

## Program Objectives

The executive development education program aims to provide business skills and knowledge to physicians in the health care sector. A sample of these skills includes understanding and analyzing financial statements, evaluating investment proposals, and dealing with management issues. The seven week program will meet as a group once per week in the evening from 6:30 – 9:00 p.m. A certificate of completion will be awarded to the participants following successful participation and attendance.

Continuing Medical Education credits have been applied for.

## Faculty

**Ajay Adhikari, PhD**  
Associate Professor  
Kogod Accounting Department

**Robert N. Lipnick, MD, MBA**  
Adjunct Faculty, Kogod  
Capital Hotels & Suites

**H. Kent Baker, PhD**  
Professor  
Kogod Finance and Real Estate Dept.

**Maureen West McCarthy, CPA**  
Snyder Cohn Collyer Hamilton & Associates P.C.  
Certified Public Accountants & Business Advisors

**Peter Chinloy, PhD**  
Realtor Chair Professor  
Kogod Finance and Real Estate Dept.

**Robert Sicina**  
Executive-in-Residence  
Kogod International Business Department

**Art Lerner, JD**  
Crowell & Mooring  
Healthcare Attorney

**Ronald Sterling**  
Sterling Solutions  
Medical IT/Software/EMR Specialist

## Location

The course will be held at American University's main campus in the Gianni Lounge (Mary Graydon Center). Free parking is available on campus. Please visit [www.american.edu/maps](http://www.american.edu/maps) for directions to campus.

### American University's Kogod School of Business Business Essentials for Physicians

The registration fee for this education program is \$950. There is a \$275 discount to members of The Medical Society. The program is subject to a minimum enrollment. If cancelled, all payments will be refunded. Registration will be accepted until November 15, 2007.

Name: \_\_\_\_\_

Institution: \_\_\_\_\_

Degree: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

*Please return completed form with check payable to:*  
**American University**  
**229 Kogod School of Business**  
**c/o Peter Chinloy**  
**4400 Massachusetts Ave NW**  
**Washington, DC 20016-8044**

For more information, please contact Garrett Adler at (202) 885-1951 or [ga2962a@american.edu](mailto:ga2962a@american.edu).

## Program Agenda

### Health Care: Where the Dollars Go Week 1: January 15

This course will cover topics including strategic planning, health care dollars, and infrastructure. Course detail includes financial projections of the health care market, lifecycle of health care organizations, the money trail of medicine, and working in a hospital/institution versus a medical practice.

### Accounting and Finance Week 2: January 22

This course will cover topics including business structures, accounting, and finance. Course detail includes types of legal entities, tax issues, understanding financial statements, cash flow models, income statements, projections and budgets.

### Health Care Law Week 3: January 29

This course will cover topics including hospital management, legal environment, and employment law. Course detail includes evaluating management structure and boards, physician management roles and compensation, legislation and regulation in health care, and hiring, firing, and discrimination.

### Personal Investments and Retirement Week 4: February 5

This course will cover topics including investments, retirement, and real estate. Course detail includes stocks, bonds, mutual funds; retirement planning, IRA's and partnerships and investing.

### Payers: Insurers and Medicare Week 5: February 12

This course will cover topics including managed care, federal and state payers, other commercial carriers and general reimbursement issues. Course detail includes national and local payer market changes and trends, fee for service and non-par trends, health savings accounts, accounts receivable issues, report analysis and productivity issues.

### Joint Ventures Week 6: February 19

This course will cover topics including collaborative joint ventures, various types of ambulatory centers, other ancillary facilities, and hospital/physician relationships. Course detail includes collaborative partnerships between hospitals, as well as other physician groups, a look at centers such as labs, radiology, and functioning within a larger organization.

### People Management Week 7: February 26

This course will cover topics including conflict resolution, evaluation and people management. Course detail includes conflict resolution within organizations and outside, hiring and firing and other miscellaneous employee issues.