



NAMSS™

EDUCATION. ADVOCACY. PATIENT SAFETY.



**Mark Hirschhorn, CPCS: VP, Compliance Officer @
Andros**

**Director at Large, NAMSS, Leadership Selection Committee
Chair, NAMSS Task Force Credentialing Industry Benchmarks**

Introduction

Name: Mark Hirschhorn, CPCS

States: New Jersey, South Carolina, Maryland, Delaware and Washington, D.C.

Email: mark.hirschhorn@andros.co(not .com)



New Jersey Board of Directors

Gwen Strain, President

Marie Torkelson, President Elect

Maureen Freeman, Past President

Eve Domercant, Secretary/Treasurer



Conference Committee

Marie Torkelson, Chair
Maureen Freeman
Eve Domercant
Michelle Werkheiser
La Kisha Rosario
Sheryn Laub



NEW JERSEY

The streets of the board game Monopoly are named after actual streets in Atlantic City, New Jersey.

New Jersey is a peninsula, surrounded by water on three sides, which has influenced its rich natural history and resource availability.

New Jersey was named after the Isle of Jersey, a British island in the English Channel. The name was given by [Sir George Carteret](#), who had previously been governor of the Isle of Jersey. He was one of the proprietors of the land granted to him and [Lord John Berkeley](#) by the [Duke of York](#) in 1664

NEW JERSEY

The state motto of New Jersey is “Liberty and Prosperity.” Like a number of other states, New Jersey's state motto was not officially adopted. It has gained acceptance as the unofficial state motto because it is a feature of the state seal.

The official New Jersey state dessert is [blueberry pie](#), designated in 2012.

The first organized baseball game was played in Hoboken, NJ, and the first professional basketball game was played in Trenton, NJ.

Learning Objectives

1. Describe the history of NAMSS, strategic initiatives and impact on the industry.
2. Learn about opportunities for volunteering with NAMSS, understand the NAMSS leadership selection process, and explore the educational resources available to support your professional growth.
3. Discuss verification benchmarks and efforts NAMSS is supporting to improve credentialing efficiencies.

NAMSS Mission, Vision, and Values

Vision

To unify and empower Medical Services and Provider Enrollment Professionals to positively impact access to quality care across the healthcare continuum.

Mission

As the leading voice for Medical Services and Provider Enrollment Professionals, NAMSS advocates for recognition, provides transformative education, and fosters a dynamic community that advances the profession in an ever-changing healthcare environment.

Values

- **Advancement:** Cultivating professional growth, supporting individuals in advancing their careers, no matter where they are on their journey.
- **Collaboration:** Achieving greater impact by working together, leveraging our collective strengths and expertise.
- **Innovation:** Driving change and creativity through adaptability and resilience.
- **Excellence:** Championing excellence by expecting the best in all we do.
- **Belonging:** Welcoming all individuals across the spectrum of our profession, fostering an inclusive and supportive community.
- **Enthusiasm:** Bringing passion and a positive mindset to our association, inspiring others with our energy and dedication.

NAMSS 2025 – 2027 Strategic Plan

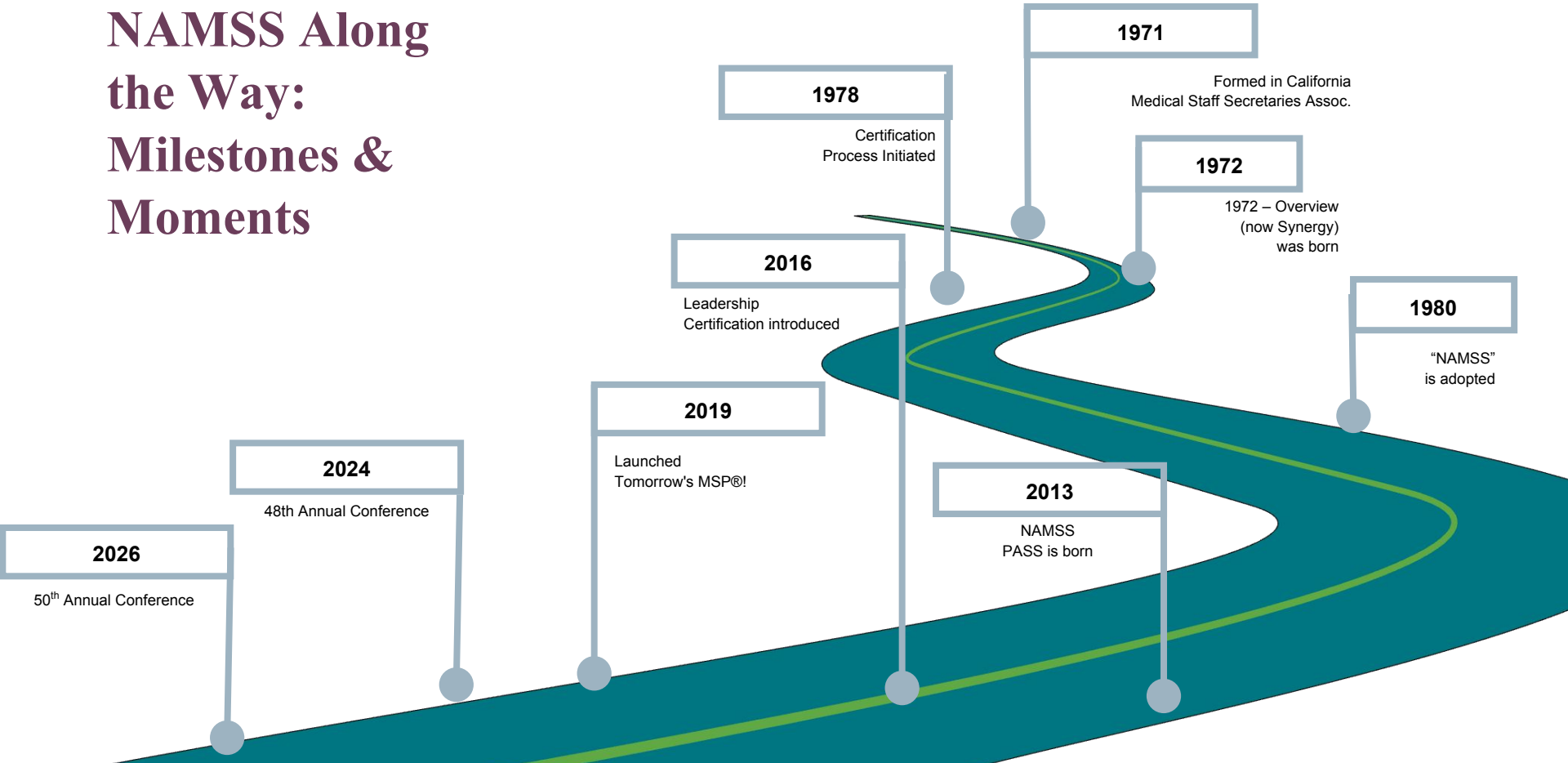
Lead the Change

- **Build and strengthen** strategic partnerships to advocate on behalf of the profession.
- **Lead** the transformation in the profession by driving the development of improved technologies and benchmarks.

Amplify Our Presence

- Be the **professional home** for the next generation of MSPs and Provider Enrollment professionals.
- **Strengthen** our governance practices and invest in leadership development for our members.

NAMSS Along the Way: Milestones & Moments



From Good to Great: How NAMSS Supports MSPs

NAMSS Membership Benefits:



Education Zone &
year-round course
discounts



Networking with
6,000+ MSPs through
Connection Zone



Leadership & Mentorship
Opportunities



Member-Only
Publications



Career Resources



Shared Resources
& Industry Updates



Certification
Discounts



Free
LIVE Webinars

NAMSS Growth: Powering Collaboration and Innovation



Expanding Membership

- NAMSS has grown to **5,500+ members**, reflecting the increasing value of its services and resources.
- **111 NAMSS Members in New Jersey & approximately 90 NJSAMSS members**



Building Partnerships

- NAMSS is strengthening ties with accrediting bodies like **AHA, AMA, and ABMS** to enhance professional standards.



Advocacy

- NAMSS advocates on behalf of MSPs nationwide, with initiatives such as the SOC Task Force, Ideal Credentialing Standards, Leadership Certification, Tomorrow's MSP® Campaign, and the Annual Roundtable. NAMSS promotes best practices and aligns with industry leaders to ensure MSPs are supported by the latest standards.

NAMSS Growth: Powering Collaboration and Innovation



Educational Resources

- NAMSS provides **toolkits** like the **Hospital Merger and Acquisition Toolkit** to support members' decision-making.



Strategic Impact

- Collaborations with partners help strengthen networks, set industry standards, and offer more opportunities for members.

NAMSS Connection Zone



Community Features

- **Discussions**
 - NAMSS members can participate in one of our 18 thriving community forums for discussion and questions specific to the medical services profession. Collaborate with professionals around the country to get answers to your questions and expand your industry knowledge.
- **Library**
 - The NAMSS Connection Zone allows members to create a library of professional resources dedicated to MSPs. Share and discover new information to stay up-to-date on your knowledge of the medical services industry.
- **Connect**
 - Build your network of MSPs by saving contacts in your community contact book. Send messages following up on discussions and build relationships with your fellow MSPs.

NAMSS Fellow & Hall of Fame

Fellow Program (Since 2016)

- Recognizes MSPs for outstanding leadership, mentorship, and education
- **Total Fellows (2024):** 53
- **2025 Applications:** Spring

Hall of Fame (Since 2016)

- Honors MSPs for passion, dedication, and commitment
- **Total Inductees (2024):** 14
- **Applications:** February – March 2025
- Maximum of 3 inductees annually



<https://www.namss.org/Membership/NAMSS-Fellows>

<https://www.namss.org/Membership/NAMSS-Hall-of-Fame>

NAMSS Scholarships & Awards

NAMSS members are eligible to apply for the following scholarships and awards:

Scholarships

- Charlotte Cochrane Scholarship
- NAMSS Annual Conference or State/Local Annual Conference Scholarship
- NAMSS Empowering Tomorrow's MSP® Scholarship
- Continuing Education Scholarship
- Beginning in 2024, NAMSS has added additional conference scholarships to offer more members the opportunity to attend the annual conference.

Awards

- Leadership Award
- Certification Impact Award
- Joan Covell-Carpenter Award
- ICON Award



NAMSS PASS

PRACTITIONER AFFILIATION SHARING SOURCE

- Complete work history
- Gap Analysis and Good Standing Letters
- Resource for future initiatives
- Disaster response credentialing
- Over 675 participating entities and 1,000,000+ affiliations



NAMSS PASS

PRACTITIONER AFFILIATION SHARING SOURCE

- **No Charge to**
 - Create an account
 - Contribute affiliation data
 - Browse practitioners and hospitals
 - Auto-response letters to other entities
- **Charged only for printing an affiliation letter**
 - Discount for contributing entities
 - Discount for subscriptions of 11 - 99 or over 100

<https://www.namss.org/Membership/NAMSS-PASS>

Volunteering with NAMSS

My Path As A Volunteer...

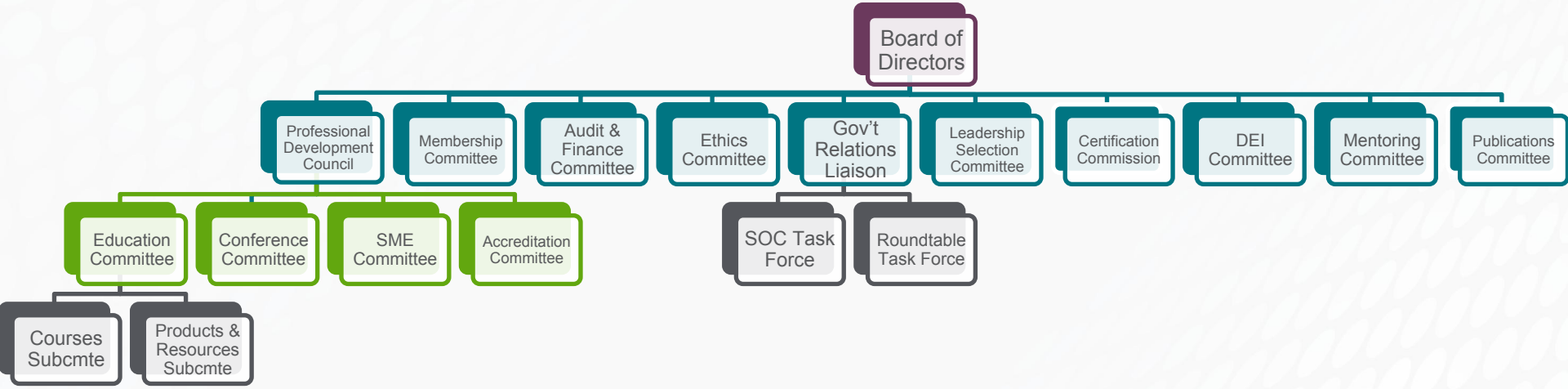


Apply to be a NAMSS Committee Volunteer

Applications for the 2026 committee positions will open in the summer of 2025

[NAMSS Call for Committee Volunteers](#)

NAMSS Governance Structure



Volunteering with NAMSS



- Board Nomination process
 - Opens in mid-March, closes in early May
 - Candidates must **self-nominate**
 - Application materials required:
 - Candidate Statement
 - Candidate Biosketch
 - Signed [NAMSS Volunteer Leader Agreement and Conflict of Interest Disclosure Form](#)
 - Signed [Campaign Policy Agreement](#)
 - Completed [Leadership Self-Assessment](#) (Principles of Leadership)
 - A high-resolution professional color headshot

Volunteering with NAMSS

- Additional application materials:
 - References from:
 - Peer
 - State leader or NAMSS Committee Chair familiar with your volunteer leadership experience
 - Supervisor

Volunteering with NAMSS

Eligibility – Secretary-Treasurer:

- Dual certified (including CPES beginning January 2026)
- Previously served as Committee Chair or member
- No conflicts of interest
- Cannot simultaneously serve on State board

Eligibility – Director at Large:

- Either CPCS or CPMSM (CPES beginning January 2026)
- Previously served as NAMSS committee member or state leader
- No conflicts of interest
- Cannot simultaneously serve on State board

Leadership Selection Committee

Focused on:

- Call for Board Nominations – Vetting Candidates
 - Review of applications & references
 - Interview with candidate
 - Interview with supervisor reference
 - Overall scoring of experience, contributions to NAMSS/the industry, references and interview
 - Slate recommendation to Board of Directors
- NAMSS Hall of Fame program
- NAMSS Fellow Designation



Mentoring Committee

Chair: Amy Ligocki, CPCS, CPMSM

Goals:

- Identify future NAMSS leaders
- Build a pipeline/database of potential volunteer leaders
- Mentor potential candidates for Board of Director and Committee roles
- Oversee Tomorrow's Leaders Program
- Oversee Mentor Matching Program
- Oversee Speaker Development Program

Growing Your Career with NAMSS Education

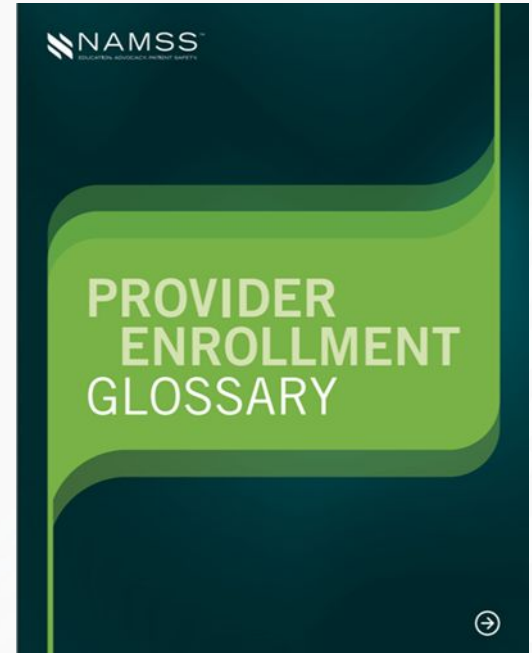
Leadership Certificate Program

- Launched in 2016
- Combination of online modules and live workshop
- Ideal Participants:
 - CPCS® and/or CPMSM® certification
 - Minimum five years of experience in the industry
 - Title of “Manager” or above
- FREE Introduction course – 1.0 CE
- *Online modules must be completed prior to live workshop participation
<https://www.namss.org/Education/Become-a-Leader-with-NAMSS/Leadership-Certificate-Program>



Provider Enrollment Resources

- Provider Enrollment Series recordings
- Quarterly webinars (free to members)
- Provider Enrollment Glossary
- Articles/content
- Conference Recordings
- Coming in 2025:
 - CPES Preparation Course
 - CPES Study Guide



NAMSS Education Spotlight



Unlock Your Potential with NAMSS Education!

- Flexible **On-demand & In-person** Courses
- Engaging **Webinars** for Every Level
- **CPCS® & CPMSM® Practice Tests & Study Guides**
- Comprehensive **Accreditation Standards Comparison Grid**
- Essential **New Hire Checklist**
- Complete **NAMSS Glossary of Terms**
- Key Insights in **NAMSS Provider Enrollment Glossary**
- **Credentialing 100** (on-demand), **Credentialing 101 and 201** (virtual, instructor-led)

NAMSS Advocacy: Elevating the MSP Profession

Standard Occupational Classification (SOC) Task Force

- MSPs are currently categorized as HR Personnel
- NAMSS is attempting to obtain a classification code for MSPs with the Department of Labor's Bureau of Labor Statistics
- SOC code enables official entities to collect, calculate, and publish MSP workforce data
- SOC will help the future of the profession
- The Task Force submitted a request to obtain an SOC code from Dept. of Labor in August, 2024.
- Results of request will be available in 2026.



<https://www.namssgateway.org/Article/namss-requests-standard-occupational-classification-code-for-msps>

NAMSS Annual Roundtable



Collaboration between NAMSS leaders and industry partners

- 2021 – Focused Revision: Moving to a Three-Year Practitioner Reappointment Cycle and Enhancing Continuous Monitoring
- 2022 – Standardizing Quality: Best Practices for Measuring Practitioner Competency
- 2023 – The Role of Physician Measurements in Guiding Performance
- 2024 – Guiding Quality Performance for Practitioners via Continuous Monitoring

<https://www.namss.org/Advocacy/NAMSS-Roundtable-Reports>

Ideal Credentialing Standards

Updated
February
2025



<https://www.namss.org/Advocacy/Ideal-Credentialing-Standards>

NAMSS Toolkits

NAMSS - THE ATA

CREDENTIALING BY PROXY

A GUIDEBOOK



ata Health.
Virtually.
Everywhere.



NAMSS™
EDUCATIONAL ADVOCACY PATIENT SAFETY

NAMSS QUALITY TOOLKIT FOR MSPS

Compilation of information to equip MSPs with the knowledge, interest, and skillset to inform and influence quality processes at their organizations

NAMSS™
EDUCATIONAL ADVOCACY PATIENT SAFETY

NAMSS NEW- HOSPITAL TOOLKIT

Guidance on the decisions, responsibilities, and protocol for MSPs involved in developing and launching a new hospital

NAMSS™
EDUCATIONAL ADVOCACY PATIENT SAFETY

NAMSS HOSPITAL MERGER- ACQUISITION TOOLKIT

Guidance on the decisions, responsibilities, and protocol MSPs should take to help ensure a hospital merger meets federal/state regulations and accreditation standards, and structures itself to provide the best care possible to the community

OCTOBER 2021

<https://www.namss.org/Advocacy/MSP-Resources>

Get Certified, Get Ahead: NAMSS Certification

Certified MSPs in **NEW JERSEY**

CPCS - 53

CPMSM -10

Dual Certified –16

CONGRATULATIONS, to all the MSPs that are certified!!

CERTIFICATION

Currently

3,500+ CPCS[®] Certificants

1,600+ CPMSM[®] Certificants

- Multiple Choice Exam – 3 options
- Practice Exam
- Official results follow within eight weeks of the closing of the testing window
- Certification is for 3 years
- Recertification required every 3 years



CERTIFICATION

Why?

- More than 27% of current certificants received a salary increase due to their certification by NAMSS.
- By achieving your CPCS[®] designation, you gain confidence and demonstrate professional competence in applying your knowledge.
- CPCS[®] certificants cite recognition and respect from peers and supervisors as a top value of certification.



Certification Eligibility

Certified Provider Credentialing Specialist (CPCS®)

- Currently employed in the medical services profession for at least the past 12 months AND three years experience in the medical services profession within the past 5 years
- 150 Questions, 3 hours
- Recertification every 3 years
- 30 CEUs (of which 15 NAMSS approved)

Certified Provider Medical Services Manager (CPMSM®)

- Currently employed in the medical services profession for at least the past 12 months AND five years of experience in the past eight years*
- 175 Questions, 4 hours
- Recertification every 3 years
- 30 CEUs (of which 15 NAMSS approved)

FIRST EVER

PROVIDER ENROLLMENT CERTIFICATION



CPES

Who is a CPES Certificant?

- A Certified Provider Enrollment Specialist is typically employed or contracted by healthcare organizations including, but not limited to hospitals (health systems), ambulatory care settings, group practices, revenue cycle management or billing agencies. Those professionals employed at the level to which the title of Provider Enrollment Coordinator, Provider Enrollment Specialist and Credentialing Coordinator would appropriately apply. Responsibilities include:
 - Knowledge of practitioner and organizational enrollment terminology and documents required for enrollment.
 - Delegated and non-delegated payor enrollment with health plans, meeting health plan requirements, and knowledge of health plan accreditation standards.
 - Maintaining compliance with Medicare enrollment, revalidation, reassignment of benefits, and ongoing enrollment management.
 - Collecting and maintaining an accurate practitioner database.
 - Setting-up and maintaining CAQH practitioner profiles, organization profiles, and practice manager accounts.

CPES

Who is eligible to sit for the CPES examination?

- At the time of application, a candidate must have been or currently be employed or contracted in the profession of provider enrollment for at least 12 consecutive months in the last 24 months and have a total of three years' experience within the past five years.
- **What will the Examination Content be?**
 - Enrollment 60%
 - Ongoing Monitoring and Compliance 22%
 - Supporting Departmental Operations 19%

The exam content outline and references used to write exam questions are available in the [2025 Candidate Handbook](#).

NAMSS 2025 Certification Exam Dates & Deadlines

Spring Testing Period:

- **Application Opens:** November 11, 2024
- **Application Deadline:** January 22, 2025
- **Final Application Deadline (with late fee):** February 12, 2025
- **Testing Window:** March 5 – April 2, 2025

Summer Testing Period:

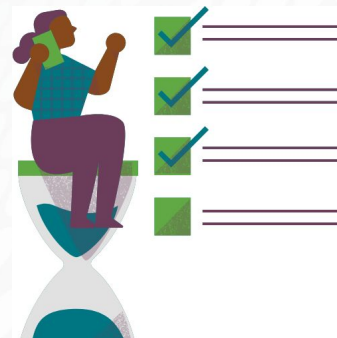
- **Application Opens:** April 7, 2025
- **Application Deadline:** May 7, 2025
- **Final Application Deadline (with late fee):** May 28, 2025
- **Testing Window:** June 18 – July 16, 2025

Fall Testing Period:

- **Application Opens:** July 21, 2025
- **Application Deadline:** August 20, 2025
- **Final Application Deadline (with late fee):** September 10, 2025
- **Testing Window:** October 1 – October 29, 2025

For more information, visit the [NAMSS Exam Dates & Deadlines page](#).

CPCS® Application: <https://www.namss.org/Certification/CPCS>
CPMSM® Application: <https://www.namss.org/Certification/CPMSM>



Save the Date!

NAMSS Events You Can't Miss

NAMSS 49th Educational Conference & Exhibition

Cultivating
Excellence
EMPOWERING

TOMORROW'S MSP[®]



 **NAMSS**[™]
EDUCATION. ADVOCACY. PATIENT SAFETY.

SEPTEMBER 28 -
OCTOBER 1, 2025

PORTLAND, OREGON

NAMSS **49TH** EDUCATIONAL CONFERENCE & EXHIBITION

NAMSS 49th Educational Conference & Exhibition

- New for 2025:
 - Portland tours available as an add-on at registration
 - Lunch provided in exhibit hall on Monday
 - Buses from hotels
 - Other fun surprises!



NAMSS #MSPWeek® – November 1-8, 2025

Promote #MSPWeek®

For #MSPWeek®, NAMSS offers a variety of resources, including a video about the role of MSPs, a downloadable poster, celebration ideas, and a fact sheet for colleagues. Additional resources include the "Defining Tomorrow's MSP" report and banners for email signatures and social media. These materials are designed to help promote and celebrate #MSPWeek® and raise awareness for the profession.

- #MSPWeek® Email Signature
- What Is Medical Staff Management Video
- 7 Steps for a Successful Celebration
- Facebook, LinkedIn and Twitter Banners
- #MSPWeek® Poster
- #MSPWeek® Zoom backgrounds

<https://www.namss.org/Tomorrows-MSP/-MSPWeek>

More Networking Opportunities



Join the discussion on the NAMSS Connection Zone!

<https://community.namss.org/home>



Visit the NAMSS website for the Gateway Hub:

<https://www.namssgateway.org/>



Follow us on LinkedIn

<https://www.linkedin.com/company/namss---national-association-medical-staff-s-ervices>

NAMSS Will Continue to...



- Serve as the voice of the profession, advocating on behalf of MSPs across the nation
- Provide educational and professional development opportunities that meet the ever-changing health care environment we navigate through today
- Support state affiliates and associations on the local level
- Inform and connect the network of medical services professionals and credentialing services professionals

But we will be doing this in ways that create the most value and help members be the most successful in their ever changing and challenging health care roles!

Scan the QR Code to Provide
Feedback on this Presentation!



Questions?

NAMSS Executive Office

2001 K Street NW, 3rd Floor North
Washington, DC 20006
(202) 367-1196 | info@namss.org

Director at Large:

Mark Hirschhorn, CPCS

[email: mark.hirschhorn@andros.co\(not .com\)](mailto:mark.hirschhorn@andros.co(not.com))

Connect on LinkedIn

Addendum

NAMSS Rules of Ethics & Code of Conduct

Use this link <https://www.namss.org/About/Ethics-Resources> to obtain information on the Rules of Ethics and the Code of Professional Conduct. From this page, you can also access:

- Ethics Committee Description & Responsibilities
- NAMSS Ethics Complaint Form
- Professional Ethics Self-Assessment Tool
- NAMSS Ethics Policy
- Ethics Resource Center
- Knowledge Leader (subscription based website that provides audit programs, checklists, tools, and training.)
- Ethics complaints must be submitted using the Ethics Complaint Form, found on the [NAMSS website](#).
- The complainant is responsible for providing as much information as possible in order for the Ethics Committee to review.
- Ethics complaints, investigations, findings and actions/recommendations are **confidential**, even to the Board of Directors.
- *NAMSS is not in a position to evaluate claims related to professional competency/job performance. Evaluating professional competency and job performance is the responsibility of the employer/supervisor.*

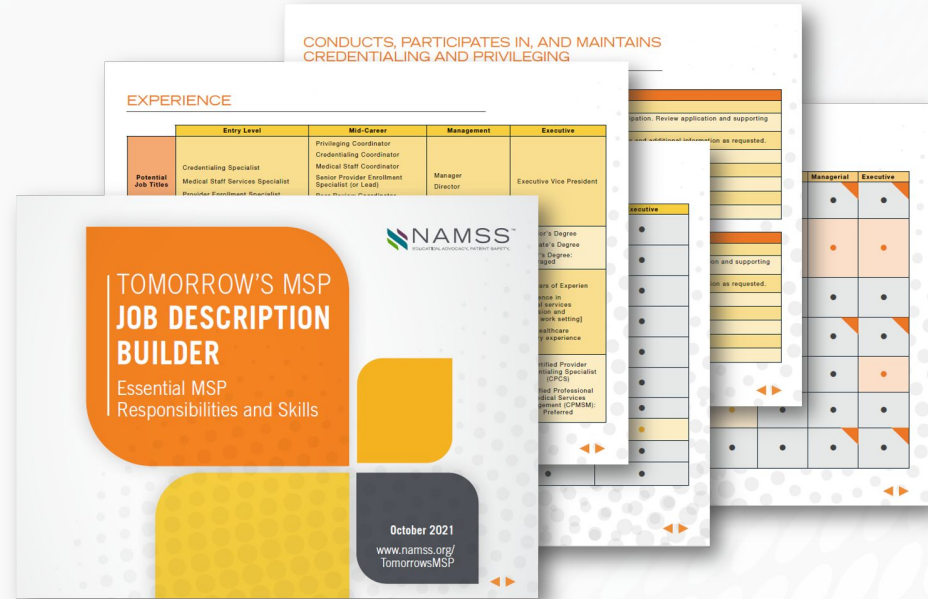
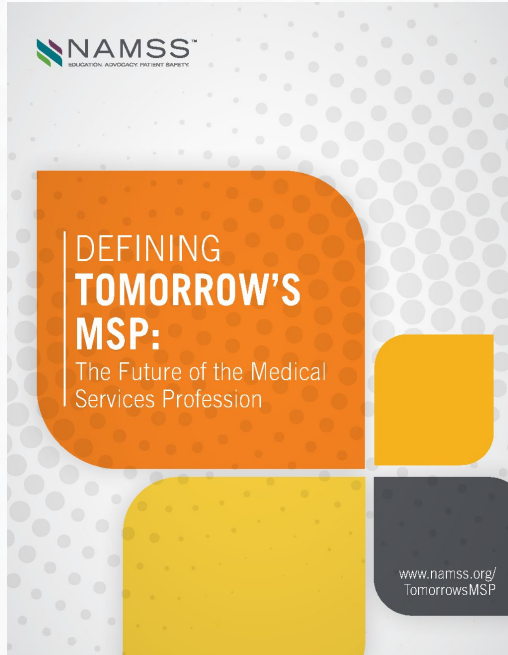
NAMSS Leadership Career Path

Element	Entry Level	Experienced	Leadership
Experience	•0 – 4 Years	•5-14 Years	•15 and above
Education	•Associates or Undergraduate Degree	•Undergraduate Degree	•Masters or Doctorate Level
Certifications	•CPCS®	•CPCS® and/or CPMSM®	•CPCS® and CPMSM® and other healthcare related certifications (Quality, Risk Management)
Training/Ongoing Education	•Medical Services Professional Education	<ul style="list-style-type: none"> •NAMSS Leadership Institute •Education on Accreditation/Regulations •Patient Safety and Quality •Risk Management •Six Sigma •Budgets •Finance •Legal •Leadership 	•Participate in NAMSS Virtual Round Table
Skills, Knowledge and Responsibilities	<ul style="list-style-type: none"> •Credentialing •Meeting Preparation 	<ul style="list-style-type: none"> •Liaison between Administration and Medical Staff Leaders •Supervision of Employees •Meetings Management •Education and Training of Staff •Onboarding Process •Meets Regulation and Accreditation Standards •Quality and Peer Review •Leadership 	<ul style="list-style-type: none"> •Governance and Org Structure •Human Resources •Finance •Collaborate with Legal Counsel •Healthcare Technology and Information Management •Quality and Performance Improvement •Laws and Regulation •Professionalism and Ethics •Healthcare Industry •Team Development •Vision •Contract Management •Business Planning

NAMSS Leadership Career Path (Continued)

Element	Entry Level	Experienced	Leadership
Skills, Knowledge and Responsibilities (Continued)			<ul style="list-style-type: none"> •Marketing •Compliance •Recruitment •Service Line Development •Project Management •Shared Services •Affiliation Agreement – Medical Institutions, Corporate Responsibilities •Product Development •Culture Change
Servant Leadership	<ul style="list-style-type: none"> •Volunteer in Community •Volunteer in Local Chapter or State Association 	<ul style="list-style-type: none"> •Volunteer in Local Chapter, State Association and National Association Medical Staff Services 	<ul style="list-style-type: none"> •Volunteer in Healthcare Related Associations and Community Services
Professional Contributions	<ul style="list-style-type: none"> •Local Chapter Medical Staff Services Newsletter •Medical Staff Newsletter 	<ul style="list-style-type: none"> •State or national medical staff services publication or web content •Editor of Newsletter •Peer Review Publications •Book Contributor •Serve as an Expert Witness •Presentations for Professional and/or Healthcare Organizations 	<ul style="list-style-type: none"> •Serve on National Healthcare Related Interest Groups •National Association Medical Staff Services Publication and/or other Healthcare Organizations •Fellow designation in NAMSS and/or related professional organizations

Defining Tomorrow's MSP[®]: The Future of the Medical Services Profession Report



<https://www.namss.org/Advocacy/Tomorrows-MSP>

The MSP of Tomorrow Starts Today

Tomorrow's MSP[®]



<https://youtu.be/jzsv-MA80SM>

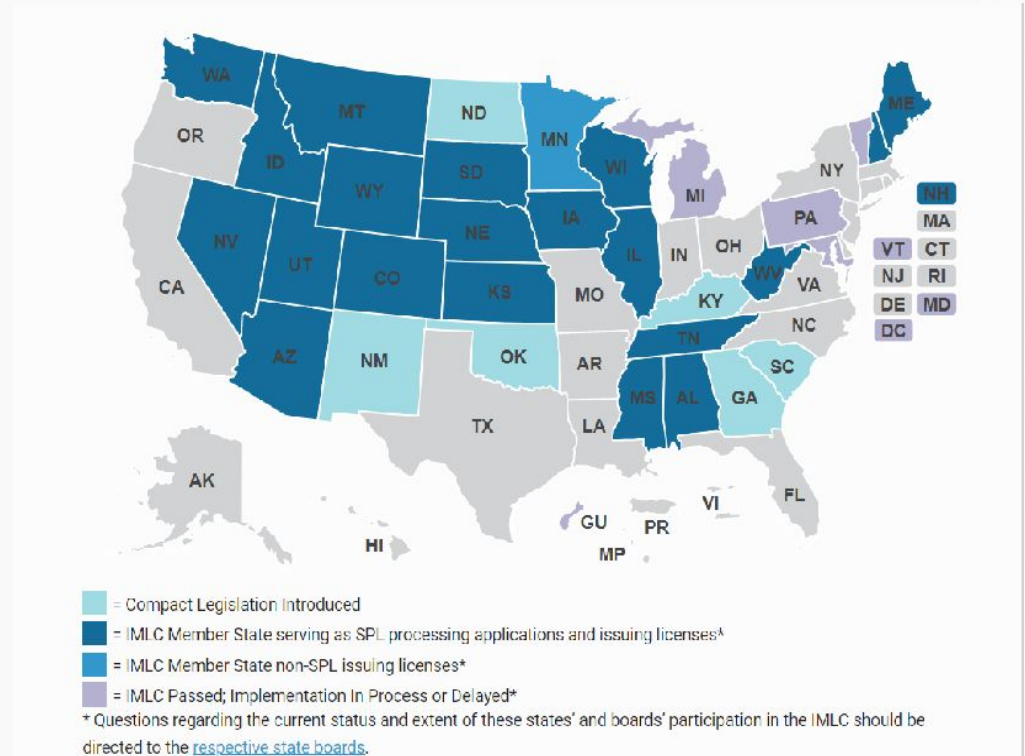


FSMB Interstate Medical Licensure Compact (IMLC)

Mission: To increase access to health care for patients in underserved or rural areas. IMLCC.org

- Makes it easier for physicians to obtain licenses to practice in multiple states.
- Strengthens public protections by enhancing the ability of states to share investigative and disciplinary information.
- NAMSS official position on FSMB Interstate Medical Licensure Compact available at the end of presentation or on the NAMSS site.

<https://www.imlcc.org/participating-states/>

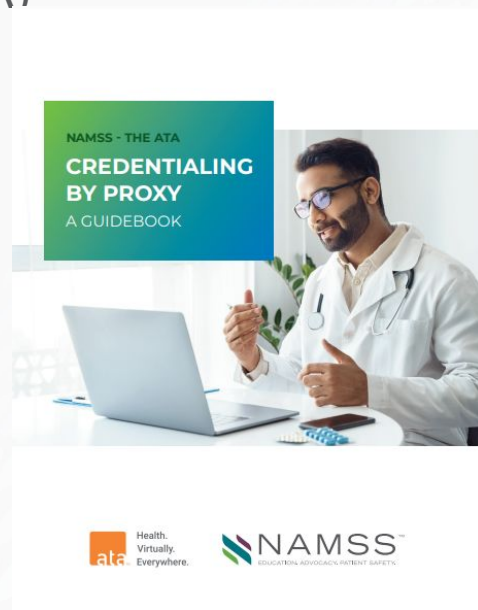


NAMSS-ATA Credentialing by Proxy Guide

Credentialing by Proxy Guide – Telemedicine – updated in 2022

Joint Work Group with American Telemedicine Association (ATA)

- Glossary of Terms
- The Existing Credentialing Process
- Current Laws & Regulations
- Setting Up a Credentialing by Proxy Program
- Overcoming Hurdles



NAMSS Volunteer Path

	Entry Level	Intermediate	Advanced
Support of Medical Staff Services	<p>Joins State/Local Association</p> <p>Joins NAMSS</p> <p>Becomes a NAMSS Volunteer</p> <p>Promotes value of NAMSS to non-member</p> <p>Attends State/Local Association Meetings</p> <p>Volunteers to be on State/Local Association Team</p>	<p>Establishes formal mentor relationships with novice MSPs</p> <p>Supports NAMSS</p>	<p>Advanced support of the professional occurs through achievement of credentials, publishing/research, MSS advocacy, education and NAMSS services and leadership.</p>
	Entry Level	Intermediate	Advanced
Credentials	<p>Prepares for and achieves CPCS and/or CPMSM</p> <p>Actively promotes NAMSS to other MSPs</p>	<p>Contributes potential CPCS/CPMSM exam questions or serves on Task Force regarding credentials</p>	<p>Serves on Certification Task Force or Committee</p>

NAMSS Volunteer Path (cont.)

	Entry Level	Intermediate	Advanced
Publishing and Research	<p>Contribute to NAMSS E-News</p> <p>Submits articles for State/Local Association Newsletter</p> <p>Assists with management of State/Local Association website</p> <p>Serves on State/Local Association or Communication Team</p>	<p>Published in Synergy</p> <p>Published in another Peer reviewed journal</p>	<p>Published research that advances the profession</p> <p>Author/Editor of healthcare text/resource</p>
	Entry Level	Intermediate	Advanced
Medical Staff Services Advocacy	<p>Responds to call for input from NAMSS</p> <p>Responds to requests for support for State/Local Association advocacy efforts</p>	<p>Leads/coordinates State/Local level advocacy efforts</p>	<p>Leads/coordinates NAMSS advocacy efforts</p>

NAMSS Volunteer Path (cont.)

	Entry Level	Intermediate	Advanced
Education	<p>Attends NAMSS Annual Conference</p> <p>Attends State/Local educational events</p> <p>Assists with conference planning for State/Local</p> <p>Begins enrolling in NAMSS Leadership Development</p>	<p>Presenter at State/Local association conferences</p> <p>Presenter at other national-level conference</p> <p>Serves on NAMSS Conference Committee</p> <p>Continues NAMSS Leadership Development Training</p>	<p>Presenter for NAMSS educational event</p> <p>Named to NAMSS Speaker Bureau</p> <p>Listed as approved faculty for "NAMSS educational programs.</p> <p>Completed NAMSS Leadership Development Training</p>
	Entry Level	Intermediate	Advanced
Association Service and Leadership	<p>Serves on State/Local Association team</p> <p>Serves on NAMSS standing team or task team</p> <p>Serves as State/Local association board member</p>	<p>Serves as an officer for the State/Local Association</p> <p>Serves as a NAMSS Committee member</p>	<p>Serves as Chair of NAMSS Committee</p> <p>Serves on NAMSS Board of Directors</p> <p>Serves as NAMSS Officer</p>