

Debra L. Phairas

1985 - present **President -- Practice & Liability Consultants**
San Francisco, California

Founder of a nationally recognized health care practice management and risk management consulting and seminar firm. Clients include over 1,800 individual and group physician practices of every specialty, malpractice insurance companies, state, local and national medical/dental associations. See Firm Services or Website www.practiceconsultants.net for descriptions of services provided.

1983 - 1985 **Assistant Director/Claims Control & Prevention -- NORCAL Mutual**
San Francisco, California

Responsible for developing risk management programs for a physician owned malpractice insurance carrier. Developed and presented seminars, wrote scripts for innovative seminars, wrote educational letters and handouts, developed the malpractice insurance industry's first malpractice prevention practice audit program which was implemented in 30 of Northern California's largest medical groups, produced award-winning medical educational audiovisual programs.

1979 - 1983 **Director -- Planned Parenthood**
Walnut Creek, California

Responsible for all aspects of clinic which delivered medical, surgical, counseling services. Payor mix: 60% capitation, 40% private pay/insurance. Financial management, budgeting, forecasting, analysis, clinic systems and operations management, overall personnel management of 75+ contract physicians, nurse practitioners/PA's, counselors, staff and volunteers. Responsible for presenting to the Board of Directors, outreach, community public relations including radio talk shows, political lobbying and events.

1978 - 1979 **Sales Representative -- Merck, Sharp and Dohme**
Napa, Sonoma and Solano Counties, California

Responsible for detailing physicians about new pharmaceutical drugs such as Mefoxin, Clinoril and existing products, serviced pharmacies, arranged for physician expert speakers to present educational programs for local physicians, participated in extensive training in drug action, disease and drug therapy provided by the company.

1976 - 1978 **Sales Representative -- Parke, Davis and Company**
Chicago, Illinois

Responsible for same activities as above pharmaceutical company. In the first full year of employment, was ranked number one in sales and sales percentage increase in a district of 15 sales representatives. Introduced Timoptic and Vira-A.

Education

1980 - 1985 MBA Health Services Administration Program, Golden Gate University
San Francisco, California

1972 - 1976 BS, Health Education (Pre-Medical program first three years)
Michigan State University, East Lansing, Michigan

1968 - 1972 Diploma, Lakeview High School, Battle Creek, Michigan

Professional Organizations

1999 President

Society for Professionals in Healthcare, a merger of Healthcare Strategies & Perspectives and Healthcare Executives of Northern California

American Society for Healthcare Risk Management/American Hospital Association - 1999 National Chairperson Physician Office Toolkit

Credentialed Consultant:

American College of Physicians (ACP)

American Academy of Family Physicians

American Academy of Ophthalmology

American College of Gastroenterology

TIPPA - The IPA Association of America

NIPAC – National IPA Coalition

Managed Care Resource Center Professional Advisory Network

Member:

Charter Member National Society of Certified Healthcare Business Consultants

National Association of Certified Valuators and Analysts

Society of Professionals in Healthcare – Bay Area

American Academy of Ophthalmic Executives, AAOE

American Society of Ophthalmic Administrators, ASOE

Medical Group Management Association

Bay Area Network of Healthcare Consultants

Women Healthcare Executives

Volunteer Work:

CASA (Court Appointed Special Advocate for Children) 2009-2011

San Francisco Judicial System for Abused/Neglected children in Foster Care/Court System

Secretary, Flag Officer 2010 South Beach Yacht Club

Director, Board of Directors, elected to 3 year term 2013-2016

Expert Witness

Admitted as Qualified Expert Witness in California, Arizona and Washington State Superior Courts.

Publications

“Preventing and Recognizing Embezzlement” The Journal of Medical Practice Management, January/February 2016, Green branch Publishing

“Policy and Procedure: Put your Employee Manual under Examination” American Association of Medical Assistants CMA Today Magazine, January 1, 2016

“10 financial challenges facing physicians in 2016” Medical Economics, **December 25**, 2015

“10 Tips for avoiding practice management “hypertension” to lower your blood pressure and successfully navigate the pitfalls of running a practice” Healthcare Finance, October 17, 2014

“Use Objective Measures to Incentivize Midlevel Providers for Increased Productivity” Medical Economics, April 10, 2014

“Bringing in a New Associate – Friend or Foe?” Entrepreneur. MD for Ophthalmology, April 2014

“A Physician’s Guide to Avoiding Embezzlement” Entrepreneur. MD for Ophthalmology, January, 2014

“Keeping Patients Happy” PRF News – Newsletter of Physicians Reimbursement Find, Inc. Volume 15, Number 2, August 2012.

“AMA offers advice on obtaining, using contracted fee schedules” Amednews.com – American Medical News, July 20, 2012.

“When doctors divorce, the breakup can be as messy as a marital split” The Kansas City Star, June 29, 2012

“Mindful mission statements promote and enforce group ideals” HealthLeadersMedia, November 2011

“Administrative Support for the Healing Team” San Francisco Medicine, Volume 85, Number 4, May 2012.

“Managing Up’ a Critical Part of Practice Management “” Psychiatric Times, February 27, 2012

“Patient Relations, Customer Service and Communications: Malpractice Prevention *and* Marketing” Physicians Reimbursement Fund, Inc Newsletter to insureds, Volume 14, Number 3, November 2011.

“Pain management for practice breakups” American Medical Association News, www.amednews.com October 10, 2011.

“Grow your practice with ancillaries” Medical Economics, August 25, 2011.

“Tap Into New Revenue Streams, creative ways to boost your bottom line” Medical Economics, August 10, 2011.

“Managing Your Online Presence – What do people find when they Google you?” San Francisco Medicine, June 2011.

“Future Friend or Foe? Bringing in a New Associate” Plastic Surgery Practice.com, March 2011.

“What you Never Learned in Medical School” Alameda Contra Costa Medical Association Bulletin, Sept.Oct 2010.

“Developing a Successful Partnership with your Manager” American Academy of Ophthalmology, AAOE Practice Management Pearls July 2010.

“A Physician’s Guide to Avoiding Embezzlement” American Academy of Ophthalmology, AAOE news, April 2010.

“Best Practices Toolkit” California Medical Association Publication 2009 Contributed two chapters and provided forms/handouts available via their website www.cmanet.org .

“Interoffice relationships: Red light or green light?” Strategies for Nurse Managers, 2009.

“Do you spend too much time explaining patients’ coverage?” Private Practice Success, April 2007.

“Practical and Proficient Performance Evaluations for Employees” The Seattle Study Club Journal. Symposium 2006. Volume 11, Winter, No. 2, 2006.

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“For most of your staff, overtime work means overtime pay” American Medical News. August 2006.

“Physician Practice Cost Survey: Experience of Smaller Practices in California” California Medical Association 2005 Helped design survey instrument and encouraged initial undertaking.

“Fix front-back office rifts with these four strategies” The Physician’s Advisory’s Private Practice Success December 2005.

“What Medical School Didn’t Teach You About the Business Side of Practice” San Francisco Medicine September 2005.

“Reduce Overhead, Realize Increased Net Income” San Francisco Medicine 2005.

“If walls could talk: Your waiting room speaks volumes” The Physician’s Advisory’s Private Practice Success. July 2005.

“Hospitals fund doctors' private practices” East Bay Business Times May 23, 2005.

“Help patients overcome HSA hurdles” Group Practice Solutions. March 2005.

“Strategies to ‘Survive and Thrive’ in a Managed Care Marketplace” The Medical Bulletin of Greater San Francisco-South Bay-East Bay-Napa Valley-Sonoma-Monterey, Volume 1, Number 2, Fall 2004.

“Mindful Mission Statements Promote and Enforce Group Ideals” Group Practice Solutions, October 2004. Advisory Publications.

Loss Prevention Letter, published national subscription newsletter on malpractice prevention topics 1987-1992. Hospital, physicians, staff, insurance companies and attorneys subscribers. Granted permission to reprint with credit for many local, state and national organization publications.

“Doctors In State Fleeing Managed Care,” San Francisco Chronicle, Sunday, February 9, 2003, quoted by Sabin Russell, author.

“Goodwill hunting” Group practice Solutions, August 04, 2003. Advisory Publications

“Five Changes Medical Offices Need to Make for Success in 2003.” Southern California Physician. May 2003.

“Employee orientation key to transition” American Medical News September 22-29,2003.

“Reduce Overhead, Realize Increased Net Income,” San Francisco Medicine, January 2003.

“Strategies to Survive and Thrive in a Managed Care Marketplace,” San Francisco Medicine Volume 74, Number 1, January 2001.

"Preventive Medicine for Your Practice," Dermatology Times, Volume 20, Number 8, August 1999.

“Capturing Managed Care Contracts,” American Council of Gastroenterology Managed Care Bulletin, Volume One, October, 1996.

"Medical Records Documentation," Vital Signs, published by the American Academy Family Physicians. Volume Three 1996.

"Interview Do's and Don'ts," Family Practice Magazine, Monthly Advice Column for the American Academy of Family Physicians. Nov./Dec. 1996.

“New Doctors Find Business Training Lacking When They Start To Practice,” quoted by Katherine Barr, Published by American City Business Journals, October 1996

"The Basics of Practice Valuation" Family Practice Magazine, Monthly Advice Column American Academy of Family Physicians, March 1996.

"Reader Questions," OB-GYN Malpractice Prevention, monthly advisor on legal risk management for obstetrics and gynecology. July 1996.

"Don't Get Sued: The Most Common Causes of Lawsuits and How You Can Protect Yourself," American Medical News, heavily quoted in Part 1 of 4: "Primary Care Risks," by Bill Clements, author. July 11, 1994.

AGA News, Official Newsletter of the American Gastroenterological Association, monthly column on medical risk management and malpractice, with Martin L. Greene, MD:

"Telephone Triage Advice Presents Risk," Vol. 29, No. 6, June, 1995

"Determining Impairment and Disability Due to Gastrointestinal Diseases, Parts I & II,"
Vol. 29, No. 3 & 4, March & April, 1995

"The Inexpert 'Expert' Witness," Vol. 29, No. 2, February, 1995

"If You Didn't Chart It, You Didn't Do It," Vol. 29, No. 1, January, 1995

"Facing Therapeutic Dilemmas: 'Lose/Lose' Situations in Gastroenterology Practice,"
Vol. 28, No. 12, December, 1994

"Costly & Common Drug Therapy Claims," Vol. 28, No's. 9 & 10, September & October, 1994

"Informed Consent," Parts I & II: Vol. 28., No's. 7 & 8, July & August, 1994

"The Doctor-Patient Relationship," Vol. 28, No. 6, June, 1994

"Managed Care Contracting Risks," Parts I & II: Vol. 28, No's. 4 & 5, April & May, 1994

"Legal Pitfalls in the Diagnosis of Colorectal Cancer," Vol. 28, No. 3, March, 1994

"Communication in Your Office Prevents Confrontations in Court," Vol. 27, No. 11, Nov. 1993

"Managed Care: Medical Judgment vs. Utilization Review," with Alan E. Deegan, DDS, MSD, Monitor, a quarterly risk management newsletter presented by the American Association of Oral & Maxillofacial Surgeons (AAOMS) Insurance Company, RRG & Fortress Insurance Company of America, Fall, 1994, Vol.5, No. 3.

"Communication in Your Office Prevents Confrontation in Court," part of Eye on Malpractice column, regular feature of Patient Education Update, Milner-Fenwick, Timonium, MD. Spring, 1994.

"Liability Risks with HMO/PPO Contracting," LARS, Newsletter of the Los Angeles Radiology Society, March 1993.

"Essential Items to Plan for Retirement and Closing Your Practice," San Francisco Medicine, San Francisco Medical Society Journal, November 1992.

"Informed Consent: Forging the Therapeutic Alliance," Northern California Medicine, June 1992.

"Liability Risk and Managed Care Contracting," Northern California Medicine, June 1991.

"Service, A Key to a Healthy Practice," American Medical News, American Medical Association, March 18, 1991.

"Avoiding 'Failure to Diagnose' Claims," Northern California Medicine, June 1990.

Published LOSS PREVENTION LETTER a subscription newsletter to over 250 medical practices, hospitals and malpractice carriers 1985-1993

PRACTICE & LIABILITY CONSULTANTS, LLC

Professional References

PRACTICE & LIABILITY CONSULTANTS is a progressive California consulting company established in 1985. The firm has rapidly gained a national reputation for its innovative workshops, seminars and practice and risk management services in the health care field.

Sponsors of P&L's copyrighted seminar programs include:

- State Medical Associations of California, Colorado, Florida, Illinois, Kansas, Michigan, Pennsylvania, Texas, and Wisconsin, as well as local California medical societies
- American Academy of Orthopedic Surgeons
- American College of OB-GYN
- American College of Cardiology, California Chapter
- American College of Gastroenterology
- American Gastroenterology Association, Division Chiefs of Medical Schools
- American Association of Oral and Maxillofacial Surgeons
- American Academy of Ophthalmology
- American Association of Osteopathic Surgeons
- American Academy of Otolaryngic Allergy
- Association of Dermatology Administrators and Managers (ADAM)
- California Orthopedic Association (C-BONES)
- Infectious Diseases Society of America
- California Association of Neurological Surgeons
- South Eastern Society of Plastic and Reconstructive Surgeons
- California Society of Facial Plastic Surgery
- University of Arkansas Medical School, OB-GYN
- University of California; at San Francisco, San Diego, Davis and Berkeley
- Harvard, Stanford, Tufts, UCLA, USC, Northwestern, Loma Linda
- University of Texas, Washington, Georgetown Medical Schools
- Witwatersrand University School of Medicine, Johannesburg, South Africa
- Private Medicine League, St. Petersburg, Russia
- Association of Otolaryngology Administrators
- Accreditation Association for Ambulatory Health Care Inc., Skokie, Illinois
- Federated Ambulatory Surgery Association
- California Ophthalmology Association
- California Anesthesiology Association
- Radiology Business Managers Association, Western Section
- Medical Group Management Association, Denver, Colorado
- Professional Association of Health Care Office Management
- Healthcare Financial Management Association
- IPAs: Brown & Toland, Marin IPA, Hill Physicians, Alta Bates Medical Group, Greater Valley-Cedars Sinai, IPA of the Redwoods, Muir Medical Group
- Searle, Upjohn, Marion Merrill Dow, Pfizer and TAP Pharmaceutical companies
- Multi-specialty Foundation for Aesthetic Surgical Excellence – Vegas Cosmetic Surgery & Aesthetic Dermatology
- Becker's Hospital Review Spine, Orthopedic and Paid Management-Driven ASC
www.beckershospitalreview.com

"Your suggestions were right on the mark! We reduced our A/R by 65%, reduced our staff by 2.5, which represents a savings of \$46,272, and reduced overtime to almost zero, Thank you!"

Primary Care of Lodi
A Medical Group



"I am amazed at how good your insight is. Your fee was well worth the help that I got."

Robert Edelman, MD
Ophthalmologist



"You were wonderful - things are already more focused and organized."

Susan Alexander, MD,
Interventional Cardiologist

Hospital and Health Systems:

- *Sutter Health Systems*; Alta Bates/Summit, Eden Medical Center, Sutter Delta, Marin General, Novato Community, *Catholic Healthcare West*; St. Francis, St. Mary's, Mercy Redding, *St. Joseph of Orange*; Orange County, Eureka, Queen of the Valley Medical Center, Salinas Valley Hospital, Alameda County Hospital, North Bay Health Systems, Seton Medical Center, Thomas Jefferson Medical College, GI Division, El Camino Hospitals

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Professional References

Clients include malpractice insurance companies in:

- Alaska, Arizona, California, Florida, Louisiana, Illinois, Michigan and Utah
- Osteopathic Mutual Insurance Company
- American Academy of Ophthalmologists - Ophthalmic Mutual Insurance Company
- The Dentists Insurance Company in California
- The American Association of Oral and Maxillofacial Surgeons Mutual Insurance Company.
- Eastern Dentist Insurance Company, Massachusetts
- Farmers Insurance Company - Unified Medical Group Association, renamed AMGA
- CHAIS
- The Doctors Insurance Company
- Program Beta Risk Management Authority - District Hospitals

- Several risk management programs developed by PRACTICE & LIABILITY CONSULTANTS have qualified for AMA Category I Continuing Education Credit. PRACTICE & LIABILITY CONSULTANTS is also an approved provider of CE credit for dentists, nurses and nursing home administrators in California. Rev. 4.13.09