

## Curriculum Vitae

**MICHAEL R. BURCHAM, DHA**

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### **EDUCATION**

#### **Doctorate in Health Administration**

College of Health Professions

The Medical University of South Carolina, Charleston, South Carolina - 2003

#### **Masters Degree, Business Administration**

The Jack Massey Graduate School of Business

Belmont University, Nashville, Tennessee - 1989

#### **Bachelor of Science, Physical Therapy**

The University of Mississippi Medical Center

School of Health Related Professions, Physical Therapy Division

The University of Mississippi, Jackson, Mississippi - 1983

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### **PROFESSIONAL EXPERIENCE**

#### **President & CEO**

The Entrepreneur Center, 2010 – Current

The Entrepreneur Center fosters innovation and entrepreneurship by Turning Ideas Into Reality, helping to start businesses and create jobs. As a non-profit 501(c)3 organization, the Center is funded through sponsorships, partnerships, donations and grants. Within these first few years of operations, the Center has screened over 1,000 business concepts, Trained over 500 startup entrepreneurs, launched 42 companies, raising these firms over \$15mm in seed and angel capital. In addition, the Center has raised over \$5mm to complete the renovation of a historic property in Nashville that will serve as it's permanent home.

The Entrepreneur Center became the Front Door for Entrepreneurs looking to create companies in Nashville with the opening of its flagship facility at 105 Broadway in August 2010.

The origin of the Entrepreneur Center, began in 2007 as a vision out of the Partnership 2010 initiatives of the Nashville Chamber of Commerce. A partnership of local and state government support, private interests, and the Nashville business community at-large, the Center's mission is to raise the quality of resources available to the Nashville entrepreneurial and small business communities.

**President**

ParadigmHealth, 2001 - 2007

Responsible for the leadership of ParadigmHealth, including the day-to-day strategic direction of sales, client services, product development, clinical services and operations of the business. The organization was an integrator of disease and care management solutions for managing medically complex and catastrophic events, including neonatal care, end-stage cancer, spinal cord injury, acquired brain injury, multiple trauma, severe burns, and rare / terminal diseases. ParadigmHealth was established as a venture- backed start-up, with its investors including: GE Capital, Zurich, Conning Investments, Humana, Blue Cross Blue Shield Association, Willis-Stein & Galen Partners.

ParadigmHealth served over 50 major health plans and significant employer groups, including: WellPoint/Blue Cross of California, BCBS of South Carolina, Blue Shield of California, Centene, Ford, Great West, HealthNet, Humana, Independence Blue Cross, Ingersoll-Rand Corporation, Kaiser, PacifiCare, PepsiCo, The Principal, Tufts Healthplan, and HIP. Built the business to over \$150mm in revenue. Inverness acquired the company in December 2007.

**President**

Theraphysics Corp, 1993 - 2001

Responsible for the founding and operations of Theraphysics, a specialty managed care organization specializing in the design and management of carve-out products. The company is best known for its two primary products: (1) the design and administration of musculoskeletal continuums, bundling the services of hospital, surgeon, consulting physicians, ambulatory services, and post-acute service providers, delivering a single, predictable cost to the payer, and (2) the first nationwide managed healthcare network of physical medicine and rehabilitation providers, including physical therapy, occupational therapy, and speech therapy in inpatient and outpatient settings.

Developed the initial concept and obtained venture capital funding for this start-up enterprise in October 1993. Launched operations in November 1993 with corporate offices headquartered in Brentwood, Tennessee and regional offices in Dallas, Denver, and Pittsburgh.

Successfully acquired 3 regional competitors to strengthen the ability of the company to launch its carve-out strategy. Contracted for over 1,500,000 lives through pre-paid/capitated agreements with leading healthplans in those markets. Created bundled payments for Orthopedic procedures in partnership with MDs and outpatient surgery centers. Acquired and opened a total of 75 outpatient rehabilitation facilities by 1998. Built the business to almost \$100mm in revenue.

Beverly Enterprises acquired the company on June 30, 1998. Continued to serve as President of Theraphysics for two years per Beverly's acquisition agreement.

**Vice President, Managed Care**

HCA Centennial Medical Center, 1987 - 1992

Responsible for the Managed Care, Health Education & Promotion, and Occupational Medicine services for flagship facility of Hospital Corporation of America, an 814-bed, three-hospital combined facility. Responsible for negotiating contracts with HMOs, PPOs, and other Managed Care entities; coordinating information to 867-member medical staff concerning Managed Care agreements; monitoring utilization profiles of third party payers and physicians.

Developed a model for direct contracting for Centennial with Nashville businesses. Designed format of HCA's first Physician Hospital Organization (PHO). Developed a system to analyze the effectiveness of various agreements as well as a matrix model of contract pricing. Responsible for the hospital's contracting process and pricing for hospital-based physicians. Piloted HCA's Hospital Quality Trends Payer Satisfaction Survey. Developed Managed Care educational series for Centennial's medical staff. Designed Centennial's "global pricing" package for Cardiology, Transplantation, Obstetric, and Orthopedic services.

Served as consultant to twelve HCA hospitals concerning Managed Care.

**Director of Rehabilitation Services**

Centennial Medical Center - West Side, Nashville, Tennessee

Director of combined Rehabilitation Services consisting of physical therapy, speech and language pathology, occupational therapy, and enterostomal therapy. Merged separate therapy departments into combined rehabilitation services division. Responsibilities included professional staff recruitment, preparation of annual capital expenditure and operating budgets, quality management, and day-to-day operations of the department. Assisted in both writing and obtaining a "certificate of need" for a hospital-based Skilled Nursing Facility. Managed inpatient acute and rehabilitation programs as well as multi-location outpatient program. Improved departmental gross revenues by \$800,000 in 1988, \$1,000,000 in 1989. Maintained a gross margin of 50%.

Promotions with HCA:

1991 - Vice President, Managed Care

1990 - Administrative Director

1989 - Director, Managed Care

1988 - Director, Rehabilitation Services

### **Regional Coordinator of Physical Therapy Services**

National HealthCorp, L.P., 1983 - 1987

Responsible for supervision of 13 physical therapy departments and eight home health therapy programs in Tennessee and Alabama. Responsible for recruitment, interviewing, hiring, and orientation of professional therapy staff.

Provided leadership and training for 22 departmental directors. Responsible for implementing and monitoring quality assurance, capital equipment and operating budgets, medical documentation, JCAHO compliance, and reimbursement of therapy services for NHC's South-Central Region. Designed and opened NHC's first freestanding outpatient rehabilitation clinic (combined physical, occupational, and speech therapy). Served as corporate recruiter at various national therapy conferences. Served as Chairperson of NHC's physical therapy marketing committee. Member of Regional Executive Committee.

### **Director of Physical Therapy**

National HealthCorp L.P., - Hillview, Columbia, Tennessee

Director of physical therapy department at single NHC facility. Directly responsible for all departmental functions. Increased annual departmental revenues from \$120,000 to \$1,000,000 in 24 months. Prepared annual capital expenditure and operating budgets. Served as member of facility Utilization Review Committee, Executive Committee, and Patient Care Committee for 98-bed SNF. Assumed responsibilities for coordinating inpatient, outpatient, and home health physical therapy services for three area facilities in late 1984.

Promotions with NHC:

1986 - Regional Coordinator, Physical Therapy Services

1985 - Area Manager, Physical Therapy Services

1983 - Department Director, Physical Therapy

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## FACULTY POSITIONS

### **Owen Graduate School of Management**

Vanderbilt University – Nashville, TN

Served full time 2008 – Current

Courses include:

- MGT 554: Launching the Venture (Entrepreneurship)
- MGT 502: Healthcare Innovation
- EMBA 754: Launching the Venture (Entrepreneurship)
- EMBA 755: Strategy | 2009

Faculty Director of Accelerator, Vanderbilt's Summer Business Institute. Accelerator is a four-week immersion in business designed exclusively for undergraduates and recent college graduates | 2007 - 2010

### **Vanderbilt University** – Nashville, TN

Assistant Professor of Managerial Studies – 2004 – 2007

- MGRL 194 – Survey of Entrepreneurship
- MGRL 195 – Entrepreneurial Thinking
- MGRL 196 – The Business Planning Process

### **Medical University of South Carolina** – Charleston, SC

School of Health Administration – Doctoral Studies

Adjunct Professor of Healthcare Finance – 2003 – Current

- HAP 801 - Healthcare Finance – Doctoral Level

### **Belmont University** - Nashville, TN

Jack Massey Graduate School of Business

Assistant Professor – 2000 – 2002

Adjunct Assistant Professor: 1997 - 2000

- Managed Health Care (HCM 645), 1997 – 2001
- Strategic Management in Healthcare (HCM 507), 1997 – 2000
- Healthcare Systems Delivery (PHT 543), 1999 – 2001
- Entrepreneurship (MBA 650), 2000 - 2002

### **Washington University** - St. Louis, MO

Adjunct Faculty – Administration & Health Care Mgmt, 1995 - 1998

- Healthcare Administration & Healthcare Financing

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## BOARD & ADVISORY ROLES

**Galen Partners Investment** – Stamford, CT

Special Venture Partner, 2006 – Present

Serve as part of the investment committee, due diligence, and industry expert for this private equity firm with \$1.8 billion in assets under management.

**InQuicker** – Nashville, TN

Board Chair, 2011 – Present

InQuicker is a early-stage healthcare technology firm providing consumers rapid check in for emergency room visits, urgent care and physician appointments.

**Zeumo** – Nashville, TN

Board of Directors, 2012 – Present

Zeumo is an education technology company linking teens with counselors, mentors and organizations to help them thrive and gain college access.

**Stratasan** – Nashville, TN

Advisory Board, 2011 – Present

Stratasan is an early-stage healthcare technology firm that provides data analytics and market trending information for healthcare systems.

**Comprehensive Home & Companion Services** – Seattle, WA

Board of Directors, 2008 – Present

CHCS provides homecare, medical home and companion services for individuals following hospital discharge .

**PharmMD** – Brentwood, TN

Advisory Board, 2008 – Present

PharmMD is a medication therapy management firm that insures patients receive safer, more cost effective healthcare.

**SCP Physical Therapy** – Chicago, IL

Board of Directors, 2012 – Present

SCP Physical Therapy provides outpatient rehabilitation services throughout Michigan with over 25 locations. Looking to expand into adjacent markets.

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## PROFESSIONAL HONORS

**Clinton Global Initiative – CGI America**

Entrepreneurship, 2012

**Champion of Change** in Entrepreneurship & Mentoring

The White House, 2012

**11 to Watch in 2011**

The Nashville Business Journal, 2011

**Faculty of the Year** (Student Voted), EMBA

Owen Graduate School of Management, 2008

**Most Inspirational Faculty**, Massey Graduate School of Business

Belmont University, 2000, 2001, 2002

**Small Business Award**

Nashville Chamber of Commerce, 1997

**Who's Who Among Rising Young Americans**

1990, 1993, 1998 - 2003

**Distinguished Service Award**

National HealthCorp, L.P., 1984

**Achievement Award**

National HealthCorp, L.P., 1984

**Soldier of the Quarter** - Fourth Quarter

Mississippi Army National Guard, Jackson, Mississippi, 1982

**Academic Achievement Award**

The University of Mississippi, 1982

**Letter of Commendation**, Finance Specialist Class 17-80

US Army Institute of Personnel & Resource Management

Ft. Benjamin Harrison, Indiana, 1980

**Letter of Commendation**, Company C, 2nd Battalion Tp Bde

US Army Institute of Personnel & Resource Management

Ft. Benjamin Harrison, Indiana, 1980

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## CONSULTING

**Onlife Health.** Advisor for the Development of Strategy, Management Team, Products, and Operational Profitability. Franklin, TN, January, 2010 to Present.

**Gordian Health Solutions.** Advisor on Healthcare Strategy and Product Development. Franklin, TN, January – December 2009.

**Long Term Care Group.** Advisor to the President & CEO for Care Management and Disease Support & Sell of Business to Univita. 2008.

**Empi.** Advisor to President & CEO regarding Chronic Pain and creating Disease Management Focus. Minneapolis, MN, September – December, 2006.

**Wellness Environments.** Advisor to Board of Directors of Wellness Environments, Nashville, Tennessee, January – July, 2003.

**US Health Care Trade Mission to the European Union.** Part of a 30 person trade mission to the European Union (Brussels), Milan, and Rome to work with US Companies in Europe to study the development of integrated centers of excellence in healthcare throughout the EU. October, 2002.

**Re-Designing Rehabilitation Services.** The University of Kansas Medical Center, Department of Physical Therapy Education – Kansas City, Kansas, November, 1997

**Positioning Rehabilitation Services for Managed Care.** Mission - St. Joseph's Medical System - Asheville, North Carolina, August, 1996.

**Developing a Managed Care - Occupational Health Program.** The Greenville Hospital System - Greenville, South Carolina, February, 1996.

**Consolidating Rehabilitation Services Across a Multi-Site Health System.** Northeast Health System - Albany, New York, January, 1996.

**Strategic Positioning of Rehabilitation Services within an Emerging Health System.** Northwestern Memorial Management Corporation - Chicago, Illinois, January, 1996.

**Design and Development of Physical Medicine & Rehabilitation RFP.** Arkansas Blue Cross Blue Shield - Little Rock, Arkansas, October, 1995.

**Managed Care Strategies for Specialty Physician Organizations.** Premier Orthopaedics - Nashville, Tennessee, September, 1995.

**Development of Global Orthopaedic Fees.** Columbia/HCA - North Texas Division, Dallas, Texas, August, 1995

**Designing Global Product Fee Strategies in Orthopaedics.**  
Emory University Medical Center - Atlanta, Georgia, June, 1995.

**Developing a Managed Care Strategy.**  
Institute for Rehabilitation, Warm Springs, Georgia, March, 1995.

**Facility Workflow Design for Musculoskeletal Services**  
Good Samaritan Health System, Dayton, Ohio, February, 1995.

**Creating a Radiology Carve-out Product.**  
National Imaging Affiliates, Nashville, Tennessee, Jan - Jul, 1995.

**Managed Care Strategies for Rehabilitation Organizations.**  
Bridgepointe Center, Clarksville, Indiana, July, 1994.

**Designing Integrated Delivery Systems.** Indiana Hospital Association,  
Indianapolis, Indiana, June, 1994.

**Developing a Managed Care Strategy for the Rural Market.** Illinois  
Rural Health Association, Illinois Hospital Association, Chicago, Illinois,  
March, 1994.

**Forming an Integrated Health System.** St. Thomas Hospital, Nashville,  
Tennessee, December, 1993.

**Managed Care Strategies for Rural Hospitals.** Maury Regional Hospital,  
Columbia, Tennessee, December, 1993.

**Designing a Provider-based Primary Care Network.** Hospital Corporation of  
America, HCA Redmond Regional Hospital, Rome, Georgia, September, 1993.

**Development of a State-Wide Managed Healthcare Network.** Arkansas Blue  
Cross Blue Shield, Little Rock, Arkansas, June, 1992 - June, 1993.

**Preparing for Managed Care in Rehabilitation Services.** Therapeutic  
Associates, Portland, Oregon, April, 1993.

**Contracting with Medical Providers for Carve-out Products.** Burgett  
& Dietrich Employer Purchasing Group, April, 1993.

**Creating a Hospital-Based Managed Care Network.** Presentation Health  
Systems, Sioux Falls, South Dakota, March, 1993.

**Managed Care: Redefining the Role of the Practitioner.**  
National Rehabilitation Centers, Inc., Brentwood, Tennessee, March, 1993.

**Positioning Rehabilitation Services for Managed Care.** Providence Hospital,  
Everett, Washington, December, 1992.

**Strategies for Positioning Hospitals for Managed Care.** HealthTrust,  
Nashville, Tennessee, October, 1992.

**Carve-out Contracting in Transplantation, Cardiology, and Orthopaedics.** Georgia Pacific, Atlanta, Georgia, June, 1992.

**Contracting with Specialty Provider Groups.** Emerson Electric & the St. Louis Business Coalition, St. Louis, Missouri, April, 1992.

**Developing a Managed Care Function within the Hospital.** Wilson N. Jones Hospital, Sherman, Texas, December, 1991.

**How to Establish a Managed Care Department within a Hospital.** Highsmith-Rainey Memorial Hospital, Fayetteville, North Carolina, November, 1991.

**Direct Contracting with Employers.** HCA Eastern Group Hospitals, Atlanta, Georgia, September, 1991.

**Development of Provider Based Managed Care Networks.** HCA Richmond Hospitals: Henricho Doctors Hospital, Chippingham Hospital, Johnston & Willis Hospital, Richmond, Virginia, August, 1991.

**Development of Business Health Services within a Hospital.** West Paces Ferry Hospital, Atlanta, Georgia, August, 1991.

**Managed Care Contracting & Negotiations.** Indian Path Hospital, Kingsport, Tennessee, July, 1991.

**Utilization Analysis of Physical Therapy Services in the Physician's Office Practice.** Partners Health Plan of Tennessee (HMO), July, 1990.

**Assessment of Rehabilitation Services.** HCA Gulf Coast Hospital, Panama City, Florida, January, 1991.

**Maury County School Systems.** Physical Therapy in the Public School System, Columbia, Tennessee, 1985.

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## PRESENTATIONS, PUBLICATIONS & RESEARCH

**Presentation:** Building an Entrepreneurial Ecosystem. National Governor's Conference. Omaha, NE. May, 2012.

**Presentation:** Mentoring the Entrepreneurial CEO. Startup America Partnership. Miami, FL. April, 2012.

**Presentation:** Creating an Environment for Entrepreneurship. White House Business Council. Washington, DC. February, 2012.

**Presentation:** Technology-Enabled Healthcare: The Future of Healthcare Services, for the Nashville Healthcare Council. Seattle, WA. November, 2011.

**Presentation:** Creating an Entrepreneurial Culture. The Governor's Conference on Innovation & Entrepreneurship. Nashville, TN. September, 2011.

**Presentation:** Convergence of Technology and Disease Management Services. UBS Global Healthcare Conference. New York, NY. February, 2007.

**Presentation:** Disease Management Trends. Empi National Leadership Meeting, Minneapolis, MN. November, 2006.

**Publication:** Health Care Entrepreneurship in the Nashville Region: Societal Linkages, Change Dynamics, and Entrepreneurial Responses (Burcham, Carr, Topping, Woodard). Journal of Applied Management and Entrepreneurship. 2004

**Publication:** **The Effectiveness of Systematic Care Management (SCM) on Neonatal Intensive Care Unit (NICU) Length of Stay.** Dissertation - Publication. The Medical University of South Carolina, Charleston, South Carolina, May, 2003.

**Presentation:** **Approaches for Neonatal Care Management.** Texas Health Plan Association. Austin, TX. December, 2003.

**Presentation:** **Managing Catastrophic Disease.** Managed Care Reinsurance Association, National Conference, Miami, Florida. March, 2003.

**Presentation:** **Entrepreneurship in Healthcare.** Midwest Medical Claims Conference, General Session, Chicago, Illinois. May, 2002.

**Presentation:** **The State of Healthcare Today and Tomorrow.** Texas Hospital Association Managed Care Symposium, General Session, Austin, Texas. March, 2000.

**Presentation: New Ventures in Physical Therapy Practice.** American Physical Therapy Association, Combined Sections meeting, General Session, New Orleans, Louisiana, February, 2000.

**Presentation: Rehabilitation Management 2000.** American Physical Therapy Association, Combined Sections Meeting, Section on Administration, New Orleans, Louisiana, February, 2000.

**Presentation: Healthcare Strategy, Y2K and Beyond.** Texas Health Lawyers' Association Meeting, Texas Hospital Association, Dallas, Texas, November, 1999.

**Presentation: Trends and Opportunities in the Orthopaedic and Spine Surgery Marketplace.** Medical Data International Conference, Costa Mesa, California, February, 1999.

**Presentation: Rehab Operations, Managed Care, Medicare Risk, PSOs, and Capitation.** 1<sup>st</sup> National Congress on PPS for Rehab and Skilled Nursing Facilities, Orlando, Florida, November, 1998.

**Presentation: From Benchmarking to Case Pricing Models and Case Management.** Medical Group Management Association's 72<sup>nd</sup> Annual Conference, Denver, Colorado, October, 1998.

**Presentation: Emerging Entrepreneurial Opportunities in Disease Management.** GE Equity's Annual Healthcare Conference, Newport, Rhode Island, September, 1998.

**Presentation: Innovative Clinical and Reimbursement Models That Apply Disease Management Models to Workers' Compensation.** AIC Healthcare Conferences – Applying Disease Management in Workers' Compensation, Washington, DC, June, 1998.

**Presentation: Performance-Based Compensation for Rehabilitation Providers.** AIC Healthcare Conferences – Cost-Analysis & Capitation for Rehab Services, San Francisco, California, October, 1997.

**Presentation: Strategic Planning for Managed Healthcare.** Vaughn, Buchanan, Shelley Rehabilitation, Inc., Greenville, South Carolina, September, 1997.

**Presentation: Management and Delivery of Rehabilitation Services in a Managed Care Market.** Phoenix Physical Therapy Directors, Phoenix, Arizona, September, 1997.

**Presentation: Futuristic Trends in Rehabilitation Services: 2000 and Beyond.** The American Physical Therapy Association, Chicago, Illinois, August, 1997.

**Presentation: Emerging Trends in Managed Care: A State-of-the-Art Report on Managed Healthcare.** 1997 Spring Institute, Tennessee Healthcare Financial Management Association (HFMA), Nashville, Tennessee, May, 1997.

**Publication: Single-Specialty Networks, Carve-Outs, and Consolidations.** Managed Care Quarterly. Aspen Publishers, Spring, 1997, Vol. 5, No. 2. pp. 34-43.

**Presentation: From Traditional to Product Line Management: Pros and Cons of the Changes We've Been Making.** Turbulence in Rehabilitation: Strategies to Weather the Storms. Emory University School of Medicine, Atlanta, Georgia, April, 1997.

**Publication: Market Assessment and Strategic Planning.** The Resource. Quarterly Newsletter of the Section on Administration, APTA, Volume 27, No. 1, March, 1997.

**Presentation: Managed Care Strategies for Single-Specialty Organizations.** Middle Tennessee Healthcare Executives' Association. The University Club, Nashville, Tennessee, March, 1997.

**Presentation: Physical Therapy Capitation: Avoiding the Pitfalls of Physical Therapy Capitation Contracts.** CAPCON '97: 3rd Annual Congress on Health Care Contracting. Palm Beach Gardens, Florida, March, 1997.

**Presentation: The One-Day MBA: Preparing for the Business of Healthcare.** 1997 Pre-Conference Course, Combined Sections Meeting, APTA, Dallas, Texas, February, 1997.

**Presentation: Preparing for the Impact of Managed Care in Occupational Therapy.** Mississippi Occupational Therapy Association, Fall Conference '96. Biloxi, Mississippi, November, 1996.

**Presentation: A State-of-the-Art Report on Managed Care.** Texas Physical Therapy Association's Annual Conference, Houston, Texas, October, 1996.

**Presentation: The Meter is Running: Meeting the Challenges of Clinical Education in a Managed Care Environment.** Illinois Physical Therapy Association's Fall Conference, Chicago, Illinois, October, 1996.

**Presentation: Management and Delivery of Rehabilitation Services in a Managed Care Market.** Phoenix Physical Therapy Director's Forum, KCOM SW Center, Phoenix, Arizona, September, 1996.

**Presentation: Creating a Single Specialty Carve-Out Company.** Meharry Medical College, Division of Community Health Sciences, Nashville, Tennessee, July, 1996.

**Presentation: The Influence of Managed Healthcare on Facility Design.** Gresham-Smith and Partners, Nashville, Tennessee, March, 1996.

**Presentation: Entrepreneurship: Starting a Healthcare Company.** The Owen Graduate School of Management, Vanderbilt University, Nashville, Tennessee, February, 1996.

**Presentation: Strategic Planning for Managed Care.** AM-CARE Health, Inc., Austintown, Ohio, February, 1996.

**Presentation: The Effect of Managed Care on Rehabilitation Services in Workers' Compensation: Balancing Quality and Efficient Delivery.** Work Injury Management '96, Dallas, Texas. February, 1996.

**Presentation: Management Forum: Thriving in the Current Healthcare Environment.** The American Physical Therapy Association's Combined Sections Meeting, Atlanta, Georgia. February, 1996.

**Presentation: Forming Strategic Alliances in Evolving Healthcare Markets.** Mississippi Physical Therapy Association, Biloxi, Mississippi, January, 1996.

**Publication: Strategies for Success in a Changing Healthcare Environment.** PT Moments, MPTA, Vol. 39, Issue 1, December, 1995.

**Presentation: Innovations in Managed Care.** The University of Mississippi Medical Center, School of Health Related Professions, Jackson, Mississippi, September, 1995.

**Presentation: Managing Musculoskeletal Costs through Specialty Carve-out Program.** Benefits Expo Annual Conference, Nashville, Tennessee, September, 1995.

**Article: Small Venture-Capital Firms Fill Void Left by Big Ones.** The Wall Street Journal. July 13, 1995.

**Publication: Strategies for Managed Care.** The Resource. Section on Administration, APTA, June, 1995.

**Presentation: The Impact of Managed Healthcare on Rehabilitation.** Regional Rehabilitation Conference, Morristown Memorial Hospital, Morristown, New Jersey, May, 1995.

**Presentation: Changing the Educational Paradigm toward Managed Care.** Washington University School of Medicine, Clinical Educator's Conference, St. Louis, Missouri, April, 1995.

**Presentation: Delivering Rehabilitation Services in a Managed Care Environment.** Annual Conference, Virginia Physical Therapy Association, APTA, Roanoke, Virginia, April, 1995.

**Presentation: Managed Healthcare: Redefining the Role of the Physical Therapist.** Annual Conference, Ohio Chapter, American Physical Therapy Association, Columbus, Ohio, April, 1995.

**Presentation: Strategic Planning for Managed Care - Options for Specialty Contracting.** Promina Hospital Systems, Atlanta, Georgia, March, 1995.

**Presentation: Managed Care: Challenges for Clinical Education.** Carolina Clinical Education Consortium for Physical Therapy Charlotte, North Carolina, March, 1995.

**Presentation: Emerging Trends in the Delivery of Care.** Combined Sections Conference, American Physical Therapy Association Reno, Nevada, February, 1995.

**Publication: Carving Out Physical Medicine & Rehabilitation.** Rehab Management. Volume 8, No. 1, December/January, 1995.

**Presentation: Contracting Issues in Managed Care.** Regional Managed Care Workshop, American Physical Therapy Association, Nashville, Tennessee, December, 1994.

**Presentation: Managed Care - Survive and Thrive.** Texas Physical Therapy Association, Dallas, Texas, November, 1994.

**Publication: Leveraging the Value of Customer Satisfaction Information.** Journal of Health Care Marketing. Volume 14, No. 3, October, 1994.

**Presentation: That Was Then, This Is Now.** Physical Therapy Association of Georgia, Augusta, Georgia, October, 1994.

**Presentation: Managed Care & Workers Compensation.** APTA Government Affairs Forum, Nashville, Tennessee, October, 1994.

**Publication: Surviving Utilization Review.** Rehab Management, Volume 7, Number 5, August/September, 1994.

**Presentation: Managed Care - The Age of Change.** Dogwood Institute, McLean, Virginia, September, 1994.

**Presentation: Preparing for Managed Care Contracting.** Baylor University Medical Center, Dallas, Texas, September, 1994.

**Presentation: Strategic Planning for Managed Care.** Continental Medical System, Outpatient Division, Nashville, Tennessee, September, 1994.

**Presentation: Managed Care Practice Implications.** Reability Corporation, Nashville, Tennessee, June, 1994.

**Presentation: Achieving Quality Through Effective Practice.** APTA National Conference, Toronto, Canada, June, 1994.

**Presentation: Designing an Integrated Healthcare Delivery System.** 1994 Customer Forum, Inforum - Medstat Group, Nashville, Tennessee, May, 1994.

**Presentation: The Impact of Managed Care on Practice and Clinical Education.** Washington University School of Medicine, Program in Physical Therapy, St. Louis, Missouri, May, 1994.

**Presentation: Managed Healthcare - Where Are We Now?** Washington State PT Association - Private Practice Section, Lake Chelan, Washington, May, 1994.

**Presentation: Managed Care: Time of Uncertainty - Time of Opportunity.** Rausch Rehabilitation Services, Chicago, Illinois, May, 1994.

**Presentation: The Fundamentals of Managed Care.** 1994 Annual Meeting, Tennessee Physical Therapy Association, Gatlinburg, Tennessee, April, 1994.

**Presentation: Managed Care Strategies for Practitioners.** New Jersey APTA Annual Conference, Great Georgia, New Jersey, March, 1994.

**Presentation: Managed Care - A New Role for the Physical Therapist.** Oregon Physical Therapy Association, Tualatin, Oregon, March, 1994.

**Presentation: Building a Managed Care Network.** 1994 Annual Conference, Illinois Rural Health Association, Effingham, Illinois, March, 1994.

**Presentation: Managed Care: Preparing for Change in Occupational Health.** Work Injury Management Expo 1994, Las Vegas, Nevada, March, 1994.

**Presentation: Integrating Hospitals, Physicians, and Ancillary Providers.** 14th Annual Symposium on Health Care Marketing, Academy for Health Services Marketing, San Diego, California, February, 1994.

**Presentation: Managed Care & Rehabilitation Administration.** Combined Sections Conference, American Physical Therapy Association, Section on Administration, New Orleans, Louisiana, February, 1994.

**Presentation: Managed Care: Its Impact on the Delivery of Rehabilitation Services.** Care Rehab, Inc., Baltimore, Maryland, February, 1994.

**Presentation: Tracking the Trends.** 1993 PPS Annual Conference and Exposition, Palm Springs, California, November 13, 1993.

**Publication: Managing Care in Worker's Comp.** Rehab Management, Volume 6, Number 6, October/November 1993.

**Presentation: Managed Care Strategies for Rehabilitation Professionals.** Missouri Physical Therapy Association Fall Conference, St. Louis, Missouri, October 23-24, 1993.

**Presentation: Understanding the Basics of Managed Care.** 9th National Physical Services Forum, Society for Healthcare Planning & Marketing, AHA, Phoenix, Arizona, October 18, 1993.

**Presentation: Building an Integrated Delivery System.** Oregon Hospital Association, Oregon Rural Health Association, Eugene Oregon, October 17, 1993.

**Presentation: Managed Care Strategies.** Washington State Chapter of the APTA, Fall Conference, Seattle, Washington, September 24, 1993.

**Presentation: Contracting Strategies for Managed Care.** The Dogwood Approach to Management, Washington, D.C., September 17, 1993.

**Publication: Managed Care: Redefining Physical Therapy.** Ultrasounds, Volume 5, September/October 1993.

**Presentation: Payer Implications in the Treatment of Low Back Pain.** Foundation for Physical Therapy, Project Focus 1993, Alexandria, Virginia, August 28, 1993.

**Presentation: Managed Care Issues for Rural Hospitals: Establishing Effective Managed Care Contracts.** 16th Annual Conference for Small Rural Hospitals, 1993 AHA Annual Convention, Orlando, Florida, August 9, 1993.

**Presentation: Managed Care: Its Impact on the Delivery of Rehabilitation Services.** Therapy Specialists, San Diego, California, August 7, 1993.

**Presentation: The Process for Developing an Integrated Delivery System.** Missouri State Hospital Association, Osage Beach, Missouri, July 30, 1993.

**Presentation: Building a Comprehensive Managed Care Network.** Hospital Association of Pennsylvania, Hershey, Pennsylvania, June 24, 1993.

**Presentation: The Blueprint for Building a Health Plan - the Hospital's Perspective.** Indiana Hospital Association, Indianapolis, Indiana, June 19, 1993.

**Presentation: The Family Practitioner: The Center of Managed Care.** University of Arkansas Medical Center, Department of Family Practice, Spring Symposium, Little Rock, Arkansas, May 22, 1993.

**Presentation: Reforming the Delivery of Rehabilitation Services.** Texas Physical Therapy Association, Austin, Texas, April 29, 1993.

**Presentation: Rural Hospitals in Transition.** American Hospital Association, Section on Small and Rural Hospitals, Chicago, Illinois, April 25, 1993.

**Presentation: Re-Tooling the Rehabilitation Hospital.** Rancho Los Amigos Medical Center, Downey, California, April 20, 1993.

**Presentation: Making Managed Care work as a Business Strategy.** Private Practice Section Annual Meeting, APTA, Washington, D.C., March 27-28, 1993.

**Presentation: The Role of Rehabilitation in the Managed Care Continuum.** Annual Conference: American Society on Aging, Chicago, Illinois, March 26, 1993.

**Presentation: Developing a Managed Care Strategy for Hospitals.** 13th Annual Symposium on Health Care Marketing, Academy for Health Services Marketing, American Marketing Association, Orlando, Florida, March 14-17, 1993.

**Presentation: Managed Care: Its Impact on the Delivery of Rehabilitation Services.** Glendale Adventist Medical System, Glendale, California, February 28 - March 1, 1993.

**Presentation: Specialty Direct Contracting: Strategies for Success.** LBA Consulting Provider Conference, Keystone, Colorado, February 19-21, 1993.

**Presentation: The Fundamentals of Managed Care.** The Third National Managed Care Forum, American Hospital Association, Lake Buena Vista, Florida, February 7, 1993.

**Presentation: Considerations for Health Benefit Plan Design.** Business Health Conference, HCA Reston Hospital Center, Reston, Virginia, October 28-29, 1992.

**Presentation: Positioning for Managed Care Contracting.** Fall Management Conference, HealthTrust, Inc., Nashville, Tennessee, October 27, 1992.

**Presentation: The Payer's Perspective of Medical Practice.** Medical Staff Marketing: Eighth National Forum, Society for Healthcare Planning & Marketing, American Hospital Association, Ponte Vedra Beach, Florida, October 18-21, 1992.

**Article: Managed Care Portends Drastic Changes in Practice of Physical Therapy.** P.T. Bulletin, American Physical Therapy Association, John Horn, Vol. 7, No. 41, October 14, 1992.

**Presentation: Preparing Your Hospital for Direct Contracting.** HealthTrust Managed Care Conference, Nashville, Tennessee, July, 1992.

**Article: A Hospital Makes Business Its Business.** Profiles in Healthcare Marketing, Wentworth Publishing Company, No. 48, July-August 1992.

**Presentation: Managed Care - Its Profound Impact on Physical Therapy.** Annual Conference, The American Physical Therapy Association, Denver, Colorado, June, 1992.

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