

CV OF KEITH CARSTEN BORGLUM

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CURRENT ACTIVITIES:

Management & marketing consultant to physicians (primarily serving practices of 1-10 physicians), and healthcare businesses
Appraiser and broker of healthcare practices, Broker Lic #00767129
Lecturer on medical practice business issues for state and national health care associations
Author and expert-resource for state & national medical periodicals and books, Editorial Consultant *Medical Economics Magazine*
Board of Directors National Association of Health Care Consultants

EXPERIENCE:

I have broad experience in start-up, strategic planning, management, operations, marketing, re-engineering, valuation & brokerage in many medical specialties and ancillary healthcare businesses nationwide. Since 1983 I have assisted in the growth and success of over 500 health care practices and companies in the United States, including the formation of over 40 medical groups and IPAs of up to 1,200 members. In addition, I have provided management and training to healthcare business consulting groups and MSOs.

HONORS AND MEMBERSHIPS:

Recipient, the *2004 Godfrey Gourley Award*, the highest peer-honor of the National Association of Healthcare Consultants
Director, National Association of Health Care Consultants; Marketing Committee Chairman; Planning Committee, Faculty, current Member, American Medical Association's ConsultantLink™ consultant panel 1993-2005 (disbanded)
Member, American Academy of Family Physicians Network of Consultants *FP-Assist*™ (Founding Member) 1993-current
Member, American College of Physicians Managed Care Professional Advisory Network™ (disbanded 1998)
Member, American College of Physicians/ASIM Professional Advisory Network Online Experts Panel (disbanded 1998)
Member, American Academy of Ophthalmology Executives' Consultant Directory 2002-current
Trustee, California Academy of Family Physicians Foundation; Nominating Committee, two terms 1998-2004
Member, California Academy of Family Physicians Corporate Advisory Council; Tech Committee 1990s
Member, California Academy of Family Physicians Consultant Panel; early 1990s-current
Member, Society of Medical-Dental Management Consultants; National Special Projects Committee 1990-94
Founding Member, Academy of Dental Management Consultants 1983-1990
Founding Member, *FP Consultants on Call* endorsed by the California Academy of Family Physicians 1990s-current
Faculty, American Academy of Dermatology: Practice Management Symposium for Residents 1998-current
Faculty, American Academy of Family Physicians Scientific Assembly 2000-current
Faculty, American Academy of Allergy, Asthma and Immunology: Practice Management Workshops 2004-current
Faculty, California Academy of Family Physicians, Residents and Students Conference, 2003-current
Affiliate, Medical Group Management Association, CalMGMA, NorCalMGMA 1984-current
Member, Professional Association of Health Care Office Managers 1992-2003
Member, The Physician Relations Group; Nominating Committee 1994
Member, Institute of Business Appraisers 1994-current
Member, California Association of Business Brokers - current
Member, National IPA Coalition 1997-2001
Member, The IPA Association of America 1994-2001
Member, Board of Directors, California Chapter of The IPA Association of America 1999-2000
Member, National Board of Editorial Advisors of *Physician's Marketing and Management*, *Practice Personnel Bulletin*, *Eye Care Management Update* (Medical Economics specialty publications), and *The Health Care Practitioner*
Editorial Consultant to *Medical Economics Magazine* 2003-present
Industry Expert in Medical Practice Valuation, Business Brokerage Press "*Business Reference Guides 2004-2005*"
Registered Journalist, *PR Newswire*
Listed in the "*Directory of Health Care Marketing Planning and Public Relations Consultants*" of the American Society of Health Care Marketing and Public Relations of the American Hospital Association
Listed in the "*International Who's Who in Medicine*"
Listed in the "*Consultants Directory for Business and Industry*" by Gale Publishing
Recognized as a "Top National Health Care Marketing Expert" by *Physicians Marketing Magazine*, 1988
Voted "Most Knowledgeable Consultant" by Alliance for Dental Management, 1985
Board of Directors, & Highest Achiever Award, Alliance for Dental Management, 1984-5
Member, Mensa 1982-1989

BOOKS—Published Author and Contributor

Co-Author - *The Medical Practice Forms Book*, published in 1995 by McGraw-Hill, setting the national standard for medical business forms
2nd Edition (expanded) published by PMIC in 2001
Co-Author - *The Medical Practice Preemployment Tests Book* published in 1996 by McGraw-Hill
Contributor - *Medical Office Handbook Second Edition*, published in 1996 by Miriam Webster
Contributor - *Closing Your Practice* published in 1997 by the American Medical Association
Contributor - *Strategic Use of Health Care Data* in 1997 by HCIA
Contributor - *Mastering The Reimbursement Process 2nd edition* in 1998 by the American Medical Association
Contributor - *Primary Care Strategy - Toward a Sustainable Partnership with Primary Care* , and
Stopping The Bleed - Reversing Losses on Owned Practices, in 1999 by the HealthCare Advisory Board
Contributor – *Reengineering the Medical Practice* 1996 by St. Anthony's
Contributor & Medical Industry Expert – *The 2004 Business Reference Guide to Pricing a Business*, Business Brokerage Press

PERIODICALS AND JOURNALS—Published Author and Contributor

American Medical Association's *American Medical News* , "Practice Tune Up", "Making Your Move", "Straighten Up", "Treating Your Practice - The Business Side of Medicine", "Steer Your Cash to Keep it Flowing", "You're Ready for the Exam but Where's the Patient?", "Practice Size Trend: small to big, then small once again", "Deciding Who Decides", "Expenses: What It Costs", "True-Value in Buying and Selling a Practice"
American Academy of Family Physician's *Family Practice Management* "Practical Tips to Boost Your Efficiency and Cut Practice Costs in Managed Care", "Increasing Productivity with Labor", "What Distinguishes an Office Manager from an Administrator?", "Three Steps to an Effective Practice Budget", Ask FPM – Appropriate Staffing", "Creating an Employee Manual", "Selling a Practice", "Starting a Practice in a Health Professional Shortage Area", "Negotiating Salary as a Percentage of Collections"
American Academy of Dermatology's *Dermatology World* , "Valuing a Dermatology Practice: 2 Part Series"
American College of Physicians/ASIM *Observer*, "Expert Offers Simple Marketing Strategies", "Getting Your Fair Share?-Tips on Ways To Divide a Group's Income", "With Retirement, It's Never Too Early To Start Planning", "Ten Tips to Make Marketing Work for your Practice", "Physician Employment Trends 2004"
American Academy of Ophthalmology's *AAOE Executive Update*, "10 Marketing Tips for Your Practice", "Practical Cost Control Tips", "Update on Ophthalmology Overhead"
California Academy of Family Physician's *California Family Physician and Practice Management News*, "Ethical Negotiating Techniques for a Better Practice", "10 Essentials for Today's Family Physician", "New FP Toolkit", "Key Concepts in Practice Improvement", "Managing and Reducing Overhead", "Insurance Contracting Update", "California Labor Law Compliance"
California Medical Association's *California Physician*, "21 Marketing Strategies for Physicians", "Routine Chart Auditing", "What Does Your Receptionist Tell Patients About Your Practice?"
Briefings on Practice Management, "Capitation 101-A Primer on an Up and Coming Reimbursement System", "Medical Practices Become Innovators", "Choose the Right Marketing Approach", "Center Your Practice on Your Customers"
California MDs Business Advisor, "On Managing Managed Care", "What is Your Practice Worth?", "30 Ways to Fill and Control Your Appointment Book", Four Steps Out of the Medical Recession of 1993"
Contemporary OB/GYN "Starting Up or Starting Over? Here's How to Avoid Mistakes"
Dental Business Today, "What Lies Ahead for the Dental Profession in 1994"
Dermatology World, "Physicians are the Key to Valuing a Dermatology Practice", "Valuing a Dermatology Practice for Purchase", "Planning Ahead for Office Disasters can Save Your Practice"
Doctor's Financial Report, "How to Network for More Referrals"
Executive Report on Physician Organizations, "Keep Your Finger on the Pulse of Your Organization"
Eyecare Management, "Optometrists Best Source of Ophthalmology Referrals", " Keys to Doctor Cooperation"
Family Practice News, "Managing Practice Costs Key to Staying Competitive"
Health News, "8 Things To Do Now To Get Ready For Managed Care"
Internal Medicine News, "Managing Your Practice to Save On Overhead"
Journal For the Am Assoc of Office Nuses "A Handy Form to Evaluate Staffers"
Life in Medicine, "Questions to Ask a New Partner Prospect."
Managed Care, "Beat The Clock: How to Control Your Practice Pace", "Charting Your Strategic Course", "Written Tests Can Help You Hire The Best Employees"
Managed Care Forum (CAFP), Options in FP Group Formation
Marin Medical Society Bulletin, "Getting the Most Mileage From Business Cards"
Medical Economics Magazine, "Making Handouts Work for You", "The Worst Mistakes Doctors Make With Their Retirement Plans", "Family Practice: How Long Can the Good Times Roll?", "Kiss Paperwork Hassles Goodbye", "Turn Unhappy Patients Into Loyal Ones", "WWW: Can Three Little Letters Spell Prosperity For Your Practice ?", "Quick-Cut \$20,000 in Practice Costs", "Click on the New Technology" "Why That Computer Bargain May be Anything But", "Doctors and the Web: Save Thousands", "Are You Fighting Over New Patients?", "Who Will Buy Your Building, Doctor?", "Where the Jobs Are", " How To Find and Keep Topnotch Clinical Staff", " Medical Record Evaluation Form", "Outsource Billing? Here's How", "Keeping Tabs on Practice Finances", "Medical Record Evaluation Form", "Monitoring Business Performance", "Making Sure New Equipment Pays Off",

(PERIODICALS AND JOURNALS—continued)

Getting Patients To Grade Your Office", "How Hard You Work", "Evaluating New Physicians", "Keeping Tabs on Insurance Plans, "Expense Survey: What to Spend, What To Cut", "Loans, Leases and Credentialing", "No Coding, No Insurers, No Kidding", "Want a Better Deal? – Ask!", "What's Eating Your Profits?", "Getting Patients To Pay", "Before You Interview Job Seekers...", "How To Give and Receive Employee Feedback", "You Too can be a Dotcom Doc", "Keep Your Billing On Target", "Starting A Practice" series, "Earnings: Primary Care Tries to Hang On", "Smooth The Way For New Patients", "How to Market Your Practice", "10 More Ways to Work Smarter", "If a Patient Wants to Tape The Visit", "Calculate Your Lifestyle Quotient" and contributing consultant to Practice Management column

Medical Economics Audio Digest: How Doctors Can (and Do!) use Web Sites, How To Write a Classified Ad for Recruitment
Medical Practices and Managed Care, (AMA) "Is your Practice Administrator still up to par?"

MGMA Management Update, "Finding Productivity Leaks In A Group"

Neuropractice, "Determining the Feasibility of Capitation Rates"

Northern California Medicine, "Anatomy of a Physician-Consultant Relationship", "How to Attract More HMO Patients", "Software Solutions: Things Your System Will Not Do", "Attracting the Right Payor Mix", "The Coming Marketing Wars For Patients", "Specialist Marketing In Managed Care", Marketing Elective Care", "Capitation vs. Discounted Fee-For-Service", "Map A Marketing Strategy".

OBG Management, "How to Get Paid On The Spot"

OB Gyn News, "Managing Practice Costs Improves Bottom Line"

Capitation Management Report, "Forms Can Help You Evaluate Feasibility of Capitation Rates"

Ohio Ophthalmological Society Magazine "10 Marketing Tips for Your Practice"

Ophthalmology Management, "Survey Your Office From Your Patient's Point of View"

The Patient Centered Endocrinology Practice "Improving Patient Registration"

Patient Pleasers, "Look Before You Leap into Free Services for Indigents"

Pediatric Management, "How to Land More Physician Referrals"

Pediatric News, "Managing Your Practice to Lower Overhead"

Physicians' Financial News, "Efficient Patient Scheduling Can Cut Waiting Time, Improve Bottom Line", "Pros and Cons of Computerized Scheduling Systems", "Before Blaming Managed Care for Losing Patients, Check You Own Practices", "Marketing Strategies for Selling Your Practice"

Physician's Management, "Do Your Patients Know What You Do?"

Physician's Marketing and Management, "Discussing Costs in Advance", "Is It Time to Raise Your Prices?," "New Ways to Put Your Business Card to Work", "Winning Physician Trust"—(special issue), "How Much Should You Spend On Marketing Your Practice?," "Patients Who Request Brand Name Drugs", "Positive Attitude Encourages Compliance From No-Shows", "Use X-Rays as a Marketing Tool", "A Sign on the Reception Desk Lets Patients Know...", "Choose a Management Consultant for Routine Practice Examinations", "Keeping Records on Microfilm May Solve Storage Space Problems", "Is it a Mistake to Promote from Within?," "When Partnerships Fail—Determine Division Terms at the Beginning of Partnerships to Avoid 'Messy' Terminations", "How to Make Your Time with Patients Count", "Ten Telephone Time Savers", "You Don't Have to Treat Rude Patients", "Physicians Can Be The Root of Overtime Ills", "How Much Should You Budget for Marketing Your Practice?," "Making The Decision to Reject a Contract", "Trend Surfing for Profitable Cash-Based Services", "Outcomes Data Becoming #1 Marketing Tool in Managed Care", "Employees prove Fertile Ground for Marketing", "Crystal Ball: Physicians Spend More on Marketing", "WebSites as Marketing Tools: Boom or Bust?," Design Web Sites With an Eye on Costs", Tips on Developing Your Own Web Site", "Persuade Physicians to Invest in Marketing", "Sample Collection Letter", "Pre-employment Testing Can Improve Staff Quality", "How to Choose a Practice Management Consultant". "Taking Action on Patient Satisfaction Survey Results", 5 Methods for Improving Survey Responses", "Hit Late Doctors Where it Hurts - In The Wallet", "Letting your fingers do the walking pays off in the Yellow Pages", "Academic Practices Could Benefit From Marketing", "Newsletters Can Sell Your Practice", "Waking Up From the Nightmare of Reference Checks", "Improve Communication with Staff", "Solve Scheduling Problems"

Physicians' Practice " Smart Ways to Save"

Physicians' Successful Practice: Focus on Managed Care "Group Formation Options", "Successful Marketing in the Yellow Pages", "Marketing Elective Care to Patients"

Practice Personnel Bulletin, "Don't Let Your Practice's Personnel Bulletin Back You into A Corner", "Private Practices Face Steep Competition for Qualified Employees", "Employee Compensation: Is it a Mystery That Can Be Solved?"

Primary Care Success, "Just Say No to PHOs"

Review of Ophthalmology "Cast Your Net", "Getting Started with a Marketing Plan"

San Francisco Medicine, "How the Baby Bust Affects Your Practice"

San Mateo County Medical Society Bulletin, "Ten Telephone Time Savers"

Solutions, "Health Literature Helps You Sell Yourself", "Marketing in the Waiting Room" and "Getting the Most From Business Cards"

Skin and Allergy News, "Managing Practice Costs to Boost Profitability"

Sonoma County Physician, "Do Your Patients Know What You Do?" and "Ten Telephone Time Savers"

Technology in Practice, "Changing Practice Management Software"

The Business Broker, "Must Consultants be Licensed?"

The Health Care Practitioner "Options in Medical Practice Group Formation"

Unique Opportunities Physician's Resource, "Spreading the Word - Marketing to Keep Your Practice Soaring"

Urgent Care Business Report, "Keep Patients' Confidence"

(PERIODICALS AND JOURNALS—continued)

Urology Times, "Keep Employee Feedback Consistent, Constructive"

Vital Signs, "What Does Your Receptionist Tell Patients About Your Practice?"

OTHER:

Co-founder and Director, Advocates for Primary Care, a PPMC with 1,200 doctors and \$30MM revenue 1994-1998

Founder, Director and interim President & CEO of one of the early medical dotcoms, MedicalSuppliesUSA.com 1998-2000

Consultant to MedPlexus Inc. a medical software company endorsed by AAFP, 2003-2004

Editor DMOZ-ODP; topics: Medical Marketing and Business Appraisal; (editing content for Google, AOL-Search, Yahoo, etc)

Author for AchievMed.com, online physician education programs, endorsed by MGMA and other medical organizations 2003-4

Graduate: Google U; AdWords training program 2002

Medical Economics Audio Digest expert interviewee (Physician Web Pages)

Eyeville Internet ophthalmology contributing consultant 1990s

Medical Arts Press. Reviewer of new publications.1990-1994

Consultant to Krames Communications, the world's largest publisher of patient education information. 1980s

TEACHING/SEMINARS FACULTY:

Development and delivery of management and marketing seminars for State, County and National Medical Societies, IPAs hospitals, and health care professionals: "How to Find, Hire and Keep Quality Employees", "Finding, Hiring and Keeping Great Staff in San Francisco's Competitive Market", "How to Establish a Private Practice", "Managing an Established Private Practice", "Effective Personnel Management", "Fee Setting", "Communicating Quality", "Financial Survival in the '90s for the Primary Care HIV Practice", "Increasing the 'Ideal Patients' You Care For", "Practice Vital Signs—What They Are and How to Monitor Them", "Strategic Keys to Profitable Practice Management in the '90s", "Ten Steps to Build Practice Profitability in the '90s", "Practical Techniques for Managing Managed Care and Discount Contracts for Profitability", "Efficiency in the Family Physician's Office", "Managing Managed Care in Cardiology", "Managing Managed Care in Family Practice", "Strategies For Success in Managed Care", "Practical Alternatives to Single Specialty IPAs", "Trends In Group Formation and Purchasing of Practices", "Importance and Value of Capitation", "What Capitation Means to You and Your Office Staff", PCP Marketing for the Right New Patients, On a Budget, in a Managed Care Environment", "Specialist Strategic Planning Options and Marketing Techniques in a Managed Care Environment", "Managing Medical Office Costs in a Managed Care Environment", "Cost-Effective Management of the Managed Care Patient", "Practical Application of Managed Care Principles in Family Practice", "Advanced Cost Controls and Marketing Strategies in Managed Primary Care", "How To Adapt Your Practice To Managed Care", "Improving Practice Efficiency With Electronic Networking", "Compensation and Budgeting for the Primary Care Practice", NYAFP-"Options for Family Physicians in the Consolidating Health Care Market", AAFP-"Managed Care and You-The Basics", AAFP-"Managing Medical Practice Costs in a Managed Care Environment", AAFP- "Options in Family Practice Group Formation", AzAFP-"Time Management & Office Efficiency", AAOFAS-"Specialist Networks and Centers of Excellence Strategies", IAFP/MAFP/WAFP-"Building Primary Care Rural Health Networks", "How To Cost Effectively Find, Hire and Keep Great Staff", "60 Marketing Techniques in 60 Minutes", "AAFP-Cost Controls in Managed Care", "CAFP-Practical Tools for Employment Evaluation for Residents", Westwood Squibb-American Academy of Dermatology "Principles of Practice Management", NAHC "Pre-employment Testing: A Valuable Service for Doctors", AAFP/CAFP Residents "Practice Opportunity Evaluation and Management Tools" and "Effective Negotiation", ACP/ASIM/ASTRA "Effectively Handling Complaints in Your Office", "Managing Your Managed Care Environment", "Effective Strategies for Marketing Your Practice", GLAXO/PFIZER/SRGMC "Increasing Profits Through Controlling Costs In Your Private Practice", AAFP2000-2004 How to Find, Hire and Keep Great Staff" and Managing Practice Costs to Improve Practice Viability", Sonoma State University Small Business & Entrepreneurship program "Starting an eCommerce Company", AAD 2001-2004 "Medical Practice Management for Residents", "Practice Options in Dermatology", CAFP 2001 Scientific Assembly "Negotiating a Contract" and "Picking a Practice". Instructor to consultants in management and marketing, Alliance for Dental Management, 1984-85, 2002 CAFP Scientific Assembly Financial Issues Facing New Family Physicians, AAFP 2002 Time Management for Physicians, NAHC Practice Marketing 2004, Medical Economics Roundtable 2004, AAAAI 2004 Overview of Practice Management, and "Time Management" and "Best Practices", CAFP California Conference for Family Medicine Residents "Debt Management Workshop" 2005, AAAAI 2005 "Valuation of Allergy Practices" and "Financial Health of Your Practice" and "Starting an Allergy Practice".

SPONSORS AND REFERRORS

ORGANIZATIONS THAT HAVE SPONSORED SEMINARS OR REFERRED ME TO THEIR DOCTORS INCLUDE:

American Medical Association	American Osteopathic Association
American Academy of Family Physicians	The IPA Association of America
American College of Physicians/ASIM	Healthcare Executives of Northern California
American Academy of Ophthalmology	Hoechst Marion Roussel
American Academy of Neurosurgeons	Hospital Council of No. and Central California
American Academy of Dermatology	No. CA Healthcare Marketing Association
American Academy of Allergy, Asthma and Immunology	Bay Area Health Care Planning Association
California Academy of Family Physicians	No. CA Medical Group Management Assoc.
Arizona Academy of Family Physicians	Valley Medical Group Management Association
New York Academy of Family Physicians	Women Health Care Executives
Illinois Academy of Family Physicians	Society of Medical Dental Mgmt. Consultants
Wisconsin Academy of Family Physicians	Illinois Academy of Physician Assistants
Missouri Academy of Family Physicians	National Assoc. of Health Care Consultants
Medical Group Management Association	Astra Pharmaceuticals
San Francisco Medical Society	SCMA Young Physicians
Marin Medical Society	Sonoma State University
Napa Medical Society	National Medical Enterprises
San Mateo Medical Society	

HOSPITALS THAT HAVE SPONSORED SEMINARS OR REFERRED ME TO THEIR DOCTORS INCLUDE:

Sutter Health Systems	Santa Rosa Memorial Hospital
Mercy Hospitals	Hoag Hospital
Catholic Healthcare West	Black Hills Hospital
Tenet Health	Providence Hospital
Mt. Zion Medical Center of UCSF	Doctors' Hospital
Santa Rosa Community Hospital	Catholic Healthcare West
Los Gatos Hospital	St. Mary's Hospital
Healdsburg General Hospital	John Muir Hospital
Palm Drive Hospital	Saint Rose Hospital
Saint Francis Memorial Hospital	Novato Community Hospital
Children's Hospital	San Ramon Regional Hospital
Pacific Presbyterian Hospital	Tahoe Forest Hospital
Seton Medical Center	

ACADEMIC EDUCATION:

Bachelor of Arts Degree in Communications (Advertising and Media Production), Ithaca College, New York, 1973
Advanced university coursework resulting in a CA Real Estate Broker License 1982

Continuing Education: I currently maintain one of the largest most up-to-date libraries in California of books, periodicals, and audio/video-tapes on health care management and marketing.

Appraisal & Practice Brokerage Related Education:

Advanced university coursework resulting in a CA Real Estate & Business Broker License 1982
Medical Practice Appraisals – Valuation; National Assoc of Health Care Consultants; Tom Helling IBA-MCBA; 1990
Valuing Medical Practices – Theory and Practice, Society of Medical Dental Business Consultants; 1992
Appraising Practices in the Real World; Institute of Business Appraisers; 1993
Mastering Appraisal Skills for Valuing the Closely-Held Business; Institute of Business Appraisers #8001; 2001
Business Appraisal for Divorce; Institute of Business Appraisers; 2001, 2005
Arbitration/Mediation; California Association of Business Brokers; 2003
Legal Aspects of Business Brokerage; California Association of Business Brokers; 2003
Developing Expert Witness Skills & Expert Witness Testimony Workshop, Institute of Business Appraisers #7001; 2003
Case Studies in Small & Mid-Size Business Appraisal, Institute of Business Appraisers #1013; 2003

Seminars and Educational Programs Attended :

McVey Medical Collections; Managing for Results; Specialist Marketing; Allergists and Public Relations; Marketing Communications for the Allergist; Successful Opticians; How to Market your Head and Neck Surgery Practice; Professional Optical Sales; The Physician Confronts the Marketer; Medical Practice Management; Publicity: How to Get It; Guerrilla Marketing; Getting Started in Private Practice; Conomikes Marketing Techniques for a Successful Practice; Successful Public Relations for Professionals; Business Administration for Dental Assistants; MS Dynamics of Supervision; Apron King Dentistry for Fun and Profit; Marketing Office Based Surgery; Effective Collection Procedures; Clinic Collections Seminar; Tact and Skill in Dealing with People; Opening Closed Minds; The Art of Creative Listening; Credit Cleaning; Handling Objections; ENT/Plastic Surgery Marketing; Marketing Orthodontics; Long Range Planning for the Dental Office; Dentistry in Your Local Community; The Winning Combination; The Practice Builder; Reaching for the Top - The Importance of Challenge; How to Run an Effective Business Meeting; Staff Recruiting, Management, and Development; How to Implement a Positive Accounts Receivable Policy in Your Clients Practice; Review of the Proposed Stark Bill and its Affect on Joint Venturing; Individual & Corporate Taxes Flexible; Benefit Plans for the Small Business; Updates on Pension and Profit Sharing Plans; How to Uncover Coding and Reimbursement Problems for Clients; Medical Group Formation; Challenges of Adding an Associate to a Solo Practice; Medical Office Accounting--Level I, Forming a Managed Care Network in a Regional Health System, Dr. Charming--Matching Quality Care with Bedside Manner, Preventing Health Care Waste: Using the Right Mix of Preventive Services, Standing at the Gate: Ethical Conflicts for Family Physicians in a New Era of Health Care, Negotiating and Evaluating a Managed Care Contract, Bridging the Gap: Office Management in Managed Care, Medi-Cal Managed Care: How to Be a Player, Managed Care and Family Practice: Transforming Theory Into Reality, Quality Improvement Means Business, Honing Your Negotiating Skills: Successful Strategies for Managed Care FPs, Strategic Business Decisions, Dealing with Problem Patients in a Managed Care Setting, Negotiating for Family Medicine Privileges in a Closed Panel HMO, Family Physicians as Executives: How to Become a Leader in a Managed Care System, AMA perspective on Health System Reform, Americans With Disabilities Act Update, Fraud and Abuse in Mergers and Integrated Health Networks, How the New Safe Harbors Affect Doctors, Management Skills for the Managed Care/Competition Era, Staying On Top-The next Generation of Integration, The Consultants Role in Integration, Anti-Trust Issues Concerning Group Formation, Physician Compensation Arrangements, Forming Rural Health Clinics, Negotiating Managed Care Contracts, Taxes and Employee Benefits Including Their Effect On MSOs PHOs and POs, MSOs/PHOs: Challenge For Information Technology, Integrated Health Care: Key Strategies & Implications, The Basics of Managed Care Models, California Managed Care Models, Building an Effective Primary Care Base; Future Economic Integration of Hospitals and Physicians; Legal Issues Facing Integrated Systems; Physician Leadership: The Constraint to Rapid Integration; Before You Manage Care You'd Better Manage Expectations; Advanced Negotiating Skills; Successful Strategies For Managed Care FPs; Team Building in Managed Care Systems; Legal Issues in Managed Care; Family Physicians: Succeeding in Managed Care; Physician Compensation in Managed Care Systems; Advanced Payment and Incentive Structures; Payor Perspective: Succeeding in Managed Care; Total Quality Management: Continuous Quality Management; Case Management and Patient Education in Managed Care Systems; TQM: Management Tool For Managed Care; Practice Parameters and Patient Outcomes; Behavioral Health Programs in Managed Care Systems; Truth-Ethics-And Managed Care; The Next Generation of Managed Care; CAFP Scientific Assembly 1995 Managed Care Update; MGMA's Integration From The Small Group Practice Perspective; Building Self-Directed Work Teams; Consulting For Dental Practices, Income Division in a New Environment, IPA Development and Administration, Limited Liability Companies: Material Federal Tax Issues; Negotiating Managed Care, Purchasing of Physicians Practices; Corporate Practice of Medicine; Capitation-Global; Systems Preparation for Capitation; Outcomes Measurement and Management; Marketing On The Internet; Medical Groups Statewide - A Roundtable Discussion; Mega Systems' Impact on PCPs; Health Plans' Views of The Direction of Managed Care; Health Plans' Views of What To Expect in the 90s; Improving Practice Efficiency With Electronic Networking; ABCs of Managed Care; Advanced Compensation and Financial Incentives; Dealing With Problem Patients in Managed Care Settings; Medical Groups in the 90s; Partnership Strategies for HMOs and Primary Care Physicians; Primary Care in the Year 2000; The California Healthcare Market: Coaching and Teambuilding Skills For Managers and Supervisors, Strategies for Specialty Network Survival; Consolidating and Managing the Physician Practice Management Industry; Why Practice Management Companies are Primed To Succeed; Where We're Headed, The Physician Practice Management Companies Speak; The Physician Perspective on PPMs, Successfully Investing in PPMs, The Investor's Perspective; Understanding the History, Types and Structures of PPMs; Determining True Value: How Much is a Physician Practice Management Firm Worth?; Achieving and Managing Dramatic Growth of a PPM; Buyers Beware: Eliminating Traps, Pitfalls and Risks in Physician Practice Acquisition; The Race For Control: measuring Competition for Physicians and Market Position; Managing the Beast: Successful PPM Management Strategies; How Capitated Group Practice Changes Medical-Legal Risk; The Future of the Healthcare Marketplace; Build Your Own MSO; OSHA and CLIA Update; Managing Change; Personnel Issues and You; Quality Measures; MSO Models; MSO Reimbursement; Management Tools for MSOs, Easing the Pain of Medical Integration; NCMGMA-Single Specialty PPMC Issues and Opportunities, E&M Documentation Update, Brush up on RFPs, Helping Clients Manage the Future, The Challenge of Healthcare Compliance, Strategies for Developing and Implementing Compliance Plans, Card-Based Technology and Healthcare, Compliance Needs of Smaller Practices, Software Piracy, Insurance and Risk Management. PSOs--A Double Edged Sword, Capitation--The California Experience, A Mergers & Acquisitions Approach to Growth, Healthcare Consulting in Transition, PPMCs--Practical Evaluation, 1998 Labor Law Update, Meeting the Information Needs of IPAs, Connecting Physicians Using Internet Technologies, Why IPAs Fail; Avoiding the Mistakes, Future Models for Physicians, Managed Care; The Next Generation, PPMCs; The Past Present and Future, Open Access; Back to the Future?, Market Comparison; Who's Ahead of the Curve, The Future of the Managed Care Marketplace, Physician Organizations of the Future, Technological Innovations in Physician Group Management, Evolution of Health Care in America, how Public Policy Impacts and Influences Physician Organizations, Coping with Cyberspace: The Internet's Challenges, HIPPA Compliance, Institute of Business Appraisers' Mastering Appraisal Skills for the Closely Held Business I & II, Valuation of

Healthcare Entities in a Changing Regulatory and Reimbursement Environment, Business Appraisal for Divorce, Managing Managed Care in Dermatology, Building Successful Patient Relationships, Coding and Reimbursement Tips in Dermatology, Developing a Cosmetic Dermatology Practice, Medical Employment Contracts, Office Automation and Billing Systems, AAFP Practice 2010, Conducting Practice Administrative Functions Online to Improve Your Bottom Line, The Role of Margin in Professional Well-being, Setting Up Profitable Ancillary Services, Your Client's Fee Schedules, Ho to Use NAHC Statistics, Electronic Medical Records Update, The Latest in Staff Compensation and Benefits, Practice Governance, OIG Perspective on Issues, Non-Physician Providers 101, New Practice Start-Up, Using the RBRVS Fee Calculator, Health Savings Accounts, A/I Patient Flow, Compensation and Benefit Distribution for Solo/Partner Practices, A/I Office of the Future, Benchmarking Using Association Statistics

END