

# **Joseph James Greene MS LAT**

## **Curriculum Vitae**

### **Home Address:**

101 Horseshoe Bend  
Madison, WI 53705  
608.220.6196  
joegreene1@charter.net

### **Work Address:**

UW Health Department of Orthopedics & Rehabilitation  
UW Medical Foundation Centennial Building  
1685 Highland Avenue, Room 6169  
Madison, WI 53705-2281  
608.265.8382 (Business)  
608.220.6196 (Mobile)  
608.263.5631  
jgreene@uwhealth.org

### **OrthoVise Address:**

101 Horseshoe Bend  
Madison, WI 53705  
608.220-6196  
joegreene@orthovise.com

## **Educational Experiences**

### **Graduate**

#### **University of Minnesota, Minneapolis, MN**

School of Public Health  
ISP Executive Study Program  
Credential of Healthcare Management Studies  
Specialization: Ambulatory Care Administration  
**June, 2004 – October, 2006**

\* See Coursework Description at Conclusion of Vita

### **Graduate**

#### **University of Oregon, Eugene, OR**

Degree: Master of Science (June, 1991). Graduated with Honors.  
Major: Physical Education and Human Movement Sciences  
Specialization: Athletic Training and Clinical Anatomy  
Additional Coursework: Administration of Athletics  
**August, 1990 – June, 1991**

### **Undergraduate**

#### **University of Wisconsin - Madison, Madison, WI**

Degree: Bachelor of Science (May, 1990). Graduated with Distinction.  
Major: Physical Education - Teacher Certification (K-12)  
Specialization: Athletic Training  
Additional Coursework: Administration of Athletics  
Organization and Administration of Physical Education  
**August, 1986 – May, 1990**



## **Employment Experience**

### **CEO**

#### **OrthoVise, LLC**

##### **July, 2011 – Present**

- Lead the overall growth and development of OrthoVise. Orthovise is a consulting firm focused on serving the comprehensive needs of academic and private orthopedic and sports medicine practices.
- Identify and recruit a core staff of experienced professionals and develop a team approach to all consulting projects that is individualized to the needs of clients,
- Ensure OrthoVise is able to offer the highest quality recommendations to orthopedic and sports medicine practices of all types.
- Work to establish OrthoVise as a leading provider of consulting services to academic and private orthopedic and sports medicine practices.
- Develop and maintain a comprehensive menu of services and identify a solutions team of experts that are unmatched by competitors. This menu of services will expand to include :
  - Athletic Training Utilization
  - Sports Medicine Program Development
  - Orthopedic Practice Business and Philanthropic Development
  - Epic and Electronic Medical Record Optimization
  - Additional Areas of Expertise:
    - Clinic Operations and Flow
    - Staffing Model Optimization
    - Functional Outcome Program Design
    - Operating Room Function
    - Durable Medical Equipment Programming
    - Marketing and Physician Outreach
- Design and provide educational seminars to educate physicians, administrators and clinicians on topics essential to orthopedic and sports medicine operational effectiveness and business development.
- Establish the OrthoVise Network of clients that consist of member practices which share data and successes with each other.
- Provide expert recommendations related to effective business development.

### **Program Manager Outreach and Development**

#### **Department of Orthopedics and Rehabilitation**

##### **UW Health System**

##### **Madison, WI**

##### **January, 2011 - Present**

- Monitors the competitive landscape, referral patterns, etc. to capitalize on market opportunities.
- Leads the development of outreach opportunities with referring providers, hospitals and community-based rehabilitation providers to increase regional business, strengthen relations with key stakeholders, and improve patient outcomes.
- Works closely with department and physician leadership to grow regional business by implementing prioritized action plans in collaboration with physician liaisons and public affairs.
- Represent Dept of Orthopedics and Rehabilitation medical staff, hospitals, clinics and professional services to key stakeholders.
- Provides information to physicians and department leadership regarding feedback from referring providers.
- Follows-up on specific questions or areas of interest and/or concern expressed by community physicians, administrators or other health care providers.

- Analyzes referral patterns and volume trends and performs a multi-factorial analysis to determine root causes. Makes and implements action plans when indicated.
- Provides input to enhance Orthopedics and Rehabilitation information and presentation on the UW Health website.
- Maintains an effective recording system to document contact and communication with external entities and physicians.
- Coordinates critical new business development initiatives across the Department of Orthopedics and Rehabilitation as assigned by the UW Hospital Director of Orthopedics and Rehabilitation and the UW Department of Orthopedics and Rehabilitation Chair.
- Works effectively with Public Affairs and E- Health to coordinate effective marketing campaigns for current and new business objectives. This includes the coordination of the production of a bi-annual Department of Orthopedics and Rehabilitation Newsletter.
- Develops and evolves philanthropic initiatives that support and enhance the perception of the UW Health Orthopedics and Rehabilitation as a premier local, state, regional, and national leader.
- Spearheads the development of relationships with referring physicians and health systems to maximize the volume of referrals to specialists within the Department of Orthopedics and Rehabilitation.
- Works to secure funding from internal and external sources, including industry, for support of hospital based educational and outcome activities that allow the Department to distinguish itself from all competitors.
- Facilitate the creation and development of University of Wisconsin Orthopedic Research Foundation.

### **DJO Global LLC**

#### **Consultant**

#### **Athletic Training Residency Implementation**

#### **Orthopedic and Sports Medicine Practice Improvement**

#### **January, 2010 – Present**

- Recommend changes to operational processes and culture in academic sports medicine and orthopedic practices in order to maximize the utilization of athletic trainers and maximize revenue and throughput. This includes:
  - Recommendations in regards to maximizing staffing models
  - Recommendations related to EPIC efficiency and other EMR systems
  - Recommendations related to third party reimbursement options
  - Recommendations related to legal and governmental affairs issues
- Advise and assist academic sports medicine and orthopedic programs with the implementation of NATA accredited Athletic Training Residency Programs.
- Develop promotional materials and processes in order to maximize benefit to DJO, Inc., the profession of athletic training, and to academic orthopedic and sports medicine practices.
- Make recommendations to DJO, Inc. as whether a specific academic orthopedic and sports medicine program is a good investment of unrestricted funding to a program that will eventually attain accreditation status with the NATA.

### **Department of Orthopedics and Rehabilitation Outreach Coordinator**

#### **UW Health System**

#### **Madison, WI**

#### **January, 2008 – December, 2010**

- Lead the business and regional development activities for the UW Health Department of Orthopedics and Rehabilitation. The sub-specialties represented include Spine, Hand and Wrist, Foot and Ankle, Trauma, Sports Medicine, Joints, and Pediatric Orthopedics.
- Monitor the competitive landscape, referral patterns, etc. to capitalize on market opportunities.

- Oversee the development of outreach opportunities with referring providers, hospitals and community-based rehabilitation providers to increase regional business, strengthen relations with key stakeholders, and improve patient outcomes.
- Collaborate with department and physician leadership to grow regional business by implementing prioritized action plans in conjunction with physician liaison staff and UW Health Public Affairs.
- Represent the medical staff of the UW Health Department of Orthopedics and Rehabilitation, the University of Wisconsin Hospital, its clinics, and its professional services to all key stakeholders.
- Provides information to physicians and department leadership regarding feedback from referring providers.
- Work to change processes at the clinic operations level in response to feedback in order to maximize access as well as referring physician and health system satisfaction scores.
- Follow-up on specific questions or areas of interest and/or concern expressed by community physicians, administrators or other health care providers.
- Analyze referral patterns and volume trends and performs a multi-factorial analysis to determine root causes. Make and implements action plans when indicated.
- Provide input to enhance Orthopedics and Rehabilitation information and presentation on the UW Health website
- Maintains an effective recording system to document calls, responses and activities.
- Work in conjunction with physician and department administration to maximize the volume of profitable highly specialized orthopedic procedures that are seen across the department.
- Lead the development of a signature brochure on an annual basis highlighting the comprehensive nature of the Department and its programming.

#### **Past and Current Committee Involvement**

- UW Health Department of Orthopedics and Rehabilitation Strategic Implementation Team
- UW Health Department of Orthopedics and Rehabilitation Clinic Operations Committee
- UW Health Sports Medicine Clinic Operations Committee
- UW Health Clinics Improvement Collaborative (CLIC)
- UW Health Research Park Clinic EPIC EMR Implementation Team
- UW Health Research Park Facility Operations Committee
- UW Health Sports Medicine Management Team
- UW Health Research Park Technology and Audiovisual Committee
- UW Health Research Park JCAHO Readiness Task Force
- UW Health Sports Medicine Clinic Patient Wait Time Task Force
- Facilitator for UW Health Sports Medicine Managers Committee.
- Facilitator for UW Health Sports Medicine Strategic Planning Task Force

**July, 1997 - Present**

#### **Manager of Athletic Training Services**

**University of Wisconsin Hospital and Clinics Sports Medicine Center  
Madison, WI**

**July, 1997 – December, 2010**

#### **Supervisor of Physician Extender Services and Sports Medicine Patient Access**

- Work closely with the Nurse Manager of the UW Health Sports Medicine Clinic to develop the annual budget for the UW Health Sports Medicine Clinic Cost Center.
- Supervision of the UW Health Sports Medicine Clinic physician extender services provided by athletic trainers and physical therapists for orthopedic surgeons Dr. Ben Graf, Dr. Lee Kaplan, Dr. John Orwin, and Dr. James Keene, and Dr. Geoffrey Baer and for primary care sports medicine providers Dr. Greg Landry, Dr. David Bernhardt, Dr. Kathleen Carr, Dr. John Wilson, and Dr. Alison Brooks.

- Participation in the FY 2007 and FY 2008 UW Health Research Park Clinic remodeling project. This project doubled clinic capacity and enhanced the overall patient experience by addressing wait time and remodeling waiting areas.
- Participate in lean clinic improvement processes in conjunction with administrative leadership and the UW Health Quality Improvement Team.
- Coordinate the development and evolution of the sports medicine priority care model within the UW Health Sports Medicine Clinic. Works closely with the Manager of UW Health Spine Clinic, UW Health Sports Medicine Clinic, UW Health Sports Rehabilitation, and other managers in sports medicine related programs and ancillary services as needed.
- Oversight of the launch of the SportCare Program. A marketing program designed to grow business within the secondary market for the sports medicine program.
- Oversight and implementation of ImPACT Neuropsychological Testing and Concussion Management within the UW Health Sports Medicine Clinic.
- Oversight and implementation of UW Health PRP Services and Exertional Compartment Pressure testing.
- Oversight of the initial development of third party reimbursement models for athletic training services which include the use of athletic trainers in sports rehabilitation and as physician extenders.
- Work in conjunction with other leaders to facilitate the development of an outcomes data collection process for multiple orthopedic procedures and sports medicine conditions.
- Oversee the recruitment of personnel and conduct personnel evaluation and decision making.
- Lead the development of a mentoring program and overall orientation process.
- Oversee the development and evolution of the athletic trainer and physical therapist functioning in the role of a physician extender across the UW Health system.
- Ensure that the services performed by physician extenders maximize clinic effectiveness and efficiency as well as patient satisfaction.
- Development of documentation templates and standards in order correctly reflect the services performed and assure that JCAHO accreditation standards are met.
- Perform all annual performance appraisals subsequent and administer any employment related disciplinary procedures. These performance appraisals will be performed with input and assistance from the Coordinator of Physician Extender Services.
- Act as the Director for the UW Health Athletic Training Residency Program.
- This position may staff the sports medicine clinic on an as needed basis not to exceed one half day weekly. The services of history taking, physical examination, and documentation will be provided in this role.
- Oversight of the UW Health Sports Medicine Athletic Training Residency Program and Athletic Training Internship Program.
- Consult with E-Health team on web site development activities.
- Development and coordination of UW Health Sports Medicine educational materials and promotional brochures.
- Editor of The Cutting Edge: The UW Health Sports Medicine Research Newsletter.
- Public speaking responsibilities on multiple topics related to sports medicine.

#### **Manager of the UW Health Athletic Training Outreach Program**

- Oversee the development and evolution of the athletic trainer functioning in the role of outreach across the UW Health system.
- Supervise the staff of athletic trainers employed within the UW Hospital Athletic Training Outreach Program and have oversight responsibilities in regards to the provision of event coverage for athletic trainers employed in other UW Hospital Cost Centers.
- Develop and construct the annual budget for Cost Center 56820. Perform the annual financial analysis of the UW Hospital Athletic Training Program. Provide input into the budget process for Cost Center 17490 as it relates to athletic training staffing coverage.
- Conduct all employment searches for athletic trainers within the UW Hospital Athletic Training Program.

- Perform all annual performance appraisals subsequent and administer any employment related disciplinary procedures. These performance appraisals will be performed with input and assistance from the Coordinator of Athletic Training Outreach Operations.
- Supervise and develop the marketing initiatives that involve the athletic training program.
- Perform short-term goal setting and long range planning for the UW Hospital Athletic Training Program. Perform goal setting and long range planning for individuals in conjunction with athletic training staff.
- Oversee current outreach services and work closely with senior management and physician staff on the development of new athletic training initiatives that expose the public to all facets of University of Wisconsin Hospital Sports Medicine.
- Conduct negotiations in conjunction with senior management and physician staff with outside organizations in regards to the medical coverage of large-scale athletic events.
- Oversight of athletic training productivity tracking, referral tracking and downstream revenue tracking.
- Contract preparation for individual schools and athletic organizations.
- Preparation of contracting and invoicing for all athletic training services.

### **Athletic Trainer**

**University of Wisconsin Hospital and Clinics Sports Medicine Center**

**Madison, WI**

**March, 1991 - July, 1997**

- Primary responsibilities have included the provision of clinical rehabilitation services, orthopedic clinic evaluation, coordination of medical coverage for athletic events for outreach schools, sports related injury research, community speaking engagements, and fund-raising to support the research projects of our center.
- Coordinator of emergency medical coverage. Includes all coverage for large scale athletic events that our center is responsible for. Examples include The Badger State Games, triathlons, and marathons.

### **Head Athletic Trainer**

**Madison Memorial High School**

**Madison, WI**

**July, 1991 – June, 2002**

- Primary responsibility of daily practice and athletic event medical coverage for all athletic programs sponsored by the high school. Coordination of emergency medical plan and all aspects of sports medicine budgeting were also performed.

### **Instructor**

**Madison Memorial High School**

**Madison, WI**

**January, 1996 – June, 1999**

- Daily instruction in Introduction to Athletic Training course. Lecture and laboratory sessions are focus of classroom activity.

### **Graduate Assistant Athletic Trainer**

**University of Oregon**

**Eugene, OR**

**September, 1990 - June, 1991**

- Primary responsibility of Head Wrestling Athletic Trainer. Additional responsibility of assisting with football and the men's and women's track teams.

### **Professional Internship**

**Green Bay Packers Professional Football Team**

**Green Bay, WI**

**April, 1990 - August, 1990**

**Student Teacher and High School Athletic Trainer**  
**Madison Memorial High School**  
**Madison, WI**  
**January, 1990 - May, 1990**

**Athletic Training Student**  
**University of Wisconsin – Madison**  
**Madison, WI**  
**January, 1988 - January, 1990**

- Experience included coverage of football, men's basketball, ice hockey, men's track and cross country, and women's track and cross country.

## **Professional Credentials**

Wisconsin Athletic Training Licensure	# 47-039	January 17, 2000
NATABOC Certification	# 04-2551	May 20, 1990
Certified WWMWP Skinfold Measurer		1994 – 2006
ImPACT Concussion Management Training		April 13, 2007
Current American Heart CPR/AED Certification		April, 2010
NATABOC Approved Clinical Instructor:		September, 2002

## **Professional Training**

UW Hospital Value Management Training	December, 2009
UW Hospital Lean Clinic Improvement Collaborative	December 2009
UW Hospital Coaching Skills Training	January, 2008
UW Hospital Cost Management Training	November, 2006
UW Hospital Harassment Free Workplace Training	July, 2006
UW Hospital Patient Wait Time Training	March, 2005
UW Hospital JCAHO Tracer Training	January, 2005
UW Hospital Communications Training	April, 2003
UW Hospital Management Training Program	November, 2001
UW Hospital Training Program for New Managers	Spring, 1997

## **Professional Association Involvement**

<b>Wisconsin Athletic Trainers' Association</b>	1991 - Present
- President	2006 - 2010
- Leadership Development Committee	2008 - 2010
- Reimbursement and Employment Committee Chair	2011 - Present
- Governmental Affairs Committee Chair	2004 - 2006
- Treasurer	2001 - 2003
- Board of Directors	1999 – 2003
	2006 - 2010
- Secretary	1999 - 2003
- Hall of Fame and Awards Committee	1992 - 1999

<b>National Athletic Trainers' Association</b>	1987 - Present
- 5 <sup>th</sup> Edition NATA Athletic Training Educational Competencies	2009 - 2010
Reviewer : Elective Competencies for Specific Settings	
- NATA Council on Employment	2004 - 2007
- NATA Educational Degree Task Force	2004 - 2005
- NATA Hospital Employment Task Force, Chair	2005 - 2007
- NATA Employment Based Education Workgroup	2006 - 2007



- Physician Extender

<b>Wisconsin Sports Concussion Collaborative Advisory Committee</b>	2009 - Present
<b>American Association of Orthopaedic Executives (AAOE)</b>	2008 - 2009
<b>Great Lakes Athletic Trainers' Association</b> - Committee on Reimbursement	1987 - Present 2010 - Present
<b>Dane County Sports Medicine Council</b> - President - Board of Directors	1991 - Present 2002 - 2005 1992 - Present
<b>National Honor Society</b>	1984 - Present
<b>Delta Upsilon Social Fraternity</b>	1987 - Present
<b>Wisconsin Football Coaches Association</b>	2000 - Present

## **Honors, Awards, and Scholarships**

- The NATA Athletic Training Service Award, June, 2007
- The WATA Athletic Training Distinguished Service Award, April, 2007
- MEDIC August 2005 and August 2009 Volunteer of the Month : Uninsured Athletic Physical Coordination
- Great Lakes Athletic Trainers Association President's Award : Captain of the Great Lakes March, 2004
- Madison Metropolitan School District Commendation: For Initiating and Leading a Fund Raising Campaign to Dramatically Improve the Athletic Training Rooms in Madison's Public High Schools. March, 2002
- Graduated With Honors, University of Oregon, June, 1991
- Graduated With Distinction, University of Wisconsin - Madison, May, 1990
- Dean's List, University of Oregon - 3 semesters
- Dean's List, University of Wisconsin - Madison - 5 semesters
- Dean's List, Purdue University
- Del C. Humphrey N.A.T.A. Postgraduate Scholarship, 1990
- G.L.A.T.A. Postgraduate Scholarship, 1990
- Tasha Bolton - Outstanding Student Athletic Trainer Award, 1990
- University of Wisconsin, Allen J. Schaefer Memorial Undergraduate Scholarship, 1989
- Valedictorian, Three Lakes High School, 1985

## **Educational Conference Coordination**

### **2011 DJO Physician Extender Workshop**

Planning Committee  
San Diego, CA

### **2010 WATA Fall Meeting and National Reimbursement Symposium**

Planning Committee  
Milwaukee, WI

### **2009 University of Wisconsin Sports Medicine Visiting Professorship**

Planning Committee  
Madison, WI

**2009 WATA Annual Meeting**

Planning Committee  
Madison, WI

**2006 GLATA Winter Meeting and Clinical Symposium**

Local Organizing Committee Chair  
Madison, WI

**2001 WATA Annual Meeting**

Planning Committee  
Madison, WI

**1996 GLATA Winter Meeting and Clinical Symposium**

Planning Committee  
Madison, WI

**Recent Conference Attendance**

**2011 AAOS Annual Meeting**

February, 2011  
San Diego, CA

**2010 WATA Fall Meeting and National Reimbursement Symposium**

November, 2010  
Milwaukee, WI

**2010 NATA Annual Meeting**

June, 2010  
Philadelphia, PA

**2010 WATA Annual Business Meeting and Symposium**

**Wisconsin Athletic Trainers' Association. Inc**  
April, 2010  
Eau Claire, WI

**2010 AAOS Annual Meeting**

**American Academy of Orthopedic Surgeons**  
March 9-13, 2010  
New Orleans, LA

**2009 WATA Annual Business Meeting and Symposium**

**Wisconsin Athletic Trainers' Association. Inc**  
April 23-25, 2009  
Madison, WI

**The 2009 UHC Performance Excellence Forum: Sustaining the Art and Science of Service**

**University HealthSystem Consortium**

*March 8-10, 2009  
Orlando, FL*

**Primary Care Orthopaedic and Sports Medicine Conference: Hot Topics**

**Wisconsin Valley Athletic Medicine**

February 6, 2009  
Wausau, WI

**Orthopedic and Sports Medicine Review for the Pediatric Provider**

**University of Wisconsin Department of Orthopedics and Rehabilitation  
University of Wisconsin School of Medicine and Public Health**

November 14-15, 2008  
Wisconsin Dells, WI

**Third Annual AAOS Orthopaedic Practice Management Course: Building Essential Skills for a Successful Practice**

**American Academy of Orthopedic Surgeons**

*October 17-19, 2008  
Washington DC*

## **Expert Witness Experience**

### **Whyte, Hirschboeck and Dudek, LLC**

Madison, WI  
2006 - 2007

### **Leib and Katt, LLC**

Milwaukee, WI  
2007 - 2009

## **Curriculum Development**

### **National Interscholastic Athletic Administrators Association**

Leadership Training Manual: The Administration of Interscholastic Sports Medicine Programs  
Principal Editor  
2004

### **Madison Memorial High School**

Introduction to Athletic Training: Madison Metropolitan School District  
1995

## **Fund Raising and Philanthropic Activities**

### **Coordination of Annual Athletic Physicals for the Uninsured**

Dane County Sports Medicine Council  
1997 - present

### **Campaign Coordinator and Feasibility Study Director**

A Fund Raising Project to Insure Safe and Enjoyable High School Athletics in Madison, WI  
The Dane County Sports Medicine Council

**Project Goal:** **\$400,000.00**

**Funds Raised to Date:** **\$415,000.00**

1998-present

### **Planning Committee**

The Sports Medicine Classic

A Golf Tournament To Support Sports Medicine Research

The UW Hospital and Clinics Sports Medicine Center

**Funds Raised To Date:** **\$500,000.00 +**

1996-present

## **Journal Publications : Lead Author**

### **Athletic Trainers in an Orthopedic Practice**

*Athletic Therapy Today*

September, 2004 : 56-57

### **Anthropometric and Functional Characteristics of the Ankle in High School**

#### **Basketball Players**

Greene J, McGuine T, Best T. Anthropometric and performance gender differences in high school basketball players. *Athletic Training, The Journal of the National Athletic Trainers Association*, 1998: 33;331-337.

**Medical Coverage of Wisconsin's Olympic's : The Badger State Games**

*Wisconsin Medical Journal*

June, 1997 : 41-44

**Preventing Infectious Disease Transmission In High School Athletics**

*Wisconsin Athletic Directors Association Journal*

Winter, 1995

**Journal Publications : Contributing Author**

**Balance As A Predictor of Ankle Injuries in High School Basketball Players**

McGuine TA, Greene J, Best T, Levenson G. Balance as a predictor of ankle injuries in high school basketball players. *Clinical Journal of Sports Medicine*, 2000:10; 239-244.

**Research Grant Activity**

**Development of a Real Time Patient Satisfaction Assessment Process**

University of Wisconsin Hospital Ambulatory Care Innovation Grant Program

Ellen Heiser, Joe Greene, Tom Zdeblick MD, Ben Graf MD

February, 2007

\$8700.00

**Injury Patterns in Pole Vaulters: A Prospective Study of Injury Incidence and Risk Factors in High School Pole Vaulters**

Wisconsin Athletic Trainers' Association, Inc.

Joe Greene

May, 2005

\$1500.00

**Injury Patterns in Pole Vaulters: A Prospective Study of Injury Incidence and Risk Factors in High School Pole Vaulters**

Wisconsin Chapter of the American Academy of Pediatrics

Greg Rebella MD, Joe Greene

May, 2005

\$800.00

**A Prospective Evaluation of Lower Extremity Postural, Functional, and Proprioceptive Measures and Their Relation to Lower Extremity Injury.**

University of Wisconsin Sports Medicine Research Fund

Joe Greene

November, 1997

\$1250.00

**Professional Articles**

**A Study to Determine the Impact of Athletic Training Staffing on Orthopedic Clinic Volume and Flow**

BONES Society Newsletter

March, 2004

**Making Reimbursement a Reality**

The NATA News  
April, 2003

**Women and Stress Fractures**

*Wisconsin Woman*  
June, 2002

**Protective Equipment In Contact And Collision Sports**

1996 Great Lakes Athletic Trainers Association Annual Meeting And Clinical Symposium  
1996 UWHC Sports Medicine Symposium

**Stress Fractures In The Female Athlete**

*UWSMC Sportsplus Newsletter*  
Spring, 1996

**Prevention And Rehabilitation Of Cervical Spine Injuries In Athletics**

1995 UWHC Sports Medicine Symposium

**Functional Ankle Rehabilitation**

1993 UWHC Sports Medicine Symposium

**Managing Achilles Tendonitis**

*UWSMC Sportsplus Newsletter*  
Spring, 1993

**Is It A Burner?**

*WHSFCA Newsletter : The Point After II*  
Winter, 1993

**Athletic Training In The High School Setting**

*UWSMC Sportsplus Newsletter*  
Fall, 1993

**Cyclops Syndrome : A Case For Early Motion And Functional Rehabilitation**

1992 UWHC Sports Medicine Symposium

**Preventing Early Season Hamstring Strains**

*UWSMC SportsPlus Newsletter*  
Summer, 1992

**Professional Presentations**

**Functional Lower Extremity Rehabilitation**

UWSMC Physical Therapy Staff In-service  
Madison, WI 9/18/91

**Careers In Athletic Training**

Career Day : Wisconsin Dells High School  
Wisconsin Dells, WI 11/18/91

**Careers In Athletic Training**

Career Day : Marquette Middle School  
Madison, WI 2/21/92

**Biodex Isokinetic Testing**

Rehabilitation of Athletic Injuries Course Lecture

University of Wisconsin Hospital Sports Medicine Center  
Madison, WI, 4/2/92

**Common Athletic Injuries**

Parent Stoughton Sports Medicine Program  
Stoughton, WI 4/4/92

**Prevention Of Athletic Injuries**

Student-Athlete Stoughton Sports Medicine Program  
Stoughton, WI 4/4/92

**Cyclops Syndrome : A Case For Early Motion And Functional Rehabilitation**

1992 UWHC Sports Medicine Symposium  
Holiday Inn Conference Center  
Middleton, WI 5/9/92

**Common Athletic Injuries : 2 Presentations**

Physical Education Lecture  
Madison Memorial High School  
Madison, WI 5/22/92

**Essentials Of Upper Body Muscular Anatomy**

UWSMC Exercise Physiology and Fitness Center Staff  
Madison, WI 7/31/92

**Essentials Of Lower Body Muscular Anatomy**

UWSMC Exercise Physiology and Fitness Center Staff  
Madison, WI 8/5/92

**Prevention And Rehabilitation Of Neck Injuries**

The Winning Edge Football Clinic  
Dave McClain Athletic Facility  
Madison, WI 11/13/92

**The Foot And Lower Leg**

UWSMC Student Athletic Training Course  
Madison, WI 1/16/93

**Triathlon Training Injuries And Rehabilitation**

UWSMC Triathlon Training Workshop : 2 Presentations  
Tripp Commons, Memorial Union  
Madison, WI 4/3/93

**Dynatron Electrical Stimulation**

UWSMC Physical Therapy Staff In-service  
Madison, WI 4/14/93

**Careers In Athletic Training**

Career Day : Wisconsin Dells High School  
Wisconsin Dells, WI 4/27/93

**Functional Ankle Rehabilitation**

1993 UWHC Sports Medicine Symposium  
Holiday Inn Conference Center  
Middleton, WI 5/14/93

**Preventing Chronic Lower Leg Injuries**

Madison Memorial High School : Cross country teams  
Madison, WI 8/16/93

**The Bleeding Athlete**

Southern Wisconsin Football Officials Association  
Madison Memorial High School  
Madison, WI 8/25/93

**Essentials Of Proper Warm-up**

Southern Wisconsin Football Officials Association  
Madison Memorial High School  
Madison, WI 8/25/93

**Blood-borne Pathogens in Athletics**

WIAA Rules Interpretation Meeting : Wrestling  
Sun Prairie High School  
Sun Prairie, WI 11/2/93

**Careers In Sports Medicine**

Medical Occupations Course  
Madison Memorial High School  
Madison, WI 2/21/94

**Proper Helmet Fitting**

WIAA Rules Interpretation Meeting : Football  
Madison Lafollette High School  
Madison, WI 9/11/94

**Emergency Medical Considerations In Youth Athletics**

Wisconsin Parks and Recreation Association Meeting  
Embassy Suites Convention Center  
Green Bay, WI 11/3/94

**The Clinical Athletic Trainer**

Athletic Training Administration Course Lecture  
University of Wisconsin-Madison, Unit II Natatorium  
Madison, WI 11/9/94

**The Clinical Athletic Trainer**

Physical Therapy Seminar Course Lecture  
University of Wisconsin - Madison, Medical Science Center  
Madison, WI 11/15/94

**Shoulder Evaluation Workshop**

New Directions in Shoulder Recognition, Treatment and Rehabilitation  
The Concourse Hotel and Convention Center  
Madison, WI 1/20/95

**Shoulder Rehabilitation Workshop**

New Directions in Shoulder Recognition, Treatment and Rehabilitation  
The Concourse Hotel And Convention Center  
Madison, WI 1/20//95

**Immediate Care And Emergency Procedures**

UWSMC Student Trainer Lower Extremity Workshop  
Madison, WI 4/22/95

**Common Athletic Injuries To The Foot And Lower Leg**

UWSMC Student Trainer Lower Extremity Workshop  
Madison, WI 4/22/95

**Blister Care And Prevention**

UWSMC Student Trainer Lower Extremity Workshop  
Madison, WI 4/22/95

**The Clinical Athletic Trainer**

McFarland High School Biology Class - 3 presentations  
McFarland, WI 5/4/95

**The Clinical Athletic Trainer**

Physical Therapy Seminar Course Lecture  
University of Wisconsin-Madison, Medical Science Center  
Madison, WI 11/8/95

**Infectious Disease Transmission In Athletics**

Tri-County Youth Basketball  
Madison Memorial High School  
Madison, WI 11/8/95

**Careers In Sports Medicine**

Madison Memorial Exercise Physiology Course Lecture  
UW Clinics Research Park

- Madison, WI 11/30/95
- The Clinical Athletic Trainer**  
University of Wisconsin Kinesiology Club  
University of Wisconsin-Madison, Unit II Natatorium  
Madison, WI 2/18/96
- Protective Taping And Bracing**  
Dane County Sports Medicine Coaching Continuing Education Program  
Madison Memorial High School  
Madison, WI 3/11/96
- Protective Equipment In Contact And Collision Sports**  
1996 Great Lakes Athletic Trainers Association Annual Meeting And Clinical Symposium  
Holiday Inn Conference Center  
Middleton, WI 3/16/96
- Careers In Sports Medicine**  
Madison Memorial High School Medical Occupations Course  
UW Clinics Research Park  
Madison, WI 3/22/96
- The High School Athletic Trainer**  
University of Wisconsin-Madison Education Administration Course  
Educational Sciences Building  
Madison, WI 4/10/96
- Equipment in Contact and Collision Sports**  
1996 UWHC Sports Medicine Symposium  
The Concourse Hotel And Convention Center  
Madison, WI 5/11/96
- Careers in Sports Medicine**  
Dodgeville High School Biology Course  
UW Clinics Research Park  
Madison, WI 11/8/96
- Infectious Disease Transmission In Athletics**  
Tri-County Youth Basketball  
Madison Memorial High School  
Madison, WI 11/11/96
- Careers In Sports Medicine**  
Madison Memorial Exercise Physiology Course Lecture  
UW Clinics Research Park  
Madison, WI 12/6/96
- Current Concepts In Knee Evaluation**  
1997 UWSMC Symposium : Knee Rehabilitation  
Return to Activity After Ligament Injury  
Holiday Inn Conference Center  
Middleton, WI 1/17/97
- Functional Rehabilitation Laboratory**  
1997 UWSMC Symposium : Knee Rehabilitation  
Return to Activity After Ligament Injury  
Holiday Inn Conference Center  
Middleton, WI 1/17/97
- Principles Of Athletic Injury Rehabilitation**  
Dane County Sports Medicine Coaching Continuing Education Program  
Madison Memorial High School  
Madison, WI 2/3/97
- Protective Taping And Bracing**  
Dane County Sports Medicine Coaching Continuing Education Program  
Madison Memorial High School



Madison, WI 2/17/97

**Infectious Disease Transmission In Athletics**  
Tri-County Youth Basketball  
Madison Memorial High School  
Madison, WI 11/10/97

**Protective Taping and Bracing**  
Oregon High School Coaches Continuing Education  
Oregon High School  
Oregon, WI 11/12/97

**Careers in Sports Medicine**  
Madison Rotary Club Career Day- 2 presentations  
Holiday Inn Conference Center  
Middleton, WI 11/17/97

**Sports Related Orthopedic Injuries**  
Madison Metropolitan School District Nurses In-service  
BTCI Headquarters  
Fitchburg, WI 1/19/98

**Ulnar Stress Fracture : Case Report**  
1998 NATA National Meeting and Clinical Symposium  
Baltimore, MD June, 1998

**Youth Football Injuries and Protective Equipment**  
Dane County Youth Football Coaches  
McFarland Community Center  
McFarland, WI 8/8/99

**Athletic Training in Dane County**  
Board : Dane County Medical Society  
Dane County Medical Society  
Madison, WI 9/7/99

**Protective Equipment Update**  
UW Health Sports Medicine Program for Coaches  
UW Health Sports Medicine Center  
Madison, WI 10/29/99

**A Creatine Update**  
1999 Wisconsin Athletic Directors Association Meeting  
Stevens Point Holiday Inn  
Stevens Point, WI 11/8/99

**The High School Athletic Trainer : Panel Discussion**  
UW Student Athletic Trainers  
UW Department of Kinesiology  
Madison, WI 11/15/99

**Careers in Sports Medicine**  
Brookfield Central Exercise Physiology Class  
UW Health Sports Medicine Center  
Madison, WI 1/13/2000

**High School Athletic Training and Common Athletic Injuries**  
Jefferson Middle School PTO  
Jefferson Middle School  
Madison, WI 2/9/00

**Athletic Taping Workshop**  
Dane County Sports Medicine Council Sports Medicine Program for Coaches  
Madison Memorial High School  
Madison, WI 2/21/2000

**UW Health Sports Medicine : Past, Present, and Future**  
UW Health Sports Medicine Symposium

Marriot Hotel and Convention Center  
Middleton, WI 5/13/2000

**Injuries to the Knee**

Mueller Sports Medicine Program for Coaches  
Mueller Sports Medicine  
Prairie du Sac, WI 5/10/2000

**The Prevalence of Creatine Supplementation in Wisconsin High School Athletes**

2000 Wisconsin Athletic Directors Association Meeting  
The Paper Valley Resort and Convention Center  
Appleton, WI 11/6/2000

**Athletic Trainers and Physical Therapists : Working Together**

UW Physical Therapy Students  
Medical Science Center  
Madison, WI 11/27/2000

**Careers in Sports Medicine**

Sheboygan North and South High Medical Occupations Classes  
UW Health Sports Medicine Center  
Madison, WI 11/29/2000

**Careers in Sports Medicine**

Madison Memorial High School Exercise Physiology Class  
UW Health Sports Medicine Center  
Madison, WI 12/4/2000

**Careers in Sports Medicine**

Madison Memorial Exercise Physiology Class  
UW Health Sports Medicine Center  
Madison, WI 4/27/2001

**Careers in Sports Medicine**

Madison LaFollette Health Occupations Class  
UW Health Sports Medicine Center  
Madison, WI 5/4/2001

**Athletic Trainers and Emergency Medical Technicians : Working Together**

EMT Continuing Education Program  
UW Health Sports Medicine Center  
Madison, WI 8/13/2001

**Careers in Sports Medicine**

Monona Grove Sports Medicine Course  
UW Health Sports Medicine Center  
Madison, WI 9/27/2002

**Athletic Training in the High School Setting**

University of Wisconsin Athletic Training Education Program  
UW Department of Kinesiology  
Madison, WI 11/12/2002

**Reimbursement for Athletic Training Services**

University of Wisconsin Athletic Training Education Program  
UW Health Sports Medicine Center  
Madison, WI 12/9/2002

**The Reimbursement Models for Athletic Training Services at the UW Hospital and Clinics**

NATA Committee on Reimbursement and Clinical Industrial Committee  
Marriott Hotel  
Indianapolis, IN 2/23/2003

**The Reimbursement Models for Athletic Training Services at the UW Hospital and Clinics**

UW Sports Medicine Symposium

Marriott Hotel  
Middleton, WI 5/10/2003

**The Reimbursement Models for Athletic Training Services at the UW Hospital and Clinics**

WATA Reimbursement Committee  
UW Health Sports Medicine Center  
Madison, WI 7/12/2003

**Athletic Training at the University of Wisconsin Hospital**

2004 NATA National Meeting VIP Program  
Baltimore, MD

**The Role of the Executive**

ISP Executive Study Program Regional Presentation  
St Paul, MN 11/6/2004

**The Athletic Trainer in the Hospital and Clinic Environment :**

**Creating Opportunities for a Multi-Skilled and Versatile Health Care Provider**

2005 NATA National Meeting  
Indianapolis, IN

**Athletic Training at the University of Wisconsin Hospital**

2005 NATA National Meeting VIP Program  
Indianapolis, IN

**Future Ambulatory Facility Programming at the UW Health Research Park Clinic**

ISP Executive Study Program Regional Presentation  
Minneapolis, MN 7/6/2005

**The New Healthcare Leader : Hitting the Ground Running**

ISP Executive Study Program Regional Presentation  
Dallas, TX 3/11/2006

**The Athletic Trainer in the Hospital and Clinic Environment :**

**Demonstrating Evidence-Based Value to Employers**

2006 GLATA Winter Meeting and Clinical Symposium  
Madison, WI 3/15/2006

**The Athletic Trainer in the Hospital and Clinic Environment :**

**Creating Opportunities for a Multi-skilled and Versatile Healthcare Provider**

University of Wisconsin – Stevens Point Athletic Training Education Program  
Madison, WI 4/16/2008

**The Athletic Trainer in the Hospital and Clinic Environment :**

**Creating Opportunities for a Multi-skilled and Versatile Healthcare Provider**

University of Wisconsin Athletic Training Education Program  
Madison, WI 4/28/2008

**Careers in Sports Medicine x 3**

Beaver Dam Sports Medicine Course  
UW Health Sports Medicine Center  
Madison, WI 10/22/2009, 3/17/2010

**Testifying as an Expert Witness**

2010 WATA Annual Meeting and Symposium  
Eau Claire, WI 4/23/2010

**Workshop: Introduction to Athletic Training as a Physician Extender**

The Career Path of the Physician Extender  
The Evolution and History of the Athletic Trainer as a Physician Extender  
The University of Wisconsin Hospital Program Description  
National Athletic Trainers' Association 61st Annual Meeting and Clinical Symposia  
Philadelphia, PA 6/21/2010

**Workshop: The Clinical, Surgical, and Financial Impact of Athletic Trainers on Medical Practices**

National Athletic Trainers' Association 61st Annual Meeting and Clinical Symposia

Philadelphia, PA 6/22/2010  
**Critical Healthcare Business Management Techniques**  
Business of Healthcare II - Advanced Concepts  
National Athletic Trainers' Association 61st Annual Meeting and Clinical Symposia  
Philadelphia, PA 6/23/2010  
**Demonstrating the Value & Versatility of the Athletic Trainer in a Hospital & Clinic Environment**  
2010 WATA Fall Meeting and National Reimbursement Symposium  
Milwaukee, WI 11/6/2010  
**Securing Administrative Support for Athletic Training Services**  
2010 WATA Fall Meeting and National Reimbursement Symposium  
Milwaukee, WI 11/6/2010  
**Leadership Development for the Clinical Athletic Trainer**  
2011 DJO Physician Extender Workshop  
San Diego, CA 1/22/2011  
**The Athletic Training Residency Program Accreditation Process**  
2011 DJO Physician Extender Workshop  
San Diego, CA 1/22/2011  
**Physician Extender Financial Considerations and Business Concepts**  
2011 DJO Physician Extender Workshop  
San Diego, CA 1/23/2011  
**The Financial Impacts of Athletic Trainers on Hospitals, Orthopaedic Practices and the Community**  
2011 AAOE Meeting  
Orlando, FL 5/23/2011  
**The Evolution, History, and Career Path of the Physician Extender Athletic Trainer**  
**The Business of How Athletic Trainers Show Financial Impact on Hospitals and Medical Practices**  
**The Lean Athletic Trainer**  
National Athletic Trainers' Association 62nd Annual Meeting and Clinical Symposia  
New Orleans, LA 6/19/2011

## **Medical Coordination of Athletic Events**

Badger State Games, 1994-1998

Madison Marathon, 1994-1998

University of Wisconsin Hospital Sports Medicine Center Triathlon, 1993-1998

## **Medical Event Coverage Experience**

### **Madison Memorial High School 1991-2002**

- Yearly coverage of approximately 80 athletic events for the sports of football, boy's and girl's soccer, boy's and girl's basketball, boy's and girl's gymnastics, ice hockey, wrestling, and boy's and girl's track. Various regional and sectional athletic events in all sports including volleyball, swimming, softball, and cross-country.

### **WIAA State Tournament Experience**

Wisconsin Boy's State Swimming Championships, 1988

Wisconsin Girl's State Basketball Championships, 1989

Wisconsin Boy's State Basketball Championships, 1989,90

Wisconsin Boy's State Soccer Championships, 1989,1992-2000

Wisconsin Girl's State Soccer Championships, 1993,94,2002

Wisconsin Boy's State Football Championships, 1989

Wisconsin Boy's State Ice Hockey Championships, 1992-98, 2000,2002

Wisconsin State Boy's Golf Championships, 1999

### **TFA Boy's Indoor State Track Meet, 1989-99**

-Madison, WI

### **TFA Girl's Indoor State Track Meet, 1989-99**

-Madison, WI

### **Pac 10 Wrestling Championships, 1991**

-Stanford University, Palo Alto, CA

### **NCAA Track and Field Championships, 1991**

-University of Oregon, Eugene, OR

### **Badger State Games : Regional Volunteer, 1992,93**

-Merrill, WI

### **Badger State Games : State Volunteer, 1993-98,00,01,02**

-Madison, WI

### **Shrine High School All Star Football Team**

-North Team Head Trainer, 1992

-Oshkosh, WI

### **UW Health Sports Medicine Triathlon : Volunteer, 1992-98**

-Lodi, WI

### **Special Olympic's Track Meet, 5/15/93**

-Madison, WI

### **MACC Fund Trek Bicycle Ride, 1997,98**

-Madison, WI

### **Madison Junior Achievers Track Meet, 5/29/93**

-Madison, WI

### **Madison Marathon : Volunteer, 1994,96,97,98,00,02,05,06**

-Madison, WI

### **Madison 56er's Youth Soccer Tournament, 1994-97**

-Madison, WI

### **WBCA Wisconsin High School All-Star Games, 1995-01, 2005**

-Madison, WI

### **Badger Classic Basketball Tournament, 1995,96**

-Madison, WI

### **Badger State High School Wrestling Invitational, 1997**

-Madison, WI  
**Madison All-City Swim Meet**, 1991,92,1997-01,02, 04  
-Madison, WI  
**Madball Summer High School Basketball Tournament**, 1996-02  
-Madison, WI

### **Professional References**

**Available upon request.**

**University of Minnesota, Minneapolis, MN**  
School of Public Health, ISP Executive Study Program  
Credential of Healthcare Management Studies  
Specialization: Ambulatory Care Administration  
July, 2004 – October, 2006

### **ISP Course 1**

In the eleven months that follow the on-campus residential session, students complete the eleven independent study units listed below, the third substitutes an oral presentation at a regional seminar for a written assignment. Each study unit introduces the administrator to the concepts that link theory to practice. The approach derives from and leads to a principle central to adult education: "Learning is the discovery of the personal meaning and relevance of ideas."

#### **Unit 1: Management Process**

We begin with the management process as a framework for viewing any organization, including the student's own. While the administrator's job may not include each component of the process, it is his or her job to be sure each component of the process is functioning well within the organization. Management process is introduced as a functional system rather than as the learning of specific technological content areas and is seen as a means to an end—managing the delivery of health care services which are of high quality, acceptable to patients and clients, accessible and affordable—rather than the end itself.

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#### **Unit 2: Organizational Behavior**

One of the most obvious contributions of education to effective administration is the administrator's development of management and leadership skills. The unit offers a conceptual model for practitioners who choose to be more effective administrators, a model that can be used throughout the administrator's career to adopt or adapt new information theories and ideas. By using leadership as the central focus of the unit and balancing it with organizational behavior, the unit creates a model within which the administrator can analyze new approaches to managing health care.

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#### **Unit 3: The Role of the Executive/The Regional Seminar**

The first two units took a broad view of organizations, and of the activities and behaviors within organizations. Now, in this unit, the focus is on the role of the healthcare executive. There is no right role, function or style. Role and style are dynamic concepts which change throughout professional careers. The goal of the regional seminar is to encourage administrators to apply the material from the first few units to their own definitions of the roles and functions of the executive and to encourage critical analysis as they examine their current and future roles.

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#### **Unit 4: Problem Solving**

Like all managers, today's hospital and health care administrator spends more time in the process of problem solving and decision making than in any other single category of administrative activity. Like all managers, the health care executive's potential for success is based largely on his/her ability to sort out and solve problems effectively. Institutions teaching graduate administration have adopted particular approaches in teaching. Thus, the methodologies employed by Harvard Business School, Wharton, and Stanford are reasonably well understood and often emulated in other sectors of graduate education. The University of Minnesota has historically placed major emphasis on problem solving from both internal and external perspectives and its technique is emulated around the world. In this unit of study, attention is directed toward a precise method of solving problems and making decisions with objectivity.

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## **Units 5 and 6: Financial Management**

Financial Management has the ultimate goal of sound financial decision making; maximizing the financial wealth of the organization's stockholders and ensuring the future financial viability of the firm. These units are designed to help administrators evaluate factors that impact the financial well being of their organizations and to introduce a variety of essential financial management concepts. The administrator who has completed these units will be comfortable with health care financial management terminology and the analytical tools and techniques utilized to evaluate the financial impact of their organization and other health care partners.

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## **Unit 7: Human Resources**

When teaching in a "traditional program, the HR instructor challenges the students to try to understand how business is run in the "real world. In ISP the challenge is to provide a curriculum which fulfills the needs of the administrator through a practical application of the materials provided. Human resources is an integrative approach to managing the most important of the resources available to an organization: people, money, materials and markets. Its goal is developing true leadership which provides the ability to cause or determine the circumstances in which achievement can occur.

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## **Unit 8: Clinicians or Nursing**

The Clinicians unit focuses on management issues pertaining to clinicians in ambulatory healthcare organizations. It is organized around four topic areas: recruitment/credentialing of clinicians; charges and reimbursement for professional services; compensation/employment agreements; and strategies for health care managers working with clinicians to meet organizational objectives.

The Nursing unit is designed to provide health care executives with information about vision, values, philosophy, clinical processes, and other key structures that must be in place to yield quality patient care. Patient care delivery systems, standards of care and practice, information systems, and physician and payer relations are among the topics covered.

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## **Unit 9: Productivity and Efficiency**

This unit describes the forces that are bringing healthcare performance under scrutiny. It compares conventional quality assurance and the quality control approach to the paradigm of organization-wide process improvement strategies under development in other industrial sectors and among innovative health organizations.

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## **Unit 10: Integrated Information Systems**

Recognizing that the manager's problem solving ability is limited by the amount of data she or he can access and the ability of the information to meet management needs, this unit is designed to demonstrate the use of structured analysis and information technology in the support of managerial decision making. Objectives include enabling the manager to more effectively apply information technology in the work environment, furthering the understanding of the basic language of decision sciences and information, and recognition of the role of the manager in the design and implementation of the decision models and information systems.

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## **Unit 11: Governance**

This unit is written for those who wish to guide board deliberation toward the big questions even if some little ones are missed (instead of vice versa). It is written for executives who want a strong board rather than a weak one, but one which demands a strong executive as well. It seeks to



create a rational framework of how boards can be, rather than how boards are. It proceeds from broad concepts and imperatives to the concrete, operating parts of excellence in governing. It demonstrates a board process that enables long term thinking, client- as well as taxpayer/donor-focused concern, proper board/staff relating, responsible control without "meddling and the minimization of wasted time and unnecessary actions. In order to accommodate the new administrative roles of ISP students roles that cross program lines and boundaries, several units are scheduled to coincide so that the program content can also cross lines and boundaries. As an example, an administrator of emergency services in a large hospital who is enrolled in the ACA program may decide to take the Hospital Administration financial units .

## **ISP Course 2**

### **Unit 1: Ethics**

Bioethics and critical care decision making continue to receive front page attention, while there is a near-silence on the issue of health services administration ethics. This unit brings together some of the major areas of concern relative to ethics and health administration, promotes a conceptual understanding of ethics as applied to administrative decision making, and a language for the expression of that understanding.

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### **Unit 2: Managing in Change**

This unit assists the executive in applying leadership in time of change, transition and chaos. It stresses the application of principles to situations and the managers ability to think critically and creatively about change and chaos.

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### **Unit 3: Strategic Planning**

The major goal of this unit is to provide an understanding of planning from a conceptual base and the use of strategic planning in the health care management process. The need and use of strategy formulation and market-based planning in positioning a healthcare corporation to its environment for effective decision making is also developed. It stresses practical application to the executive's organization/operations, introduces concepts, principles and practices related to strategic planning, and examines some tools that are available to structure the strategic thinking process.

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### **Unit 4: Marketing**

Hospitals and other health care organizations have been performing marketing functions for much longer than they might care to admit. The shift toward more formal marketing concepts may be relatively recent but under the guise of long-range planning, health care organizations have performed a number of marketing functions for at least 20 years. Capital projects were and still are required to fit within the health care organization's long-range plan and also within state guidelines or requirements where applicable. Understanding marketing should change the way you manage, plan, and control the activities of your organization. Marketing is a discipline, and this unit will discuss the logical steps that when taken in totality, allow just about anybody to market anything.

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### **Unit 5: Financial Strategies**

This unit is not intended to provide a proscriptive guide to the basics of financial management but rather to introduce the administrator to current issues and strategies related to financial management. Although varying degrees of financial expertise and organizational complexity are represented in the ISP student base, several objectives will be met for each individual including the development of a business plan.

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### **Unit 6: Capital Finance**

The intent of this unit is to make the administrator sufficiently knowledgeable in, and conversant with, financial issues so that she or he can set goals for -- and evaluate the performance of -- the department or organization, and the financial staff who now (or will some day) report to them. The unit focuses on two topics: capital financing and the capital budgeting decision.

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### **Unit 7: Managed Care**

In response to, or in preparation of major health care changes, providers are creating new types of alliances including foundations, physician hospital organizations, medical service organizations, clinics without walls, and accountable health plans. The successful new models are doing more than just organizing to negotiate with purchasers. They are making fundamental changes in their structure and compensation which will eliminate redundant services, improve continuity of care, access improved practice technology, reduce administrative costs, and give providers the tools and incentives to manage costs, quality and access. The purpose of this unit is to help the student understand the various components of managed care and think critically about how these activities impact patients, providers, and the health system as a whole.

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### **Unit 8: Legal Dimensions for Health Care Administrators**

It is apparent to all that law and legal rights are gaining importance in the health care setting. Malpractice is a term which makes physicians shudder and some feel that the attorney seeks out the exaggerated claim of injury. The administrator needs some understanding of the nature of legal practice and legal process to evaluate what is happening. The responsibility of the administrator and governing board, for the quality of medical care practiced, and corporate responsibility for negligence and the careless acts of employees are among the topics discussed.

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### **Unit 9: Integrated Delivery Systems and Joint Ventures**

The common theme among healthcare proposals being advanced in the United States is that of forcing changes onto the health care industry. Integrated delivery systems are at the heart of many of the proposals and represent a logical transition from the more narrowly focused joint ventures of the past and present to a more complete integration amongst providers. The purpose of this unit is to facilitate the administrators thinking about how changes in the environment will be influencing the medical community in their area and to help them anticipate the implications of those changes. The unit describes integrated delivery systems and joint venture opportunities as a method for healthcare organizations and physicians to effectively deal with some of the changing aspects of the field.

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### **Unit 10: Physicians and the Healthcare Executive**

Just as the locations for patient care are changing, commensurate changes are taking place in the relationships between physicians and healthcare executives. Relationships between these parties are becoming less location dependent. It has become increasingly important that healthcare executives understand the multiple dimensions which relationships with physicians can take and for all healthcare executives to share a common knowledge base upon which to build those relationships. This unit will explore the multidimensional relationships which exist between physicians, health care executives, and the organizations in which they work. This unit seeks to provide the executive with a common information base upon which to build the specialized knowledge pertinent to their particular practice.

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### **Optional Unit: Facility Development**

Facility Development is introduced as a special type of management problem solving. The bridge from programs to physical facilities (the bricks and mortar) is facility analysis and development. It is an exercise in measuring and tabulating space, assessing its adequacy for the current level of activity, and determining the amount of space that will be required for the projected future level of activity. This unit helps the administrator see him or herself as the leader of the team, representing the total organization as the process evolves. The skills presented are those of analysis and projection. Knowledge passed on is an awareness of what needs to be done during the various phases of planning.