



EXECUTIVE ACADEMY FOR PRACTICE ADMINISTRATORS



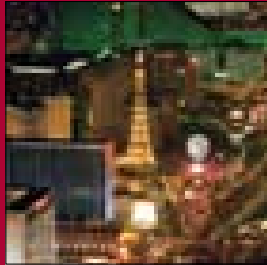
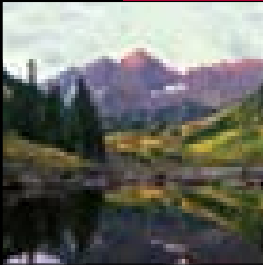
Explore new leadership tools and solutions
with a respected faculty

Exchange ideas and insights with senior-level peers

Earn up to 32 CME or 38 CPE credits

Enjoy five days in the city of your choice

NEW! Master Certificate in Practice Management



Aspen, CO September 17-21, 2007
Las Vegas, NV November 5-9, 2007
Las Vegas, NV February 25-29, 2008
Chicago, IL April 28-May 2, 2008

Mastering the serious business of medicine.™
www.ePracticeManagement.org

EXECUTIVE ACADEMY FOR PRACTICE ADMINISTRATORS

Enroll. Absorb. Participate. Then prepare to take your practice, and your career, to the next level.

You've accomplished a tremendous amount, for your organization, and in your professional life. Now, your completion of the **Executive Academy for Practice Administrators** will mean you've made it to the very top of your field, as part of an exclusive elite of proven managers.

Spend an enlightening 5 days gaining new perspectives in advanced practice management and the business of medicine.

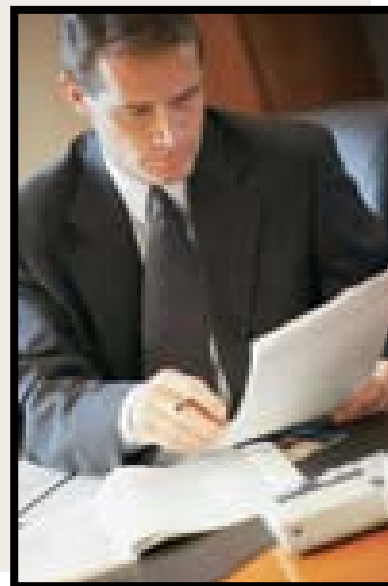
Between intensive lecture sessions, you'll interact in engaging case-study sessions with peers, contributing your ideas on current and emerging industry issues.

The people in any organization depend on their leaders for definitive answers. Where will you find the most up-to-date answers, as well as underlying knowledge and insights? Right here, at the **Executive Academy for Practice Administrators**, from helpful industry experts who are on the leading edge of an ever-changing business.

Topics include:

- ▶ Limiting risks and controlling insurance costs for medical malpractice
- ▶ Ideas for cost-reduction and organizational efficiency for maximum profitability
- ▶ Medical business law and contracts
- ▶ Redesigning the corporate structure to reduce tax liability
- ▶ Competitive strategies, practice expansion, mergers and acquisitions
- ▶ Financial strategies and analysis
- ▶ Human Resources issues including physician recruitment and background checks
- ▶ Crisis management—what to do and what not to do
- ▶ Staying current on recent changes to laws, regulations and guidelines
- ▶ Negotiations and overcoming disputes with hospitals
- ▶ Navigating changing Medicaid and Medicare regulations to stay compliant
- ▶ Analysis of highly successful practices
- ▶ Planning the next steps in your career

Take that next step. Sure, you're busy and under pressure. That's all the more reason to escape to an exciting location—you can even bring your family. Charge your batteries with new ideas and enthusiasm by making a smart one-week investment in yourself *and* your practice. **Go to page 16 to register.**



GIVE A WEEK. GET MORE THAN YOU'D EVER EXPECT.

1. Your **Executive Academy for Practice Administrators Certificate**

awarded upon completion of the full course. Hang it on the wall—it's a significant addition to your educational accomplishments.

2. 32 hours of immediately-usable, continually updated instruction from the nation's most renowned experts in medical practice management and related fields.

3. Your custom notebook with hundreds of pages of instructional materials to take back to the office and use as an ongoing resource.

4. A chance to network with friendly professionals from around the country. Everyone is eager to share ideas on increasing the bottom line while maintaining a high standard of patient care.

5. Continuing education hours applicable to numerous accrediting bodies, including CME, CPE and CEU, as well as AAMM's Certified Administrator in Physician Practice Management (CAPPM) on page 18, and Master Certificate in Practice Management (MCPM) on page 9.

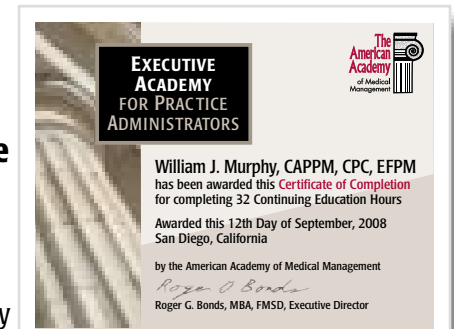
6. The opportunity to add an important educational accomplishment to your resume or CV.

7. An option to obtain your CAPPM credentials by sitting for the CAPPM examination at the completion of the Executive Academy conference (pass rate for 5-day seminar graduates has been 96%).

At your level, you don't attend every seminar that comes along. **Executive Academy for Practice Administrators** is the one program that's a step above, designed specifically for you. **For quick registration, go to www.ePracticeManagement.org.**

"The professional speakers were down-to-earth as they interacted with the attendees. The small classes offer more time for individual issues and input from colleagues."

*Brenda Tumlinson, CAPPM, Business Office Manager,
Brazos Family Medicine, Bryan, TX*



PROGRAM OVERVIEW

Executive Academy for Practice Administrators

PROGRAM OVERVIEW

Who Should Attend

This five-day advanced program in sound management and fiscal responsibility is designed for senior practice management executives, physicians, and facility owners at private practices, group practices, clinics, hospitals, MSOs, networks, IPAs, and integrated systems. The course content is also optimal for physician executives, medical officers, medical directors, MSO and clinic personnel, hospital COOs, CFOs, CEOs, VPs of Medical Staff Affairs, business development personnel, physician relations personnel, and Board Chairmen.

Reserved Seating

Educational programs of this caliber require major coordination of your faculty, meeting facility and training materials. We therefore require advance reservations. Please expect written confirmation of your reserved seat for your chosen date and location. If you register within 30 days of the program, please call our office to ensure seat availability. Also, should you not have written confirmation prior to the program, please contact our office.

Structured Learning Environment

This training program is taught in a structured environment, offering verified continuing education. Attendees are invited to sign in each morning and afternoon, and at their option may also complete a signed attendance log (Continuing Education Verification Form). Attendance at all sessions (and documentation) is optional and attendees may elect to miss certain sessions. However, to receive the Certificate for the *Executive Academy for Practice Administrators*, the full contact hours must be attended and documentation submitted. For more information regarding administrative policies or feedback, please contact AAMM's Education Coordinator at 770-649-7150.

Attire

Casual business attire is suggested. However, please bring a jacket or sweater, as meeting rooms are often cool. For resort areas such as Aspen, casual attire is acceptable.



Take it to the next level: become a CAPPM Certified Administrator in Physician Practice Management. See page 18.

"After the first day, I could have gone home with a full page of action items!"

Stacy R. Barnes, CAPPM, Administrator, Genesis Women's Center, Inverness, FL

Continuing Education Units: CME, CPE, AAMM, CEU

Each program is fully accredited to earn hours toward the credentialing programs of The American Academy, including the Certified Administrator in Physician Practice Management, the Executive Fellowship in Practice Management and the Master Certificate in Practice Management. To date, programs offered have also been acceptable to numerous other accrediting bodies.

CME: *CME: Up To 32 Hours*

These programs have been reviewed and are acceptable for Prescribed credit hours by The American Academy of Medical Management (AAMM). AAMM is accredited by the Accreditation Council for Continuing Medical Education to provide continuing education for physicians. AAMM Prescribed Credit is accepted by the AMA as equivalent to AMA PRA Category 1 for the AMA Physician's Recognition Award. When applying for the AMA PRA, Prescribed hours earned must be reported as Prescribed hours, not as Category 1.



CPE: Up To 38 Credits
The American Academy of Medical Management is registered with the National Association of State Board Accountancy (NASBA) as a sponsor of continuing professional

education of the National Registry of CPE Sponsors. State Boards of accountancy have final authority on the Acceptance of individual courses for CPE credit. For more information regarding administrative policies such as complaints, please contact our Education Coordinator at 770-649-7150. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Website: www.nasba.org.

Registration

To register, see page 16. Registration fee refunds will be given, less 15% processing fee, if 21-day written advance notice is given. No refunds will be given within 21 days or for "no shows." Registration can be transferred to a colleague. In our effort to be immediately responsive to attendee and faculty suggestions, content is subject to change. We reserve the right to cancel or reschedule seminars or close registration due to inclement weather or when seminars have reached attendance capacity, etc. In the event of a date change or cancellation of any presentation, our association will not be responsible for incurred travel costs of attendees.

For an updated schedule, including recently-added seminars, log on to www.ePracticeManagement.org

Take it to the top level: acquire your MCPM Master Certificate in Practice Management. See page 14.

MONDAY'S AGENDA

Executive Academy for Practice Administrators

TUESDAY'S AGENDA

8:00 am–4:45 pm

Medical Practice Business Law and Contracts

- Explore the value of Alternative Dispute Resolution (ADR)
- Policies for the practice to help protect the physicians, staff and patients
- The top ten medical practice legal issues—why physician practices are so vulnerable
- Employee or contractor definitions and determinations (fines and taxes are substantial)
- Medical billing and auditing issues
- New Stark issues, kick-back definitions and referral sources
- Understanding office leases—is a triple net worth it?

Pay For Performance (P4P)

- Hierarchical Conditions Categories (HCC)
- Defining the future of reimbursement in terms of how much and how quickly
- Changes your practice will have to make
- New financial incentives for physicians for evidenced-based care, rewards for participation
- Electronic health records, reporting and analysis incentives with new technology improvement
- Measuring best practices with favorable patient outcomes, raising the standard of care
- Reducing variation of practice and improving patient satisfaction

Leadership, Change and Organizational Effectiveness

- Managing is hard, leading is even harder
- How leaders get extraordinary results from ordinary people
- Leadership in the Middle! How successful managers work for physicians and make the practice successful without going crazy
- Building teams who really want to succeed—it's not all about money
- Inspire and direct your team for greater readiness and effectiveness
- Degrees of success at less than 100% of goal
- Finding and keeping qualified people as the shortage grows
- Balancing business and money with patient care
- Employee management with compensation and incentives
- Training, empowering your staff
- Conflict management and confrontation skills
- Surviving organizational politics
- When is a smaller staff the most expensive option?

Register online and save \$20 at
www.ePracticeManagement.org.

Establishing the Practice of the Future – Working Smarter

- Identifying how the ideal practice will deal with patient flow and patient information
- Internet appointment scheduling
- Advanced Access to best serve our current patients
- Organizational space requirements and efficiencies
- Applying technology for a thorough update of the practice
- Disseminating information to patients to answer their questions electronically and competently
- Cutting edge practice websites with policies, appointment scheduling, new patient forms, instructions, pharmaceuticals, maps and more

Physician Recruitment: Practical Techniques for Exceptional Results

- Identifying the weak links in your recruitment process using conversion ratios of applicants to candidates to finalists
- 15 areas to consider when identifying physician candidates
- National benchmarks and average costs
- Understanding the Sourcing Trilogy
- Taking advantage of today's Big Six Sourcing Methods
- Utilizing populations, tactics and tools
- Review over 50 ways to source candidates
- Standardized candidate interviews
- Interviewer feedback forms
- Aggressive background checks

CASE: Patient-Focused Delivery

The class will divide into groups to review a case about a practice in need of significant improvement. Focus will be on the systems and processes necessary to increase quality, satisfaction and patient loyalty. Each group leader will then report findings in a short oral presentation.



8:00 am–4:45 pm

Medical Malpractice – Protecting Your Tail: What You Never Learned in Medical School or Business College

Dropping Malpractice Costs

- Choices on stopping your annual increase in premiums
- Limiting the claims that are out of control
- Reducing costs of premiums and reducing reliance on commercial malpractice carriers
- Stabilize pricing, improve claims handling
- Accumulate underwriting
- Customized terms and conditions of policies

Today's New Risk Management and How We Now Measure Success

- Quantitative and practical understanding of risk management
- Learn the major differences between risk management and quality improvement
- Understanding the Loss Prevention Triangle (Process Improvement, Medicine and Law)
- Patient satisfaction as a loss prevention tool
- Physician behavioral change management and loss prevention
- Enhanced chart documentation as a tool to help you succeed in your future malpractice deposition testimony

The Litigation Process: Why Lawyers Need to Practice Medicine and Doctors Need to Practice Law

- The litigation process continuum
- How understanding the litigation process can prevent malpractice claims in the first place
- How your claims history can prevent you from even practicing medicine
- Why (and how) doctors are now being named in malpractice actions, no matter who is at fault
- How malpractice litigation affects physicians personally and professionally—prepare yourself and your practice

The Doctor Defendant: Why Doctors Lose Winnable Malpractice Cases (and Win Cases Having Clear Negligence)

- Why doctors make poor witnesses
- Do you want to just prove you're right or do you want to WIN?

- Understanding your role as a defendant in litigation
- Understanding the need to participate in your defense
- How to prepare for deposition and trial testimony, winning strategies
- No surprises—What you need to know about your malpractice insurance carrier and defense attorney

Choosing the Correct Corporate Structure

- Doing away with the outdated corporate structure that most practices have today
- Why each practice should have more than one corporation
- Advanced discussion of legal corporate entities
- Learn to grow and multiply assets under the proper corporation
- Protecting your hard-earned “deep pockets” from professional or personal lawsuits
- In-depth discussion of domestic versus international corporate entities
- Dramatic tax implications
- Examining the incorporation choices depending on your current needs or new venture or expansion
- Maximizing Section 162 ordinary and necessary business tax deduction
- Protecting the physician and the practice separately and together
- Protection of the employees

CASE: Malpractice Risk

A mid-sized group is sued for malpractice and the partners are all at risk, professionally and personally. Participants will discuss the degree of risk, and what should have been done earlier to dramatically cut the risk, and defend the case.



**Agenda subject to change due to
scheduling, market changes, faculty
decisions and attendee feedback.**

WEDNESDAY'S AGENDA

Executive Academy for Practice Administrators

THURSDAY'S AGENDA

8:00 am–4:45 pm

Practice Expansion – Keep Your Practice Growing and Interesting

- Consider your incredible options by service, location, provider, staff, facility, equipment, new procedures, affiliations, and more
- Are new medical procedures your opportunity?
- Subsidies from medical equipment and pharmaceuticals
- Make or buy? Should we do this ourselves, contract it out, or refer it
- Recognizing the need to reframe the expansion as the practice evolves and new elements are introduced
- Focus in on the systems and resources necessary to achieve service excellence with high levels of patient satisfaction
- Referral development through proper relationships — making it worth the time and investment
- Worthwhile and improved patient relations and community relations
- Building name recognition for the physicians and practice

Planning and Strategy, Making Competent Decisions about Resources, Operations and People

- Can you sustain the practice as a viable business? How can it remain financially viable? Can it grow? How can you have less frustrations and more enjoyment for all those who own or manage the practice?
- Assessing performance against a plan
- Establishing corporate objectives; anticipate and innovate with new strategies, how is this practice unique?
- Building in flexibility
- Defining expectations and how to report results in relationship
- Creating the Competitive Strategy to help your practice thrive safely and profitably
- Moving from what is to what if
- Positioning for a stronger clinical practice and superior patient care
- Strategic Alliances that are working elsewhere
- Development of Capabilities/Analysis of Current and Possible Capabilities

Succession and Continuity Planning, Mergers, Acquisitions and Dissolutions

- Preparing the practice for adding or subtracting a physician
- The dollars and sense of hiring an associate — is it worthwhile?
- Finding the right person, group or business to purchase the practice
- Why the owners should NOT wait until retirement to transition the practice
- Getting paid back for all the hard years — Reasonable financial rewards
- Preparing for retirement in a thoughtful, methodical manner
- Dealing fairly with employees, patients and partners
- Developing a realistic proforma of future financial activity
- Valuations based on productivity, profitability and market
- Negotiating to buy in, buy out or sell
- Key man insurance and disability for the bread winners' revenue for the practice

CASE: Redesigning Your Practice For Future Success

The class will divide into groups to review a case about a practice in need of significant improvement. Focus will be on the systems and processes necessary to increase quality, satisfaction and patient loyalty. Each group leader will then report findings in a short oral presentation.



Learn what you don't know. **Contribute** what you do know. **Network** with other practice executives and physician owners, exchanging ideas and information. Sign up at www.ePracticeManagement.org.

8:00 am–4:45 pm

Protecting the Practice (And Physician) from Taxes

- The 14 largest deductions that don't take
- Benefit planning entities and integration personal planning
- Traditional and alternative retirement strategies
- Maximizing estate tax savings — federal and state tax implications
- Avoid an "unreasonable compensation" determination by the IRS

Future Technology: Will Your Practice Be Ready?

- Device integration
- Patient portals
- Out-competing the new retail chains
- Pay for performance - faster and easier
- Medical tourism—let the world come to you
- The electronic community health record
- Hospital and health system technology integration

Electronic Health/Medical Records Failures and Our New Expectations

- Why 50% of practices can't even use the system they buy
- New standards of selection of a system
- Making the decision to keep or throw out the EHR/EMR system already purchased
- Mistakes being made that reduce productivity instead of increase productivity with EHR/EMR
- What to do if it's time to sue

Practice Financial Analysis – Practical and Useful

- Identifying the Financial Vital Signs for the health of the practice
- Forcing financial information to be practical and easy to understand

Register early to be assured a seat at this popular program. **See page 16.**

- Establishing meaningful financial decision-making
- Proformas for the new practice, and the mature practice
- Practice aside...how do the physician owners' personal financial statements look?

Measuring Provider Productivity

- Determining the degree of productivity of each physician or extender
- Reconciling the cost adjustment scores
- Determine which productivity model will be acceptable as the practice evolves
- Developing reasonable and defensible compensation models
- Owner/Physician compensation and/or paid out profits or dividends
- Calculating FTE ratios and determining fair market value

CASE: Financial Analysis

This case will involve the financials of a practice, along with a given scenario. Participants will be asked to analyze where the practice's weaknesses lay and what can be done for improvement.



"The information was very useful and thought-provoking. The group dynamics were wonderful, the interchange between members was invaluable, and the case studies were clearly helpful."

Jennifer Massey, Administrator, Southern Urgent Care

FRIDAY'S AGENDA

8:00 am–12:00 noon

Disaster Planning and Crisis Management!

- Realizing 20% of all small to medium businesses suffer a disaster every 5 years, affecting millions of Americans
- Why 43% of businesses damaged in a disaster close for good!
- Planning for the unexpected; identify your capabilities and limitations
- Evolving your emergency preparedness checklist
- Protecting and resurrecting your patient records and all data files; Electronic Health Records are just a start
- Running your test crisis for pharmaceuticals, medical equipment and lab
- Thorough back-up and contacts of all vendors, referring physicians and staff alternate contact numbers
- Back-up options for electrical power, gas, water, space, transportation, staffing, credit cards, banking, internet and telephone
- Emergency debris removal plan, and building repair
- Evaluating the correct property and casualty insurance, flood insurance

Career Development for Serious Managers and Physicians

- Measuring, being recognized and rewarded for results
- Counting your rewards — both financial and non-financial
- Power and recognition based on results
- Education, experience, credentials, publishing, public speaking, communications, presentations, industry research, networking, government/political involvement
- Your personal plan: Developing and selling your vision of the future

Thorough Background Checks on all Employees (and new Providers)

- How major corporations do background checks cost effectively and rapidly
- Why you never hire without the FBI check, credit check, civil and criminal court check
- Protecting your practice and protecting your community (and how not to end up on 60 Minutes)
- Making determinations with the information provided; considering the green, yellow and red flags
- How to say no to the surprising number of applicants who you now automatically reject
- Expanded clauses in employee policies and contracts to further protect the practice, physician owners and patients

12:30 pm Final Adjournment

We recommend scheduling flights at least three hours after completion of the course.

Friday 1:15-4:15 pm CAPPM Study Session

Study session for the next day's Certified Administrator in Physician Practice Management Examination. *Details on page 18.*

Saturday 7:30 am-12:00 pm CAPPM Exam

CAPPM Certified Administrator in Physician Practice Management Examination. *Details on page 18.*

Please register separately on the Registration form.

YOU don't have time to waste—and neither do the industry-expert lecturers who will be working hard to bring you up to their own level. Register now for the one high-level training session you don't want to miss. **See page 16.**

*What can you do when you can't attend the seminar you want?
Order the seminar materials and learn on your own. It's easy!*



DVDs, Audio CDs and Handouts

are available for all the two-day and five-day courses given by the *American Academy of Medical Management*. See a complete listing on pages 30-31, and make your choice today.

Place your order online at www.ePracticeManagement.org/dvd or call **770-649-7150**

2-Day Programs

	Member	Non-Member
Handouts Only	\$145	\$195
Audio CDs & Handouts	\$335	\$385
Video DVD & Handouts	\$385	\$435

5-Day Programs

	Member	Non-Member
Handouts Only	\$345	\$395
Audio CDs & Handouts	\$950	\$1150
Video DVD & Handouts	\$1350	\$1550



Conference Co-Chairs:



Kenneth E. Schultz, MD, MBA, FACP, FACEP
Mary J. Witt, MA, EFPM

- Counsels health care systems and practices in implementing electronic medical record systems

Michael E. Harris **MS, EFPM, CAPP**

- CEO, Harris Consulting, Inc.
- Former COO of Pacific Eynet, HealthCare Partners, LaVida Medical Group
- More than 20 years of practice management experience
- Expertise in development and ancillary services and managed care contracting
- Master's degree in healthcare management, University of Southern California
- Executive Fellow in Practice Management

Timothy L. Hoover **CPCU**

- Director, The Woodland Group
- Assisted in the formation of what was to become the nation's eighth largest malpractice insurer
- Past President of the Society of Chartered Property and Casualty Underwriters.
- Experienced public speaker and author for numerous trade publications
- Has assisted clients in the formation of Risk Retention Groups, captive insurance companies and other alternative risk financing programs

Anna C. Jarecki **PI, MM**

- President, AccuCheck
- Considered a pioneer in pre-employment screening and credentialing of medical and allied health personnel
- As corporate liaison with a number of governmental agencies, is able to track ever-changing regulations & guidelines

Lucy Mancini Newell **MBA**

- Vice President, Healthcare Consulting, of Perot Systems Healthcare
- MBA with emphasis in Health Care Administration

"Extremely knowledgeable and informative instructors on a wide variety of pertinent topics."

Pamela S. Young, Administrator, Obstetrix Medical, Phoenix, AZ

- Highly experienced specialist in needs assessment and strategic planning for integrated information systems in healthcare facilities in the U.S. and Europe
- Author of Healthcare Information Management Systems Society (HIMSS) book entitled *e-Progress: Notes from the Field*

Ryan D. Meade **JD**

- Attorney, Meade & Roach, LLP
- Attorney and consultant in regulatory compliance
- Known for compliance audits to protect practices
- Significant work in e-health, electronic medical records, technology and health information
- Former senior editor of *Harvard Journal of Law & Public Policy*

Stephen C. Moore **CPA, CAPP**

- Director of Healthcare Services, MDA Professional Group
- Currently manages 10 physician groups, working with over 200 physicians
- Certified Public Accountant, Certified Administrator in Physician Practice Management
- In-depth knowledge on contract negotiations, physician income distribution and internal controls

Kenneth E. Schultz **MD, MBA, FACP, FACEP**

- President, Skyview Loss Prevention Services
- Specialist in risk and claims management issues for large medical groups
- Has managed over 1,000 professional liability incidents, claims, and suits

- Has held an Assistant Professorship at the University of Miami Department of Medicine
- Fellowship in General Internal Medicine at the University of Miami affiliated hospitals
- Extensive experience in hospital-based emergency medicine

Mark A. Sims **CCC, CRI**

- President, Heritage Advisory Group
- Areas of concentration include employee benefits, income and estate tax reduction, pension plans and medical liability
- Author of multiple articles and a frequent lecturer nationwide

Mary J. Witt **MA, EFPM**

- Vice President, The Camden Group
- Executive Fellow in Practice Management
- Author and frequent instructor in practice management
- Interim administrator for numerous practices
- Known for in-depth instruction on human resources, practice leadership and operational improvements

Robert A. Zack **JD**

- Florida Board Certified Health Care Lawyer and Certified Circuit Court Mediator
- Experienced in defending medical malpractice and drug product liability cases
- Actively involved in alternative risk financing for health care organizations
- Has lectured extensively on a variety of health law topics and has authored several articles and book chapters related to health law issues

Brian Beall **CLTC, CSA**

- Certified Senior Advisor, Heritage Advisory Group
- Frequent speaker at professional medical associations
- Contributing author of articles in several areas of finance concentration
- Extensive practical experience in employee benefits, retirement plans, and tax reduction

Roger G. Bonds **MBA, FMSD, CMSR**

- Executive Director, American Academy of Medical Management
- Frequent lecturer at medical schools and medical conventions
- Has authored three books and more than 100 articles
- Has delivered over 1,500 professional presentations
- Expertise in physician contracts, compensation, recruitment and practice start-ups

Jeffrey P. Daigrepoint **MS, EFPM, CAPP**

- Principal, The Coker Group
- Former CEO of the nation's largest oncology practice management company
- Specialist in medical practice operations, start-ups, strategic planning, financial analysis, billing and collections, contract negotiations and reimbursement
- Highly knowledgeable methods of optimizing practice revenue

Someone has to be among the first to reach the top rung of the ladder. It may as well be you.



NEW! Master Certificate in Practice Management (MCPM)

Graduates of The American Academy of Medical Management courses have asked for a superior credential to prove that they have furthered their career through experience and education. As many members have attended multiple training programs and/or received CAPPM certification, we are now offering the MCPM credential to those who meet the requirements below. Educational requirements must be completed within the past four years.

1. Active CAPPM certification. See page 18, Option 2: With Exam.
2. Practice Management Intensive Training attendance with Certificate of Completion (5 days/32 hours). See page 24.
3. Executive Academy for Practice Administrators attendance with Certificate of Completion (5 days/32 hours)
4. Choice of two of the Practice Management two-day specialized seminars with Certificate of Completion (2 days/17 hours each; see pages 24-28).

Choose from:

- Billing and Coding for the Medical Practice
- Financially Managing the Practice
- Physician Compensation and Productivity
- Physician Recruitment Legal Issues, Contracts and Policies
- Practice Management Boot Camp
- Practice Management for New Physicians and Managers

See the AAMM website for additional seminars.

AAMM in-house/on-site seminars, as well as AAMM seminars on DVD with test questions, may also qualify.

5. Current employment in one or more areas of medical practice management
6. Preparation of a resume of qualifying experience (minimum of five years experience at time of application)
7. Completion of the Official Certification Application and supporting documentation (go to www.ePracticeManagement.org/mcpm)
8. Current and ongoing membership in The American Academy of Medical Management

The credential is good for three years and can be renewed by updating one's professional and continuing education file. See the application for more details.

To apply, sign up on page 17 or go to www.ePracticeManagement.org/mcpm



Registration

REGISTER ONLINE AND DEDUCT \$20

ONLINE: www.ePracticeManagement.org

FAX: 770-649-7552

CALL: 770-649-7150

MAIL: AAMM, Suite 103, 560 West Crossville Road, Roswell, GA 30075 (Atlanta)

Seminar Locations and Dates

Executive Academy for Practice Administrators

- Aspen — September 17-21, 2007 San Diego — June 23-27, 2008
 Las Vegas — November 5-9, 2007 Tampa — September 15-19, 2008
 Las Vegas — February 25-29, 2008 Las Vegas — November 10-14, 2008
 Chicago — April 28-May 2, 2008

CAPPM Certification

- I am also registering for the CAPPM Certification study session and Exam on Friday and Saturday at the end of the EAPA Conference. See *Certification* on next page.

Registrant Information

Name _____
(including credentials, i.e. MD, PhD, MBA, etc.)

Preferred first name for name tag _____

Fill in rest of \$20 Seminar Coupon Code **CODE 813-** _____
(See above your name at the bottom left of the last page—the mailing panel)

Position _____

Institution _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Direct line or extension _____ E-mail address _____

Please make e-mails from webmaster@ePracticeManagement.org a **safe** e-mail sender in your computer. Most seminar notifications & details are sent by e-mail.

As an attendee, I understand that by attending all sessions through adjournment, I will automatically be awarded the certificate of completion for this special training.

We recommend flights scheduled at least two hours after adjournment.

Seminar Registration

Executive Academy for Practice Administrators 5-Day Program

- | | | | |
|--------------------------------|----------------------------------|----------------------------------|-----------------------|
| | Member | Non-Member | To join see next page |
| Payment at least 30 days prior | <input type="checkbox"/> \$1,795 | <input type="checkbox"/> \$1,995 | |
| Payment within 30 days | <input type="checkbox"/> \$2,195 | <input type="checkbox"/> \$2,395 | |

Totals: _____ Our same 5-day seminar price since 1992!

Other Opportunities

JOIN The American Academy of Medical Management

	Attendee	Non-Attendee
AAMM Membership	<input type="checkbox"/> \$328	<input type="checkbox"/> \$378

Attendees receive a \$50 discount on this membership, plus \$200 EAPA tuition discount.

Certification and Fellowship Credentials Registration for Members Only

To join, see above. Also go to our website for the complete CAPP or MCPM application at www.ePracticeManagement.org/credentials. You must have at least 18 months experience to sit for the CAPP exam and 24 months to become fully certified. You must have 5 years of experience to apply for the MCPM credential.

- \$259** Certified Administrator in Physician Practice Management (**CAPP**)
Includes Application fee, Study Guide, Study Session
 \$259 Master Certificate in Practice Management (**MCPM**)
 \$259 Certified Medical Staff Recruiter (**CMSR**)
 \$170 Physician Fellowship in Practice Management (**PFPM**) (No Exam)
 \$170 Fellowship in Medical Staff Development (**FMSD**) (No Exam)
 \$170 Executive Fellowship in Practice Management (**EFPM**) (No Exam)

If You Can't Attend

Executive Academy for Practice Administrators 5-Day Program

	Member	Non-Member
Handouts	<input type="checkbox"/> \$345	<input type="checkbox"/> \$395
Audio CD + Handouts (32 hrs.)	<input type="checkbox"/> \$950	<input type="checkbox"/> \$1,150
Video DVD + Handouts (32 hrs.)	<input type="checkbox"/> \$1,350	<input type="checkbox"/> \$1,550

Totals: _____ Non-refundable

On-Site Custom Seminar

Faculty travel expenses and handouts are an additional charge.

- 1 day: **\$3000** 3 days: **\$7,000** 5 days: **\$11,000**
 2 days: **\$5000** 4 days: **\$9,000**

Totals: _____

Totals and Payment

\$20 Seminar Coupon

— \$20

Must complete code 813- on first column of this form.

Total Registration and Fees

American currency only. Canadian attendees add \$20. All other countries add \$35.

- My check is enclosed payable to: **The American Academy of Medical Management**
 Please charge my credit card:



Card number _____ Exp. date _____

Signature _____ FOR OFFICE USE ONLY

Continue to develop your expertise in practice management with

CAPPM CERTIFICATION

Become a Certified Administrator in Physician Practice Management

For an application, Study Guide, or to enroll for the study session, see this catalog's Registration Form or go to www.ePracticeManagement.org/credentials.

Study Sessions and examinations are held after each Practice Management Intensive Training seminar.

96% Pass Rate for PMIT Seminar Attendees!

Top Three Ways in Which We Help You Prepare for the Exam:

- 1 You'll have a "top-of-mind awareness" after a full week of PMIT classes, with some of the industry's **top experts**.
- 2 You'll have attended a **detailed study session** held the afternoon before the exam.
- 3 You'll have access to a comprehensive **Study Guide** (highly recommended to study before the seminar).

Examination Schedule

Exams immediately follow the *Executive Academy for Practice Administrators* course. Exam is on Saturday, 7:30 am - 12:00 noon, and the preceding CAPPM study session is the afternoon before, 1:15 pm - 4:15 pm (highly recommended).

Please study the CAPPM Study Guide beforehand and bring it to class with you.

You can also take the CAPPM exam during any seminar offered on pages 30-31. However, the study session is only taught with the Executive Academy for Practice Administrators and Practice Management Intensive Training seminars.

Option 1: The no-exam option!

Requirements:

- I. Current employment in one or more areas of medical practice management.
- II. Preparation of a resume of qualifying experience (minimum of two years experience).
- III. Completion of the Official Certification Application and supporting documentation.
- IV. Continuing education totaling 60 hours during the past three years from The American Academy of Medical Practice Management—in any area of practice management. (The PMIT Seminar is up to 34.5 hours.)
- V. Current American Academy membership. (Membership must also be maintained to continue certification status.)

Option 2: With exam

Requirements:

- I. Current employment in one or more areas of medical practice management.
- II. Preparation of a resume of qualifying experience (minimum of two years experience). NOTE: At your option, if you have at least 18 months experience, you may take the exam prior to fulfilling other qualifications, such as the balance of experience or education.
- III. Completion of the Official Certification Application and supporting documentation.
- IV. Satisfactory score on the Certification Examination.
- V. Current American Academy membership. (Membership must also be maintained to continue certification status.)
- VI. Must have attained at least 18 units of Professional and Continuing Education Units over the past 36 months.



To obtain the total of 18 required units your options include:

1. Medical Practice Management Experience Units:

Over the past three years, one unit for each quarter year full-time equivalent (up to 12 units).

2. Continuing Education Units:

Over the past three years, one unit for every six hours of accepted instruction (no limit on the number of units).

For this requirement, The American Academy will consider verifiable education from various associations and institutions of higher learning. If the applicant does not yet have 18 units, the following may also be applied:

a. Professional Contributions:

Over the past three years, one unit for each hour taught or each page published (up to two units).

b. Awards, Professional Designations, or related Credentials:

Over the past three years, awards, designations or credentials earned in Practice Management or other areas directly related to the business of medicine (up to two units).

c. Association Membership in the field of Practice Management:

Over the past three years (one unit per full-year membership, up to two units).

CONTINUED ON NEXT PAGE



Examination Topics

From the perspective of the practice administrator: operations, financial management, personnel, managed care, patient management and systems, medical records, billing and receivables, compliance, and other related areas.

Independent Exam

This is an independent exam and is not specifically based on the course outlined in this brochure. The CAPPM application fee is separate from the course tuition.

Validated Testing

Like nearly all Board Certified Examinations in the Medical field, AAMM exams go through a validation process. After our first three administrations, we established a baseline score that is considered fair for these questions, based on the performance and feedback of test-takers. Using these pioneer examinations, we were able to adjust and/or remove those test questions that might be confusing or otherwise inappropriate. This supports our profession's commitment to the integrity of certification with the fair and equitable development of this testing mechanism.

Study Guide

The Study Guide is comprised of select faculty handouts from The American Academy's educational programs. Please order and carefully review prior to the seminar. *Bring your CAPPM Study Guide to the study session.*

Fees

- Application for either the Examination Option, or No Exam Option: \$259. (Open to new or current members only.)
- Study Session: Included
- Study Guide: Included
- CAPPM Plaque: \$195

CAPPM Recertification

The initial CAPPM designation is bestowed for a period of three years. During that time, recertification requirements must be achieved in order to continue the designation for three additional years. This enhanced credential will document the professional's ongoing commitment and experience, as well as provide more advanced credentials for the practice management professional's career. To obtain recertification status, CAPPM-certified individuals must continue their AAMM membership and meet the following requirements:

- Current employment in practice management
- Three full years as a CAPPM
- Over the past three years, must accumulate a total of 21 units calculated as:
 - One unit for each quarter-year full-time experience (up to 12 units)
 - One unit for every six hours of approved continuing education units
 - One unit for professional contributions, awards and professional designations
- Should you not meet the above 21 units of experience and educational requirements, successful completion of the current CAPPM examination will qualify you
- Note: To qualify for recertification, credentials must be obtained within six months of CAPPM expiration.

Examination Schedule

Exams immediately follow the *Executive Academy for Practice Administrators* course. Exam is on Saturday 7:30 am-12:00 pm and the preceding CAPPM study session is the afternoon before, 1:15 pm-4:15 pm (highly recommended).

Please bring your CAPPM Study Guide.

No one will need to leave the office with CME On-Site Training

Let the American Academy deliver the knowledge you need directly to your facilities with In-House Seminars.

You and your organization's staff need only travel to your conference room to attend any of the powerful seminars that the American Academy offers. People can learn together, grow together, and gain knowledge, skills and insights that will allow them to **contribute to the practice at a higher level.**

- Your whole organization will be on the same page with **up-to-date information from the industry experts** who will be there to instruct.
- **Faculty can address questions and issues** regarding the operation of your practice, giving organization members a chance to speak freely.
- **Seminar programs are customized** for your organization's specific needs. You can choose from dozens of topics and faculty, and get as much depth or overview as you choose.
- **Notebooks full of immediately-usable information** and reference materials are given to all attendees.
- **If you have concerns about key personnel being away** from the office, budget constraints, tight calendars, or concerns about confidentiality, on-site training simply makes sense. Call to talk to a helpful On-Site Seminar planner.

On-Site Customized Seminar 1 Day: \$3,000 • 2 Days: \$5,000
3 Days: \$7,000 • 4 Days: \$9,000 • 5 Days: \$11,000

Does not include faculty travel expenses and handouts

For additional information, call The American Academy of Medical Management at 770-649-7150.



CHOOSE YOUR FAVORITE LOCATION

*Executive Academy for
Practice Administrators*

ASPEN

September 17-21, 2007

Silvertree Hotel

100 Elbert Lane

Snowmass Village, CO, 81615

(970) 923-3520

Single: \$119; Deluxe: \$139

LAS VEGAS

November 5-9, 2007

February 25-29, 2008

November 10-14, 2008

Flamingo Hotel

3555 Las Vegas Blvd. South

Las Vegas, NV 89109

(702) 733-3111

Single/Double: \$119/2007

Single/Double: \$130/2008

CHICAGO

April 28-May 2, 2008

Congress Plaza Hotel

520 S. Michigan Ave.

Chicago, IL 60605

(312) 427-3800

Single/Double \$169

Tourist class, 2 blocks away

Hilton Chicago

720 S. Michigan Ave.

Chicago, IL 60605

(312) 922-4400

Single/Double: \$219/\$244

3 blocks away/within walking distance

SAN DIEGO

June 23-27, 2008

Konai Kai Hotel/Shelter Pointe

Hotel & Marina

1551 Shelter Island Drive

San Diego, CA 92106

(800) 566-2524

Single/Double: \$166

TAMPA

September 15-19, 2008

Quorum Hotel

700 N. Westshore Boulevard

Tampa, FL 33609

(813) 289-8200

Single: \$139

*Hotel room blocks and rates only
available 30 or more days before program.*

*Ask for The American Academy of
Medical Management room block.*

22

ASPEN

September 17-21, 2007



An easy flight from almost anywhere, join us for the incredible fall foliage of world famous Aspen. You'll be nestled in the midst of the Rockies and surrounded by the serene beauty of captivating mountains and incredible colors. Enjoy biking, hiking, ballooning, parasailing and white-water rafting. Or make your own adventure with your bicycle or rental car for a mountain ride after class to see waterfalls, wildlife and breathtaking sunsets. Plan a stroll through Snowmass Village and visit the shops and unique restaurants, or jump a bus to downtown Aspen for even more!

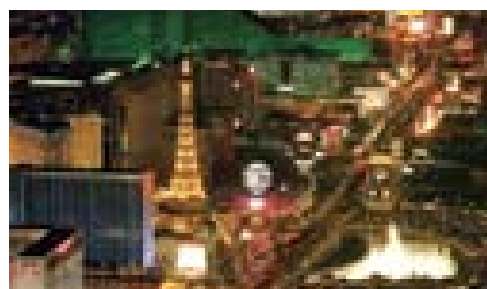
Consider saving on Aspen airfare by enjoying a breathtaking drive from Denver or Colorado Springs! You can rent a car, or you can take a shuttle from Denver to Aspen for about \$109 at Colorado Mountain Express, (800) 525-6363.

LAS VEGAS

November 5-9, 2007

February 25-29, 2008

November 10-14, 2008



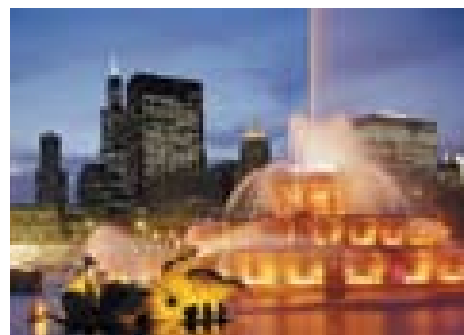
The Flamingo Las Vegas (bottom left of this photo) is a self-contained casino and resort with everything to offer its guests – including 15 acres of a Caribbean-style water playground. The hotel, right on the Las Vegas Strip, is set on the famous four corners at Las Vegas Boulevard and Flamingo Road. It combines hospitality with the glamour and excitement of Las Vegas!

Las Vegas offers thrilling attractions and a multitude of activities for visitors of all ages. The resort casinos have become nothing less than breathtaking.

Be sure to tour Bellagio's incredible outdoor water and light show, New York-New York's city-within-a-city, and Mandalay Bay's water and beach extravaganza. Take advantage of nightly shows from some of the world's top performers and enjoy world-class dining.

CHICAGO

April 28-May 2, 2008

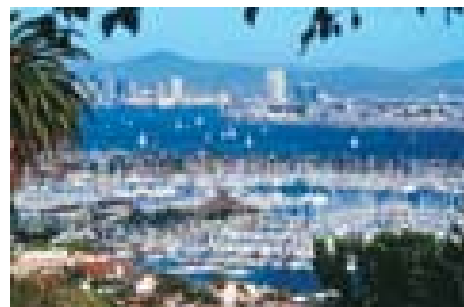


A city filled with unparalleled history, culture, great attractions, awe-inspiring architecture, wonderful restaurants, legendary sports, vibrant neighborhoods and world-class shopping.

Make your trip to Chicago a family affair! Chicago inspires and delights visitors. Discover emerging artists in local gallery districts, or experience the performing arts scene including some of the best live theatre in the country. See the Art Institute of Chicago, the Museum of Science and Industry—the nation's oldest, with everything from a German submarine to a working coal-mine shaft elevator from 1933. Experience the light and star show at Adler Planetarium and feel like a kid again! Visit the Lincoln Park Zoo, one of the last "free" zoos in the country. Then on to see the sharks, seals and tropical fish at the Shedd Aquarium! Whether explored by foot, motor-coach, trolley or boat, there's only one city that tours like this.

SAN DIEGO

June 23-27, 2008



Our hotel is on the water! It features 11 acres of a Mediterranean-style hotel with alabaster walls, archways and red tile roofs with views of the Marina, San Diego Bay and Downtown San Diego. Enjoy sailing after class, or a fine meal or entertainment.

San Diego is known for its near-idyllic climate, 70 miles of pristine beaches and

its array of world-class family attractions, including the world-famous San Diego Zoo and Wild Animal Park, SeaWorld San Diego and Legoland California.

The Pacific Ocean coastline supports year-round outdoor recreation such as surfing, boating, sailing and swimming. To the south, it's a whole different country. Mexico features its own cultural offerings in various towns along the border, including Tijuana.

San Diego's arts, culture and culinary arts are making a name for themselves, both nationally and internationally. Balboa Park, the largest urban cultural park in the U.S., features 15 museums, numerous art galleries, beautiful gardens and the Tony Award-winning The Globe Theatres.

TAMPA

September 15-19, 2008



Join us for warm sunny days followed by clear starlit evenings. You can hit the beach or hit the shops all over the Tampa Bay area!

After class you can go to the beach and enjoy dinner by the sand and take a stroll to watch a spectacular sunset. Or enjoy a fine dinner at one of Tampa's many exquisite restaurants.

If boutique shops are your desire, you'll have plenty to choose from, or the International Plaza Mall is only three blocks away and features nearly 200 stores and restaurants including Dillard's, Neiman Marcus, Tiffany & Co. and Nordstrom.

Come early or stay late for an all-day adventure at world-famous Busch Gardens, home to more than 2,700 animals representing 320 exotic species in naturalistic habitats. The 335-acre park encompasses an entertainment mecca featuring action-packed rides and world-class shows for guests of all ages in addition to being one of North America's premier zoos.

Sponsored by OnThisVerySpot.com

Develop your expertise further and enhance your credentials with

MORE CUTTING EDGE SEMINARS

For registration and hotel information go to www.ePracticeManagement.org/seminars

PRACTICE MANAGEMENT FOR NEW PHYSICIANS AND MANAGERS

Immediately follows the EAPA Seminar!

What you don't know about managing a practice today can hurt you. This is your chance to start smart by getting a solid handle on a wide range of real-world practice management issues.

2-Day Crash Course—14.0 CME

Sep 22-23, 2007	Aspen, CO
Nov 10-11, 2007	Las Vegas, NV
Mar 1-2, 2008	Las Vegas, NV
May 3-4, 2008	Chicago, IL
June 5-6, 2008	Atlanta, GA
Sep 20-21, 2008	Tampa, FL
Nov 15-16, 2008	Las Vegas, NV

Agenda

- Planning the New Start-up or Additional Site
- The Start-up Checklist!
- Creating Your Fee Schedule
- Effective Practice Management to Work Smart
- Choosing the Best Corporate Structure
- Medical Billing & Receivables
- Selecting a Location
- Establishing Market Visibility
- Patient Service and Patient Retention
- Developing Efficient Operations
- Identifying Equipment Needs
- Measuring Provider Performance
- Managed Care/ Insurance and Contracting
- Personnel Issues that Will Make You or Break You
- Information (IT) Systems
- Medical Records and Electronic Health Records
- Compliance Issues...and much more!



PRACTICE MANAGEMENT INTENSIVE TRAINING and CAPPM Certification

Find out from the experts how smart practices operate more effectively and efficiently. Anyone who is trying to keep costs under control shouldn't miss this.

5-Day Intensive Course—32.0 CME

Sep 17-21, 2007	Aspen, CO
Nov 5-9, 2007	Las Vegas, NV
Feb 25-29, 2008	Las Vegas, NV
Apr 28-May 2, 2008	Chicago, IL
June 23-27, 2008	San Diego, CA
Sep 15-19, 2008	Tampa, FL
Nov 10-14, 2008	Las Vegas, NV

Agenda

- Re-engineering the Practice for Superior Patient Care AND Profitability
- Benchmarks of Successful Practices
- Understanding Financial Statements of the Practice
- Meaningful Proforma and Budgeting
- Provider Compensation and Productivity
- Overcoming Employee Embezzlement — Find it and Prevent it
- Patient Management and Systems Case Study
- Hiring, Managing and Terminating Personnel
- Reporting Practice Operating Results
- Aligning Technology with Patient Care
- Electronic Health Records and Certified Software
- Training Your Staff to Increase Efficiency, and Enhance the Patient Encounter
- Revenue Cost and Accounting
- Financial Safeguards, Control Systems and Receivables
- Controlling Overhead Expenses
- Dramatic Savings on Malpractice Insurance!
- Coding and Reimbursement for Enhanced Profitability and Careful Compliance
- PCA-Procedural Coding Analysis/Chart Audits
- Essential Management Techniques for Billing Office Effectiveness
- Staying Out of Legal Trouble: Designing a Full Compliance Program
- New Business Development and Strategic Growth
- Marketing and Practice Expansion
- Creating a Realistic, Usable Practice Business Plan...and much more!

PRACTICE MANAGEMENT BOOT CAMP

Learn to gain control of your practice and reduce risk in this powerful fast-track program. The ready-to-use Operations Checklist gives you a valuable new perspective on your job.

2-Day Crash Course—14.0 CME

Aug 20-21, 2007	Manchester, NH
Sep 6-7, 2007	Clearwater, FL
Oct 11-12, 2007	Anchorage, AK
Oct 15-16, 2007	Pittsburgh, PA
Dec 6-7, 2007	Tampa, FL
Dec 10-11, 2007	Chicago, IL
Jan 10-11, 2008	San Diego, CA
Jan 17-18, 2008	Miami, FL
Feb 11-12, 2008	Nashville, TN
Mar 13-14, 2008	Cincinnati, OH
Mar 17-18, 2008	San Antonio, TX
Apr 10-11, 2008	Atlanta, GA
May 15-16, 2008	Las Vegas, NV
May 29-30, 2008	Tampa, FL
Jun 9-10, 2008	Philadelphia, PA
July 7-8, 2008	Denver, CO
July 10-11, 2008	Chicago, IL
Aug 7-8, 2008	Columbus, OH
Aug 18-19, 2008	Phoenix, AZ
Oct 6-7, 2008	Brookfield, WI

Agenda

- Operations Checklist for Your Practice
- Establishing Policies and Procedures
- Managing with Proper Reports, Data and Expertise
- Follow the Money: Point of Service and Post-Encounter Collections
- The Billing and Collections Function: How to Take Control of the Process
- Why Run a Risky Practice? Minimizing Risk
- Understanding Managed Care Contracts and Getting Paid
- Benchmarking and Financial Reports
- Personnel and Compensation
- Providing Strong Management and Guidance
- Motivating Your Office Staff and Providers...and much more!

PHYSICIAN RECRUITMENT INTENSIVE TRAINING and CMSR Certification

How can you recruit and retain better physicians faster, easier and less expensively? Here, you'll learn how to really leverage the web, your database, the interview and other search tools.

5-Day Intensive Course—32.0 CME

Sep 17-21, 2007	Aspen, CO
Nov 5-9, 2007	Las Vegas, NV
Feb 25-29, 2008	Las Vegas, NV
Apr 28-May 2, 2008	Chicago, IL
June 23-27, 2008	San Diego, CA
Sep 15-19, 2008	Tampa, FL
Nov 10-14, 2008	Las Vegas, NV

Agenda

- Sourcing Physician Candidates with the Most Efficient Tools
- Sourcing by Specialty!
- Building and Managing Your Own Data Base
- Aggressive Background Checks to Screen Out the Worst Candidates
- Contracts, Compensation and Legal Issues
- Properly Interviewing Candidates – First by Phone, then in Person
- Applying Human Resources Standards to Physician Recruitment
- Making the Site Visit Exceptional for the Candidate
- Creating a Recruitment Budget and Recruitment Plan
- Conducting Your Own Physician Manpower Plan
- How Strong is Your Program? Measuring Against Recruitment & Retention Benchmarks
- Sales Training Workshop: Identifying Needs; Overcoming Objections; Closing the Sale
- Telemarketing, Advertising, Direct Mail
- Working with Search Firms
- Software and Fully Automating Your Office
- Collaterals Review: Brochures, Websites, DVDs and CDs
- Building Internal Support to Make Your Program More Successful
- Negotiation Skills Workshop
- Transition Your Signed Physician to Physician Relations and Practice Start-up...and much more!

CONTINUED ON NEXT PAGE

MORE CUTTING EDGE SEMINARS

PHYSICIAN RECRUITMENT LEGAL ISSUES, CONTRACTS AND POLICIES

With recent court decisions and new laws, it's time to revisit the rules—and your assumptions—about the legal aspects of recruiting medical staff. All you need to know is right here.

2-Day Course—14.0 CME

Sep 20-21, 2007	Aspen, CO
Nov 8-9, 2007	Las Vegas, NV
Feb 28-29, 2008	Las Vegas, NV
May 1-2, 2008	Chicago, IL
Sep 18-19, 2008	Tampa, FL
Nov 13-14, 2008	Las Vegas, NV

Agenda

- Physician Recruitment Legal Challenges and Opportunities
- Stark Law Recruitment Exceptions
- What is Your Risk Tolerance
- Anti-Kickback Statute
- Retention Incentives
- Physician Recruitment Contracts—Thorough, Legal and Fair
- Physician Duties and Obligations
- Ownership of Medical Records
- Immigration and Physician Recruitment Workshop
- Understanding the New Regulations So We Can Effectively Pursue International Providers
- Physician Recruitment Policies
- Practice Start-Up Activities and Loan Policies
- Pay-Off of Physician Medical School Loans
- Determination of Whether the Physician is Contracted or An Employee
- Purchase of Liability Coverage
- Financial Analysis: Evaluating if Recruiting a Physician is Financially Feasible
- Calculating Payor Mix, Overhead, Fixed and Variable Costs
- Tax Implications
- Physician Retention: Developing Your Own 3-Year Plan
- See What Research Has Shown On Why Doctors Leave
- Creating a Plan for Each Physician and Assign the Personnel, Budget and Responsible Management to Make it Happen...and much more!

IMPROVING YOUR HOSPITAL'S PHYSICIAN RELATIONS

When everyone is working for common goals and benefits, everyday issues are less likely to escalate into full-blown problems. Discover approaches and insights that help keep everyone happy.

2-Day Course—14.0 CME

Nov 5-6, 2007	Las Vegas, NV
Feb 28-29, 2008	Las Vegas, NV
May 1-2, 2008	Chicago, IL
Sep 15-16, 2008	Tampa, FL
Nov 13-14, 2008	Las Vegas, NV

Agenda

- Proactively Working With Physicians Today!
- Increasing Referrals, Admissions and Revenue
- Avoiding Stark II and other Legal Challenges
- Developing Your Skills to Identify Physician/Office Needs
- Offering Options to Assist
- Taking a Practice from Slow to Vibrant!
- Re-defining the Role of the Physician Liaison and Department
- Advanced Physician Relations Sales Training
- Finding the Warning Signs before Catastrophe Strikes
- Reporting Problems and Progress to Senior Management
- Defining Strategic Initiatives with Targeted Practices
- Creating a Physician Loyalty/Productivity Matrix
- Developing a Physician Supply/Demand Analysis Plan
- Implementing Appropriate Tracking Mechanisms
- Physician Relations Round Table; Sharing Your Tools and Ideas; Creative Ways to Support Your Practices; Tracking Issues and Concerns
- Special Session by Roger G. Bonds, MBA, CMSR, FMSD: Never Before Published Physician Retention Tips and Tools!...and much more!

Questions? We'll give you the info you need to make the right educational decisions. Just call 770-649-7150.

BILLING AND CODING FOR THE MEDICAL PRACTICE

In this hands-on workshop, the increasing complexity of the billing, receivables and collections function becomes clear and manageable.

2-Day Course—14.0 CME

Jun 5-6, 2008 Atlanta, GA

Agenda

- What Constitutes Proper Documentation
- Management and Reporting of Various Functions
- Compliance in Today's Risky Government-Audited Environment
- Dealing With Managed Care Companies
- When and How to Turn the Insurer or HMO Over to a Specialized Collections Agency
- How to Assess Your Billing Function for its Timeliness, Accuracy and Efficiency
- Meaningful Benchmarks for Claims Processing, Payments, Collections and Days in A/R
- Reports for Senior Management to Understand and Direct Receivables
- Major Coding Mistakes Commonly Seen in Practices Today
- Collections actions you should take in your office with patients, before turning over to a collections agency... and much more!



FINANCIALLY MANAGING THE PRACTICE FOR MAXIMUM PROFITS

Find out all the ways that a proactive approach to financial analysis and management really can make a difference to the bottom line, day after day and year after year.

2-Day Course—14.0 CME

Jun 2-3, 2008 Atlanta, GA

Agenda

- Managing a Practice to Stay Efficient and Profitable
- How to Fine-tune and Turn Around the Struggling Practice
- How Some Practices Have Managed to Excel Financially in the Face of Decreasing Reimbursements and Mounting Competition
- How to Capitalize on Generating Greater Profits Through Decisive Financial Management
- Creating the Well-Managed Practice With Efficient Staffing and Patient Flow
- Generating a Business Culture Within the Practice Where All Employees and Medical Staff Understand How the Bottom Line is Impacted By Their Actions
- Implementing Effective Financial Policies for Ongoing Financial Viability
- Strong management of Reimbursement And Accounts Receivable as Vital Activities for Cash Flow and Profitability
- Rewarding Employees and Physicians Based on Their Collective Results of the Fiscal Management of the Practice
- Identification of Your Own Key Elements of Costs and How You Can Take Action to Enforce Limitations
- Going After the Best New Revenue Streams for Your Own Unique Market...and much more!

CONTINUED ON NEXT PAGE

MORE CUTTING EDGE SEMINARS

PHYSICIAN COMPENSATION & PRODUCTIVITY

You'll leave this seminar knowing what will work best in your practice regarding medical staff salaries, bonuses, benefits, retirement and profits.

2-Day Course—14.0 CME

Jun 2-3, 2008 Atlanta, GA

Agenda

- Measuring Physician Performance • Specific Contract Language • What Is Fair for Your Physicians • Incentivizing for Heightened Physician Performance • Designing or Redesigning Your Own Customized Performance/Compensation Plan • Review of Specific Physician Contract Samples • Legal Issues for Your Contracts and Compensation Plans: The Hottest Areas We Must Avoid or Watch • More Case Study Successes and Discussion • Other Compensation Formula Considerations • National Compensation Studies and Averages • Proven Financial Contracts and Equity Relationships • Foundation for Success of the Large Private Practice (or Integrated Delivery System) • When the Partner or Employed Physician Can't Measure Up Disengagement Ramifications • Partnership/Equity Buy-in Arrangements and Compensation.... and much more!

Get additional details on these and other learning opportunities, and sign up for AAMM's free newsletter, at www.ePracticeManagement.org.

If you're serious about your career, it's time to join the **American Academy of Medical Management**

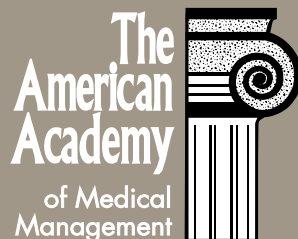


AAMM members enjoy valuable discounts on resources, conference and seminars, and up-to-date information on research and new developments. Membership includes a wide variety of personnel and executives who are focused on developing the medical practice.

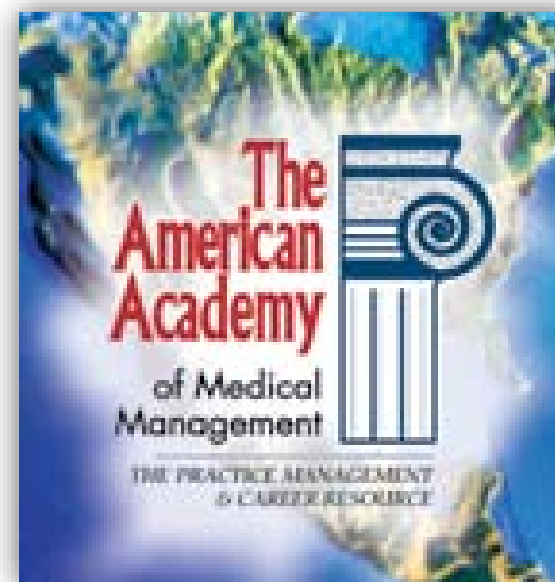
Join Today-Save \$250*

*\$378 full-year membership is reduced to \$328 with your seminar registration, plus receive an additional \$200 off your seminar registration fee as a new member!

To join, sign up on page 17 or go to www.ePracticeManagement.org



Join the professionals who have become Practice Administration experts!



Executive Academy for Practice Administrators is for senior managers who are ambitious about their careers and their practices. If you're ready to take practice management to the next level, **choose your date and location on page 16.**

AAMM's Online Career Center is Your Job Bank

Hiring? Looking for a position? Discover a powerful new resource at www.ePracticeManagement.org/jobs. You'll find numerous opportunities, updated daily, all targeted to medical professionals. Curious? Sign up for job alerts for yourself, or recruit your next manager, administrator or physician.



Accreditation For Your Own CME Program

The American Academy of Medical Management partners in joint sponsorship with organizations with similar missions to review and approve their educational programs for *AMA Category 1 Credit*. Please contact us at 770-649-7150 if you would like to discuss our review and approval process.

Register at www.ePracticeManagement.org or 770-649-7150.

Receive a \$20 Discount when you register online.

Visit the website for recent calendar updates and additions.

CAN'T ATTEND? Call to order the DVDs, Audio CDs & Handouts.

You can take the CAPPM or CMSR Exam during ANY seminar. Call to schedule.

Questions? Pick up the phone. We're here to help.

Your Choice of 16 information-filled Programs: Billing & Coding for the Medical Practice • Electronic Medical Records • Financially Managing the Practice for Maximum Profits • Improving Your Hospital's Physician Relations • Executive Academy for Practice Administrators - 5 Days • Physician Compensation and Productivity • Physician Recruitment Intensive Training - 5 Days • CMSR: Certified Medical Staff Recruiter Exam • CMSR: Certified Medical Staff Recruiter Exam Review • Physician Recruitment Legal Issues, Contracts And Policies • Practice Management Boot Camp • Practice Management for New Physicians & Managers • Practice Management Intensive Training - 5 Days • CAPPM: Certified Administrator in Practice Management Exam • CAPPM: Certified Administrator in Practice Management Exam Review • Risk Management, Operationally & Financially

JUNE 2007

1-2	Practice Management Boot Camp	Seattle, WA
7-8	Practice Management Boot Camp	San Diego, CA
11-12	Practice Management Boot Camp	Columbus, OH

JULY 2007

9-10	Practice Management Boot Camp	Atlanta, GA
21-22	Practice Management for New Physicians and Managers	Chicago, IL
23-27	Practice Management Intensive Training	Chicago, IL
23-27	Physician Recruitment Intensive Training	Chicago, IL
23-27	Executive Academy for Practice Administrators	Chicago, IL
26-27	Physician Recruitment Legal Issues, Contracts and Policies	Chicago, IL
26	CMSR: Certified Medical Staff Recruiter Exam Review	Chicago, IL
27	CMSR: Certified Medical Staff Recruiter Exam	Chicago, IL
27	CAPPM: Exam Review	Chicago, IL
28	CAPPM: Certified Administrator in Practice Management Exam	Chicago, IL

AUGUST 2007

9-10	Practice Management Boot Camp	Kansas City, KS
20-21	Practice Management Boot Camp	Manchester, NH

SEPTEMBER 2007

6-7	Practice Management Boot Camp	Clearwater, FL
17-21	Practice Management Intensive Training	Aspen, CO
17-21	Physician Recruitment Intensive Training	Aspen, CO
17-21	Executive Academy for Practice Administrators	Aspen, CO
20-21	Physician Recruitment Legal Issues, Contracts and Policies	Aspen, CO
20	CMSR: Certified Medical Staff Recruiter Exam Review	Aspen, CO
21	CMSR: Certified Medical Staff Recruiter Exam	Aspen, CO
21	CAPPM: Exam Review	Aspen, CO
22	CAPPM: Certified Administrator in Practice Management Exam	Aspen, CO
22-23	Practice Management for New Physicians and Managers	Aspen, CO

OCTOBER 2007

11-12	Practice Management Boot Camp	Anchorage, AK
15-16	Practice Management Boot Camp	Pittsburgh, PA

NOVEMBER 2007

5-6	Improving Your Hospital's Physician Relations	Las Vegas, NV
5-9	Practice Management Intensive Training	Las Vegas, NV
5-9	Physician Recruitment Intensive Training	Las Vegas, NV
5-9	Executive Academy for Practice Administrators	Las Vegas, NV
8-9	Physician Recruitment Legal Issues, Contracts and Policies	Las Vegas, NV
8	CMSR: Certified Medical Staff Recruiter Exam Review	Las Vegas, NV
9	CMSR: Certified Medical Staff Recruiter Exam	Las Vegas, NV
9	CAPPM: Exam Review	Las Vegas, NV
10	CAPPM: Certified Administrator in Practice Management Exam	Las Vegas, NV
10-11	Practice Management for New Physicians and Managers	Las Vegas, NV

DECEMBER 2007

6-7	Practice Management Boot Camp	Tampa, FL
10-11	Practice Management Boot Camp	Chicago, IL

JANUARY 2008

10-11	Practice Management Boot Camp	San Diego, CA
17-18	Practice Management Boot Camp	Miami, FL

FEBRUARY 2008

11-12	Practice Management Boot Camp	Nashville, TN
25-29	Practice Management Intensive Training	Las Vegas, NV
25-29	Physician Recruitment Intensive Training	Las Vegas, NV
25-29	Executive Academy for Practice Administrators	Las Vegas, NV
28-29	Physician Recruitment & Retention Legal Issues, Contracts and Policies	Las Vegas, NV

28-29	Improving Your Hospital's Physician Relations	Las Vegas, NV
28	CMSR: Certified Medical Staff Recruiter Exam Review	Las Vegas, NV
29	CMSR: Certified Medical Staff Recruiter Exam	Las Vegas, NV
29	CAPPM: Exam Review	Las Vegas, NV

MARCH 2008

1	CAPPM Certified Administrator in Physician Practice Management Exam	Las Vegas, NV
1-2	Practice Management for New Physicians and Managers	Las Vegas, NV
13-14	Practice Management Boot Camp	Cincinnati, OH
17-18	Practice Management Boot Camp	San Antonio, TX

APRIL 2008

10-11	Practice Management Boot Camp	Atlanta, GA
28-May 2	Practice Management Intensive Training	Chicago, IL
28-May 2	Physician Recruitment Intensive Training	Chicago, IL
28-May 2	Executive Academy for Practice Administrators	Chicago, IL

MAY 2008

1-2	Physician Recruitment & Retention Legal Issues, Contracts and Policies	Chicago, IL
1-2	Improving Your Hospital's Physician Relations	Chicago, IL
1	CMSR: Certified Medical Staff Recruiter Exam Review	Chicago, IL
2	CMSR: Certified Medical Staff Recruiter Exam	Chicago, IL
2	CAPPM: Exam Review	Chicago, IL
3	CAPPM Certified Administrator in Physician Practice Management Exam	Chicago, IL
3-4	Practice Management for New Physicians and Managers	Chicago, IL
15-16	Practice Management Boot Camp	Las Vegas, NV
29-30	Practice Management Boot Camp	Tampa, FL

JUNE 2008

2-3	Electronic Medical Records	Atlanta, GA
2-3	Financially Managing the Practice For Maximum Profits	Atlanta, GA
2-3	Physician Compensation and Productivity	Atlanta, GA
5-6	Billing and Coding for the Medical Practice	Atlanta, GA
5-6	Improving Your Hospital's Physician Relations	Atlanta, GA
5-6	Practice Management for New Physicians and Managers	Atlanta, GA
9-10	Practice Management Boot Camp	Philadelphia, PA
23-27	Practice Management Intensive Training	San Diego, CA
23-27	Physician Recruitment Intensive Training	San Diego, CA
23-27	Executive Academy for Practice Administrators	San Diego, CA
26	CMSR: Certified Medical Staff Recruiter Exam Review	San Diego, CA
27	CMSR: Certified Medical Staff Recruiter Exam	San Diego, CA
27	CAPPM: Exam Review	San Diego, CA
28	CAPPM Certified Administrator in Physician Practice Management Exam	San Diego, CA

JULY 2008

7-8	Practice Management Boot Camp	Denver, CO
10-11	Practice Management Boot Camp	Chicago, IL
21-22	Practice Management Boot Camp	Manchester, NH

AUGUST 2008

7-8	Practice Management Boot Camp	Columbus, OH
18-19	Practice Management Boot Camp	Phoenix, AZ

SEPTEMBER 2008

15-16	Improving Your Hospital's Physician Relations	Tampa, FL
15-19	Practice Management Intensive Training	Tampa, FL
15-19	Physician Recruitment Intensive Training	Tampa, FL
15-19	Practice Management / MBA In a Week	Tampa, FL
18	CMSR: Certified Medical Staff Recruiter Exam Review	Tampa, FL
19	CMSR: Certified Medical Staff Recruiter Exam	Tampa, FL
19	CAPPM: Exam Review	Tampa, FL
18-19	Physician Recruitment & Retention Legal Issues, Contracts and Policies	Tampa, FL
20	CAPPM Certified Administrator in Physician Practice Management Exam	Tampa, FL
20-21	Practice Management for New Physicians and Managers	Tampa, FL

OCTOBER 2008

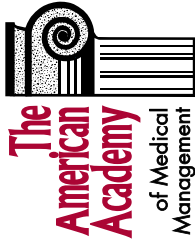
6-7	Practice Management Boot Camp	Brookfield, WI
9-10	Practice Management Boot Camp	Richmond, VA
23-24	Practice Management Boot Camp	Anchorage, AK

NOVEMBER 2008

10-14	Practice Management Intensive Training	Las Vegas, NV
10-14	Physician Recruitment Intensive Training	Las Vegas, NV
10-14	Executive Academy for Practice Administrators	Las Vegas, NV
13-14	Physician Recruitment & Retention Legal Issues, Contracts and Policies	Las Vegas, NV
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14	CAPPM: Exam Review	Las Vegas, NV
15	CAPPM Certified Administrator in Physician Practice Management Exam	Las Vegas, NV
15-16	Practice Management for New Physicians and Managers	Las Vegas, NV

DECEMBER 2008

1-2	Practice Management Boot Camp	Orlando, FL
11-12	Practice Management Boot Camp	Chicago, IL



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