

# Gilbert D. Weber, M.B.A.

6063 Goleta Circle  
Viera, FL 32940  
(321) 433-0623

[gil@gilweber.com](mailto:gil@gilweber.com)  
[www.gilweber.com](http://www.gilweber.com)

## Curriculum Vitae

### Work Experience

**Principal**, Gil Weber, MBA, practice management and managed care consulting, Viera, FL (**Current**)

**Managed Care Director**, American Academy of Ophthalmology, San Francisco, CA (**1993-1997**)

**Principal**, Eye Care Management Consultants, Los Angeles, CA (**1992-1993**)

**Vice President, HMO and PPO Relations**, Vision Care Management Systems, Sherman Oaks, CA (**1988-1992**)

**National Director of Vision Care Services and Clinical Laboratory**, Maxicare Health Plans, Inc., Los Angeles, CA (**1985-1988**)

**Director of Optical Operations**, Hawthorne Community Medical Group, Los Angeles, CA (**1979-1985**)

### Education

**M.B.A.**, Pepperdine University, Los Angeles, CA, 1988. Graduated #1 in class of over 300 (4.0 GPA)

**B.A.**, Whitman College, Walla Walla, WA, 1970

### Honors

**Golden Triangle Award**, American Academy of Dermatology (for excellence in public education of Dermatology issues) 2002

**Contributing Editor**, Ophthalmology Management

**Contributing Editor**, Optometric Management

**Contributing Editor**, Skin and Aging

**1996 Adrien and Gladys Drouilhet Lecturer in Ophthalmology**, UT, Houston Medical School

**Conference Chairman, *Managed Vision and Eye Care Congress 96***, Institute For International Research, September 1996, Philadelphia, PA

**Conference Chairman, *Managed Vision and Eye Care Congress 95 (East)***, Institute For International Research, September 1995, Chicago, IL

**Conference Chairman, *Capitation and Contracting Strategies for Vision and Eye Care Networks***, IBC/Infoline, May 1995, Cambridge, MA

**Conference Chairman, *Managed Vision and Eye Care Congress 95 (West)***, Institute For International Research, February 1995, San Francisco, CA

**Conference Chairman, *Managed Vision and Eye Care Congress 94***, Institute For International Research, September 1994, McLean, VA

**Conference Chairman, *Managing HMO Benefit Programs in Pharmacy, Dental, and Vision***, (vision care section) Group Health Assoc. of America, April 1992, New Orleans, LA

### Books and Monographs

"Patient Satisfaction Surveys for ASCs" in Arnold P, MD, ***The ABCs of ASCs***, American Society of Ophthalmic Administrators (2004)

"Building Consensus at Your Practice," "Large vs Small Practices," and "How to Communicate to Staff That You're Moving Forward," in Weinstock F, MD and Kettlewell D, ***Compliance and HIPAA Made Easy: A Step-By-Step Guide to Success***, Anadem Publishing (2004)

"Managed Care Contracting" in Lee, D., MD and Higginbotham, E., MD, editors, **Clinical Guide to Comprehensive Ophthalmology**, Thieme Medical Publishers (1999)

Weber, G., Gilbert, M., MD, **Physician Compensation Under Capitation**, American Academy of Ophthalmology (1997)

Weber, G. **Managed Care Negotiations**, American Academy of Ophthalmology (1997)

Weber, G., Topp, C. **Managed Care Contractual Obligations**, American Academy of Ophthalmology (1997)

Weber, G., Freund, Y., Lum, F, MD **Succeeding In Managed Care**, American Academy of Ophthalmology (1997)

Abruzzo, M., Wade, R., Abrams, D., Hibbs, J., Peterson, N., Topp, C., Weber, G. **Networking Options and Antitrust Issues In Managed Care**, American Academy of Ophthalmology (1997)

Weber, G. and Rosenberg, R., **Capitating Medical-Surgical Ophthalmology Services**, American Academy of Ophthalmology (1995)

Weber, G., **Capitating Vision Care**, American Academy of Ophthalmology (1994)

Weber, G. and Freund, Y., **Managed Care: The Evolving Challenge For Ophthalmologists**, \* American Academy of Ophthalmology (1993)

\* This book has been sublicensed to and adapted by four other medical specialty societies.

### Lectures and Workshops

**Payor Tricks in Medical Eyecare: Discounted, Delayed, and Downcoded Reimbursements**, SECO (Annual Meeting), February 2010, Atlanta, GA

**Landmines on the Road to Better Managed Care Contracts**, SECO (Annual Meeting), February 2010, Atlanta, GA

**Landmines on the Road to Better Managed Care Contracts**, American Society of Ophthalmic Administrators (national webinar), June 2009

**Making it Harder for Payors to Manipulate Your Claims Payments**, Association of Dermatology Administrators and Managers (Annual Meeting), March 2009, San Francisco, CA

**What Do Your Patients Really Think? Patient Satisfaction Surveys, Mystery Shoppers, and Focus Groups**, SouthEast Eye Meeting, July 2008, Destin, FL

**Making it Difficult for Payors to Manipulate Your Claims Payments**, Wisconsin Academy of Ophthalmology, May 2008, Madison, WI

**Method to the Madness: Making it Harder for Payors to Manipulate Your Claims Payments**, American Society of Ophthalmic Administrators (Annual Meeting), April 2008

**What Do Your Patients Really Think? Patient Satisfaction Surveys, Mystery Shoppers, and Focus Groups**, ASOA On-line Webinar, March 2008

**Making it Harder for Payors to Manipulate Your Claims Payments**, Storm/ASCRS Clinical Update 2007, June 2007, Kiawah Island, SC

**How Ophthalmology Practices Must Adjust and Evolve to Succeed With the Growth of Consumer-Directed Health Care**, Memphis Eye Society and Tennessee Academy of Ophthalmology, May 2007, Memphis, TN

**What Do Your Patients Really Think? Tips and Pearls for Conducting Internal Marketing Research**, Texas Ophthalmological Association (Annual Meeting), May 2005, Grapevine, TX

**Making It Harder for Payers to Manipulate Your Claims Payments**, Texas Ophthalmological Association (Annual Meeting), May 2005, Grapevine, TX

**Managed Care Contracting Realities and Solutions for Podiatric Practices**, Codingline 2005 Coding and Reimbursement Seminar, January 2005, Oakland, CA, New York, NY, and Los Angeles, CA

**Patient Satisfaction Surveys, Mystery Shoppers, and Focus Groups**, Alcon/ASOA ophthalmic symposium, August 2004, San Antonio, TX

**OK, I'm an Eye Practice Administrator. Now What?** American Society of Ophthalmic Administrators (Annual Meeting), May 2004, San Diego, CA

**Overcoming the Fear Factor: Drop Third Party Contracts; Work Less; Earn More**, American Society of Ophthalmic Administrators (Annual Meeting), May 2004, San Diego, CA,

**Market Research: Patient Satisfaction Surveys, Mystery Shoppers**, Association of University Professors of Ophthalmology (Annual Meeting), January 2004, Sarasota, FL

**Hot Issues in Managed Care Contracting: How to Make it Harder for Payers to Manipulate Your Payments**, Virginia Society of Ophthalmology (Annual Meeting), June 2003, Virginia Beach, VA

**A Nuts and Bolts HIPAA Checklist: Are You Off on the Right Foot?** Virginia Society of Ophthalmic Medical Personnel (Annual Meeting), June 2003, Virginia Beach, VA

**A Nuts and Bolts HIPAA Checklist: Are You Off on the Right Foot?** Virginia Society of Ophthalmology (Annual Meeting), June 2003, Virginia Beach, VA

**Nasty Payer Tricks – Discounted, Delayed, and Downcoded Reimbursements**, Illinois Association of Ophthalmology (Annual Meeting), March 2003, Chicago, IL

**Designing and Implementing Effective Patient Satisfaction Surveys**, American Academy of Ophthalmology (Annual Meeting), October 2002, Orlando, FL

**Nasty Payer Tricks – Discounted, Delayed, And Downcoded Reimbursements**, 4 State Regional Conference, September 2002, Lake of the Ozarks, MO

**Contracting and Working with Anthem and Vision Service Plan: Negotiations or Ultimatums?** Connecticut Society of Eye Physicians (Annual Meeting), June 2002, Plantsville, CT

**Designing and Implementing Effective Patient and Referring Physician Surveys**, American Society of Ophthalmic Administrators (Annual Meeting), June 2002, Philadelphia, PA

**Discounted, Delayed, and Downcoded Reimbursements: Nasty Payor Tricks**, American Society of Ophthalmic Administrators (Annual Meeting), June 2002, Philadelphia, PA

**Getting Ready for HIPAA: From Reception Window to Check-Out**, Tennessee Ophthalmology Personnel Society (Annual Meeting), May 2002, Franklin, TN

**Nasty Payer Tricks -- Discounted, Delayed, and Downcoded Reimbursements**, Iowa Academy of Ophthalmology (Annual Meeting), April 2002, Des Moines, IA

**Designing and Implementing Effective Patient Surveys**, Utah Ophthalmological Society (Annual Meeting), February 2002, Salt Lake City, UT

**Nasty Payer Tricks -- Discounted, Delayed, and Downcoded Reimbursements**, Utah Ophthalmological Society (Annual Meeting), February 2002, Salt Lake City, UT

**Hidden Traps In Your Managed Care Contracts**, Utah Ophthalmological Society (Annual Meeting), February 2002, Salt Lake City, UT

**Nasty Payer Tricks -- Discounted, Delayed, and Downcoded Reimbursements**, Washington Academy of Eye Physicians and Surgeons (Annual Scientific Meeting), September 2001, Portland, OR

**Designing and Implementing Effective Surveys**, Washington Academy of Eye Physicians and Surgeons (Annual Scientific Meeting), September 2001, Portland, OR

**What to Do When Leaving a Managed Care Plan: Your Rights and Responsibilities Upon Termination**, Florida Society of Ophthalmic Administrators, June 2001, Brandon, FL

**What to Do When Leaving a Managed Care Plan: Your Rights and Responsibilities Upon Termination**, Novartis Ophthalmics, special presentation at American Society of Cataract and Refractive Surgery (Annual Meeting), April 2001, San Diego, CA

**Nasty Payor Tricks -- Discounted, Delayed, and Downcoded Reimbursements**, American Society of Ophthalmic Administrators (Annual Meeting), April 2001, San Diego, CA

**Hidden Traps In Your Managed Care Contracts**, American Society of Ophthalmic Administrators (Annual Meeting), April 2001, San Diego, CA

**Third Party Vision Plans: Sorting Out the Good, the Bad, and the Ugly**, SECO 2001 (Annual Meeting), February 2001, Atlanta, GA

**Managed Care Contracting: Protecting Your Interests When Opportunity Knocks**, SECO 2001 (Annual Meeting), February 2001, Atlanta, GA

**Helping the Ophthalmology Office Staff Deal with the Administrative Hurdles of Managed Care,** Novartis Ophthalmics National Sales Meeting, January 2001, Wailea, HI

**What to Do When Leaving a Managed Care Plan: Your Rights and Responsibilities Upon Termination,** Maryland Society of Eye Physicians and Surgeons (Annual Meeting), December 2000, Columbia, MD

**Third Party Vision Plans: Sorting Out the Good, the Bad, and the Ugly,** Ophthalmology Management Magazine (Dispensing Ophthalmology Conference), November 2000, Phoenix, AZ

**Downcoding and Prompt Payment Problems,** CIBA Vision (special presentation at AAO Annual Meeting), October 2000, Dallas, TX

**Third Party Vision Plans: Sorting Out the Good, the Bad, and the Ugly,** William Paterson University and Quantum Optical, October 2000, Cherry Hill, NJ

**Third Party Vision Plans: Sorting Out the Good, the Bad, and the Ugly,** William Paterson University and Quantum Optical, September 2000, Wayne, NJ

**Hidden Traps In Your Managed Care Contracts,** American Society of Ophthalmic Administrators (Annual Meeting), May 2000, Boston, MA

**Surviving Managed Care: Contracting Issues for the Millennium,** Florida Society of Ophthalmology (Annual Meeting), September 1999, Bal Harbor, FL

**Managed Care Contracting for Opticians,** William Paterson University and Quantum Optical, September 1999, Cherry Hill, NJ

**Evaluating the Financial Viability of Managed Visioncare Plans,** William Paterson University and Quantum Optical, September 1999, Cherry Hill, NJ

**Key Contractual Provisions In Maturing Managed Care Markets,** Vanderbilt University School of Medicine and Tennessee Academy of Ophthalmology (Annual Meeting), June 1999, Nashville, TN

**Evaluating the Financial Viability of Managed Visioncare Plans,** William Paterson University and Quantum Optical, April 1999, Wayne, NJ

**Managed Care Contracting for Opticians,** William Paterson University and Quantum Optical, April 1999, Wayne, NJ

**Provider Compensation Under Capitation and other At-Risk Arrangements,** American Society of Ophthalmic Administrators (Annual Meeting), April 1999, Seattle, WA

**Key Contractual Provisions In Maturing Managed Care Markets,** American Society of Ophthalmic Admin. (Annual Meeting), April 1999, Seattle, WA

**Capitation and Contracting for Ophthalmology Services,** American Academy of Ophthalmology (Annual Meeting), November 1998, New Orleans, LA

**Physician Compensation Models Roundtable,** American Academy of Ophthalmology (Annual Meeting), November 1998, New Orleans, LA

**Evaluating Vision and Eyecare Plans: Know When to Say "No,"** Arkansas/Oklahoma Societies Regional Fall Meeting, September 1998, Ridgedale, MO

**Key Contractual Provisions In Maturing Managed Care Markets,** Arkansas/Oklahoma Societies Regional Meeting, September 1998, Ridgedale, MO

**Hidden Traps In Your Managed Care Contracts,** Illinois Association of Ophthalmology (Practice Administrator Workshop), August 1998, Oak Brook, IL

**Contact Capitation: Think Together or Sink Together,** Barkan Society (Annual Meeting), May 1998, Carmel, CA

**Provider Compensation Under Capitation and other At-Risk Arrangements,** American Society of Ophthalmic Administrators (Annual Meeting), April 1998, San Diego, CA

**Capitation for Medical/Surgical Ophthalmology,** American Academy of Ophthalmology (Annual Meeting), October 1997, San Francisco, CA

**Developing Capitation Rates,** Kevin Hill Seminar In Ophthalmology (Colby College), July 1997, Waterville, ME

**Negotiating Strategies for Capitation,** Kevin Hill Seminar In Ophthalmology (Colby College), July 1997, Waterville, ME

**Capitation Contracting,** Kevin Hill Seminar In Ophthalmology (Colby College), July 1997, Waterville, ME

**Managed Care Contract Evaluation**, Kevin Hill Seminar In Ophthalmology (Colby College), July 1997, Waterville, ME

**Mock Capitation Negotiation Workshop**, Kevin Hill Seminar In Ophthalmology (Colby College), July 1997, Waterville, ME

**Capitation: Perceptions and Realities in the Marketplace**, Arizona Ophthalmological Society (Annual Meeting), June 1997, Tucson, AZ

**Managed Care Contracting (Avoiding Traps, Landmines, and other Nasty Surprises)**, Arizona Ophthalmological Society (Annual Meeting), June 1997, Tucson, AZ

**Managed Care Issues for the Office Staff**, Virginia Society of Ophthalmology Medical Personnel (Annual Meeting), May 1997, McLean, VA

**Managed Care Contracting (Avoiding Traps, Landmines, and other Nasty Surprises)**, Virginia Society of Ophthalmology (Annual Meeting), May 1997, McLean, VA

**Contact Capitation: Risk Contracting Comes to Tidewater**, IPA of Southeastern Virginia, May 1997, Norfolk, VA

**Responding to a Payor's Take-It-or-Leave-It Payment Offer**, Barkan Society (Annual Meeting), April 1997, Napa CA

**Current Issues in Managed Care: Contracting, Medicare and Medicaid, Bottom-Line Costs**, Iowa Academy of Ophthalmology (Annual Meeting), April 1997, Cedar Rapids, IA

**Managed Care: Everything You Didn't Know About... But Should Have**, University of Texas Houston Medical School (all day symposium), April 1997, Houston TX

**Responding to a Payor's Take-It-or-Leave-It Payment Offer**, Connecticut Society of Eye Physicians (Annual Meeting), December 1996, Berlin, CT

**Ophthalmic Carve-Outs: Making a Case to Healthplans and Primary Care Physicians**, Connecticut Society of Eye Physicians (Annual Mtg.), December 1996, Berlin, CT

**Advanced Contract Analysis and Strategies**, American Academy of Ophthalmology (Annual Meeting), October 1996, Chicago, IL

**Capitation for Medical-Surgical Ophthalmology**, American Academy of Ophthalmology (Annual Meeting), October 1996, Chicago, IL

**Capitation for Vision Care**, American Academy of Ophthalmology (Annual Meeting), October 1996, Chicago, IL

**Managed Care Roundtable -- Capitation**, American Academy of Ophthalmology (Managed Care Forum), October 1996, Chicago, IL

**Managed Care Contract Negotiation: Pearls and Pitfalls**, National Medical Association 101st Annual Convention and Scientific Assembly, July 1996, Chicago, IL

**Current Capitation Concepts: Commercial and Medicare Populations**, National Medical Association 101st Annual Convention and Scientific Assembly, July 1996, Chicago, IL

**Successful Capitation Contracting: It All Begins with Data**, University Of Texas, Houston Medical School, June 1996, Houston, TX

**Capitation Landmines: Demographics and Included / Excluded Services**, University of Texas, Houston Medical School, June 1996, Houston, TX

**Taking Capitation to the Next Level: Advanced Survival Techniques**, EyeTech 96 (ophthalmic industry conference), April 1996, Chicago, IL

**Managed Care Contracting: Avoiding Traps, Land Mines, and other Nasty Surprises**, EyeTech 96 (ophthalmic Industry conference), April 1996, Chicago, IL

**Capitating Vision Care**, American Academy of Ophthalmology (Annual Meeting), November 1995, Atlanta, GA

**Physician Compensation in a Managed Care Setting**, American Academy of Ophthalmology Sub-Specialty Day (Annual Meeting), October 1995, Atlanta, GA

**Capitation: Soup to Nuts for Vision Care and Med/Surg Ophthalmology**, Medical Group Management Association, Ophthalmology Assembly (Annual Conference) October 1995, New Orleans, LA

**Fundamentals of Capitation**, San Diego Eye Bank Current Concepts In Ophthalmology (Annual Meeting) August 1995, San Diego, CA

**Managed Vision and Eye Care: Contract Analysis and Capitation**, Alabama Academy of Ophthalmology (Annual Meeting), July 1995, Panama City, FL

**Managed Care Contract Analysis and Fundamentals of Capitation**, Connecticut Society of Eye Physicians (Annual Meeting), June 1995, Farmington, CT

**Capitating Vision Care, Capitating Medical Surgical Care**, American Academy of Ophthalmology (teleconference), May 1995, Dallas, TX

**Developing and Evaluating a Good Vision Benefit Program**, Institute For International Research (Managed Care conference), February 1995, San Francisco, CA

**Capitating Vision and Eye Care**, Washington D.C. Ophthalmological Society (state society meeting) January 1995, Washington, D.C.

**How to Choose the Right Network**, American Academy of Ophthalmology (teleconference), December 1994, Dallas, TX

**Capitating Vision Care**, American Academy of Ophthalmology (Annual Meeting), November 1994, San Francisco, CA

**Joining an Ophthalmology Network**, California Association of Ophthalmology (executive committee planning meeting), October 1994, San Francisco, CA

**Advocacy Opportunities are Where Your Find Them**, American Academy of Ophthalmology (Managed Care advocacy meeting), October 1994, San Francisco, CA

**Developing and Evaluating a Good Vision Benefit Program**, Institute For International Research (Managed Care conference), September 1994, McLean, VA

**Managed Care Forum**, American Academy of Ophthalmology (Summer Institute), August 1994, Seattle, WA

**Preparing for Tomorrow -- Getting Ready for Managed Care**, Washington Academy of Eye Physicians and Surgeons (Annual Meeting), May 1994, Seattle, WA

**Capitation for Ophthalmology -- Risks and Rewards**, American College of Surgeons (Managed Care conference), May 1994, San Francisco, CA

**What are Physicians Asking the Academy?** American Academy of Ophthalmology (Mid Year Forum), April 1994, Chicago, IL

**Dental and Vision Benefits: Marketing and Cost Management Issues**, Group Health Assoc. of America (Managed Care conference), March 1994, San Francisco, CA

**How Do You Identify and Contact Decision-Makers?** American Academy of Ophthalmology (Managed Care advocacy meeting), March 1994, Dallas, TX

**Preparing for Managed Care**, Ophthalmology Society of the Redwood Empire (Managed Care workshop), January 1994, Santa Rosa, CA

**Managed Vision and Eye Care: The Challenge from Organized Optometry**, American Academy of Ophthalmology (Annual Meeting), November 1993, Chicago, IL

**Managed Care Contract Analysis**, California Association of Ophthalmology (Managed Care conference), October 1993, San Francisco, CA

**Managed Care Contract Analysis: The Good, the Bad, and the Ugly**, Washington State Medical Association (Annual Meeting), September 1993, Seattle, WA

**Managing HMO Benefit Programs in Pharmacy, Dental, And Vision**, Group Health Assoc. of America (Managed Care conference), April 1992, New Orleans, LA

**Current Trends in Managed Care**, Los Angeles County Optometric Society (executive committee meeting), February 1992, Los Angeles, CA

**Managed Eye Care -- The Window of Opportunity**, American Optometric Association (Managed Care conference), March 1991, Houston, TX

**Alternative Delivery Systems --What the New Graduate Needs to Know**, Southern California College of Optometry (senior class lecture), July 1990, Fullerton, CA

**Innovations in Product and Benefit Design**, Group Health Association of America (Managed Care conference), September 1989, Phoenix, AZ

**Utilization Management: Responding to New Challenges**, Group Health Association of America (Managed Care conference), September 1989, San Diego, CA

**Utilization Management: Responding to New Challenges**, Group Health Association of America (Managed Care conference), July 1989, Philadelphia, PA

**HMOs and Vision Delivery: Opportunity or Lockout?** Vision Expo (ophthalmic industry conference), March 1988, Los Angeles, CA

**Dr. Irving Bennett's State of the Industry Panel**, Optifair (ophthalmic industry conference), September 1987, Los Angeles, CA

**Managing Specialty Services in an HMO**, Group Health Association of America (Managed Care conference), December 1986, Washington D.C.

**Organizing Optometric Provider Panels**, American Optometric Association (Managed Care conference) November 1986, St. Louis, MO

#### **Health Care Journal Articles**

**Defeating the Denial**, Ophthalmology Management, November 2009

**How to Request Necessary Contract Information from Third-Party Payers**, Podiatry Management, March 2009

**We're From the Government, and We're Here to Help**, Podiatry Management, October, 2008

**When a Covered Service is Not a Covered Service**, Podiatry Management, September 2008

**Don't Give Insurers Your "Uninformed Consent,"** Ophthalmology Management, August 2008

**What to Do When a Payor Denies Your Recommended Care as "Experimental" or "Investigational,"** Podiatry Management, June/July 2008

**How to Get Paid for New Technologies**, Podiatry Management, April/May 2008

**Cut Your Best Deal for Out-of-Network Services**, Podiatry Management, January 2008

**Getting Paid for New Technologies and Services**, Ophthalmology Management, November 2007

**Collect, Collect, Collect Up Front**, Podiatry Management, October 2007

**Taking An Aggressive Approach to Managed Care Contracting**, Podiatry Management, April/May 2007

**Fair and Proper Claims Payment**, Podiatry Management, March 2007

**Treating Out-of-Network Patients**, Skin and Aging, January 2007

**Show Me the Money!** Ophthalmology Management, January 2007

**Recasting Your Practice For Consumer-Driven Health Care**, Skin and Aging, November 2006

**Limiting a Payer's Ability to Unilaterally Deduct or Offset Disputed Amounts from Future Payments**, Podiatry Management, August 2006

**Monitoring Your Practice, Part I**, Derm Practice, Summer 2006

**Collecting on Reimbursements You're Due**, Skin and Aging, June 2006

**Got Cash?** New O.D., April 2006

**Stopping Third-Party Payers From Arbitrarily Down-Coding, Bundling, and Re-Pricing Your Claims**, Podiatry Management, March 2006

**Managed Care: Navigating Dermatology's Needs**, Skin and Aging, March 2006

**When is the Right Time to Acquire New Technologies and Tools?** Ophthalmology Management, December 2005

**What to Do When a Third Party Payer Says Your U&C is Unreasonably High**, Podiatry Management, November/December 2005

**The Notice Prejudice Rule**, Podiatry Management, September 2005

**Positioning Your Administrator for Success**, Ophthalmology Management, August 2005

**Is Pay For Performance in Your Future?** Skin and Aging, July 2005

**Fighting Back When a Payer Retroactively Denies Eligibility**, Podiatry Management, June/July 2005

**Do You Know the "Notice Prejudice Rule"?** Optometric Management, May 2005

**Taking Control of Managed Care Contracts**, DermPractice, Spring 2005

**Pay for Performance: Can it Work?** Ophthalmology Management, February 2005

**How to Secure a Top-Notch Employment Agreement**, DermPA, Summer 2004

**92135: What To Do When You're Denied Compensation**, Optometric Management, July 2004

**Managed Care Is Changing: Are You Ready?** Ophthalmology Management, July 2004

**Are You Losing Out?** Skin and Aging, June 2004

**Compensation And Your First Employment Contract**, Pathways, March/April 2004

**Consumer-Driven Healthplans**, Skin and Aging, March 2004

**Defined Contribution Plans**, DermPractice, Winter 2004

**How Far Could This Pendulum Eventually Swing?** Skin and Aging, November 2003

**Eye On Managed Care: Preventing Arbitrary Downcoding**, Ophthalmology Management, November 2003

**VSP Helps VSP**, Optometric Management, September 2003

**Managing Key Financial And Administrative Indicators**, DermPractice, Fall 2003

**Credentialing: A Hurdle All New Physicians Must Jump Before Seeing Managed Care Patients**, DermResident, Fall 2003

**Eye On Managed Care: Pushing Open The Doors**, Ophthalmology Management, July 2003

**Eye On Managed Care: A New Kind Of Health Insurance**, Ophthalmology Management, May 2003

**Effective Patient And Referring Provider Satisfaction Surveys**, Administrative Eyecare, Spring 2003

**Ending A Managed Care Contract**, Ophthalmology Management, April 2003

**2 New Threats To HIPAA Compliance**, Ophthalmology Management, January 2003

**Computer Security Issues and HIPAA**, Skin and Aging, January 2003

**Checking Your Practice's Vital Signs: 8 Issues You Should Be Reviewing**, Codingline Print, January 2003

**Disconnecting Your Managed Care Contract**, Skin and Aging, November 2002

**Guard Against This HIPAA Lapse**, Ophthalmology Management, November 2002

**Unforeseen Business Interruptions**, Skin and Aging, October 2002

**Two Payer Maneuvers To Watch Out For**, Ophthalmology Management, October 2002

**Searching For Your First Practice Opportunity**, DermResident, September 2002

**When Payment Adjustments Keep Coming Back**, Skin and Aging, September 2002

**Avoiding A HIPAA Nightmare**, Skin and Aging, August 2002

**Eye On Managed Care: Your Check Is In The Mail**, Ophthalmology Management, July 2002

**Eye On Managed Care: More Vision Plan Woes**, Optometric Management, July 2002

**Silent PPOs**, Skin and Aging, June 2002

**Eye On Managed Care: Old Headaches, New Headaches**, Optometric Management, June 2002

**Give Payers What They're Not Expecting**, Ophthalmology Management, June 2002

**Eye On Managed Care: Be Careful What You Wish For**, Ophthalmology Management, May 2002

**Prevent Intrusions Into Your Computer System (Part 2)**, Ophthalmology Management, May 2002

***Prevent Intrusions Into Your Computer System (Part 1)***, Ophthalmology Management, April 2002

***Securing Your Office Computers (Part 2)***, Skin and Aging, April 2002

***Computer Security On The Internet And In Your Office (Part 1)***, Skin and Aging, March 2002

***Using Legal Precedent To Fight Payer Take-Backs***, Ophthalmology Management, March 2002

***Eye On Managed Care: Protect Yourself On HIPAA Issues***, Ophthalmology Management, March 2002

***Nasty Payer Tricks: Delayed, Denied, And Downcoded Reimbursements***, Administrative Eyecare, Winter 2002

***Eye On Managed Care: Third-Party Plans And MDs***, Ophthalmology Management, January 2002

***Take These First Steps Toward HIPAA Compliance***, Ophthalmology Management, November 2001

***Eye On Managed Care: Third-Party Negotiations***, Optometric Management, November 2001

***A New Kind Of Optical: Virtual Dispensing***, Ophthalmology Management, September 2001

***Thinking About Creating Your Own Vision Or Eyecare Plan?*** Administrative Eyecare, Summer 2001

***Eye On Managed Care: Despised Policy Gets Dropped***, Optometric Management, July 2001

***Swimming Against Downstream Risk***, Ophthalmology Management, June 2001

***Eye On Managed Care: Managed Care Bombshell***, Optometric Management, May 2001

***HMOs And LASIK: Behind The Alliances***, Ophthalmology Management, April 2001

***Eye On Managed Care: Getting Reimbursed On Time***, Optometric Management, February 2001

***Eye On Managed Care: Concern For HMOs' Financial Status***, Optometric Management, January 2001

***Blending LASIK With Traditional Vision Plans***, Optometric Management, December 2000

***Is The End Of The Road Near?*** Optometric Management, November 2000

***Special Contractual Concerns For Risk Contracting, Part 2***, Administrative Eyecare, Fall 2000

***When Price Shoppers Come Home***, Ophthalmology Management, August 2000

***Special Contractual Concerns For Risk Contracting, Part 1***, Administrative Eyecare, Summer 2000

***Getting A Grip On Payer Takebacks***, Ophthalmology Management, July 2000

***Eliminating The "All Products" Clause***, Ophthalmology Management, June 2000

***HMO Epiphany?*** Ophthalmology Management, May 2000

***Downcoding***, Optometric Management, April 2000

***Beware Of The HMO Intermediary***, Ophthalmology Management, April 2000

***Who Will Control Refractive Surgery, HMOs Or You?*** Ophthalmology Management, April 2000

***Is That Plan Worth Signing?*** Optometric Management, March 2000

***Checking In***, Ophthalmology Management, February 2000

***When Payers Don't Pay***, Ophthalmology Management, December 1999

***Firing An HMO***, Ophthalmology Management, October 1999

***Getting The Best Prices From Vendors***, Ophthalmology Management Buyer's Guide 2000, October 1999

***Why Networks Collapse***, Ophthalmology Management, September 1999

***Breaking Up Is Hard To Do***, Administrative Eyecare, Summer 1999

***Picking A Network***, New Ophthalmologist, July 1999

***Discovering The Gold***, Ophthalmology Management, May 1999

***HMO Bankruptcy, Don't Get Left Holding The Bag,***  
Review of Ophthalmology, April 1999

***Stepping Into Managed Care: Potholes And Possibilities,***  
New Ophthalmologist, April 1999

***Scope Of Practice And Credentialing By CPT,***  
Administrative Eyecare, Fall 1998

***Keeping Up With The Network Beancounter,***  
Ophthalmology Management, September 1998

***Creating A Viable, At-Risk Compensation System: Teamwork Required,***  
Administrative Eyecare,  
Summer 1998

***The American Academy Of Ophthalmology's Response To Managed Care,***  
Ophthalmology Clinics of North America, June 1997

***Managed Care Networks: It's Your Move,***  
Review of Ophthalmology, April 1997

***Optical Dispensing In A Managed Care World,***  
Medical Group Management Association In Focus,  
Summer 1996

***Medicare HMOs And The AAPCC,*** American Academy of Ophthalmology, Fax On Demand,  
February 1996

***Vision And Eye Care Carve-Outs Under Managed Care: What's In It For Primary Care Physicians And Their Patients?*** Comprehensive Therapy,  
December 1995

***When Payors Withhold Payments,*** American Academy of Ophthalmology, Argus, June 1994

***When You Face Wrongful Denial Of Care,*** Argus,  
April 1994

***True And False: How Vulnerable Is Your Practice?***  
Argus, March 1994

***Optical Dispensing And Managed Care,*** Argus,  
February 1994

***What Managed Care Will Mean For New Physicians,***  
Argus, November 1993

***Capitation: What Does It Mean For Real Practices?***  
Argus, October 1993

***Ready For Managed Care?*** Argus, August 1993

***Capitation: A Guide To End The Confusion,*** Argus,  
June 1993

***Keeping Them In Your Chair,***  
Optometric Economics, April 1991

***Think Before You Ink,*** Optometric Management,  
March 1990