandemic,” noted LUGPA President, Dr. Henderson.

PATIENT ATTITUDES ON HEALTHCARE DELIVERY AND ORGANIZATION

IMPACT ON HEALTHCARE

WILL CONSOLIDATION AFFECT ACCESS OR QUALITY?

Q: Over the last five years many non-government owned hospitals have been subject to mergers and acquisitions. Will this growing consolidation affect access to affordable and/or quality care?



72.8 PERCENT believe that the growing trend of consolidation will affect access to and/or quality of care

*Out of 955 respondents

FINANCIAL HEALTH

Statement of Financial Position

For the year ending December 31, 2021

Assets

Cash and Cash Equivalents	\$3,648,156
Receivables	\$1,070,000
Prepaid Expenses, Deferred Charges and Deposits	\$126,159
Investments, at Market Value	\$3,420,888
Total Unrestricted	\$8,265,204
Grants, Restricted	\$0
Total Assets	\$8,265,204

Liabilities

Accounts Payable	\$12,398
Other Liabilities, Accrued Expenses and Deferred Income	\$1,131,909
Total Current Liabilities	\$1,158,415

Net Assets

Unrestricted Funds	\$5,414,493
Net Income	\$1,692,296

Total Liabilities and Equity	\$8,265,204
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Statement of Activities

For the year ending December 31, 2021

Revenues

Annual Meeting	\$2,874,466
Membership Dues	\$1,111,500
Other Meetings, Publications and Educational Events	\$984,770
Other Income	\$506,146
Total Revenues	\$5,476,882

Expenses

Program Services

Annual Meeting	\$956,906
Communications	\$146,421
Government and Legal Affairs	\$819,275
Other Meetings, Publications and Educational Events	\$420,330
Governance	\$214,169
Total Program Services	\$2,257,101

Supporting Services

General and Administrative	\$1,527,781
Total Expenses	\$3,784,882
Change in Unrestricted Net Assets from Operations	\$1,324,290

Nonoperating Activities

Net Investment (Loss)/Gain	\$368,006
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OUR STAFF



Celeste Kirschner, CAE
Chief Executive Officer



Rachel Rusch
Manager, Industry Relations



Morgan Cox
*Manager, Governance,
Membership & Advocacy*



Dan Kotheimer
Manager, Communications



Katherine Stack
*Manager,
Member Programs*



Sommer Thornton
*Senior Associate,
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Haley Ross
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Integrated Practices
Comprehensive Care

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Catch up on LUGPA's activities and make the most of your membership
by visiting online at www.lugpa.org

