

William R. Pupkis, CMPE

Professional Experience:

Capital Region Orthopaedics, Albany, NY; Single specialty group with a six (6) OR Ambulatory Surgery Center and MRI Imaging Center, 175 employees, 7 locations *Chief Executive Officer*, 5/01-9/12: earned "Better Performing Practice" award from MGMA eight times. When I was hired, this group had 16 physicians. When I retired in September 2012 they had grown to 33. I moved back to Maine and am available as a consultant or speaker.

Healthcare Management Consulting, *Principal*, 8/00-5/01; worked with hospitals and medical groups in three states on various management and strategic planning initiatives.

CapitalCare Medical Group, LLC, Albany, NY; Multispecialty primary care only group practice 55 physicians, 270 employees, 16 locations, *Chief Executive Officer*, 7/97-8/00 Was recruited to move to New York to start up this group of separate physician practices. Arrived August 1997, in January 1998 the group went live with one billing system, one payroll, one Account Payable, etc. It wasn't pretty but it worked and then over the next two and half years we improved the processes and grew to 65 physicians and 19 locations.

Carolina Health System, LLC, Winston-Salem, NC; *Managing Director*, 8/96-8/97, PHO w/100K globally capitated lives, ½ owned by Carolina Med Net and ½ owned by Novant. I worked on strategic initiatives to enhance the hospital's and IPA's contracts with payers, and to promote the organization across 10 counties to non-participating physicians; *Executive Director*, 2/96-8/96, Carolina Med Net, PLLC; the 600+ physician IPA that owned ½ of Carolina Health System; *Executive Director*, 6/95-2/96, Carolina Physician Associates, P.A. a 259-physician shareholder company that was the original IPA, which owned 51% Partners' Health, a regional HMO.

University of New England, Biddeford, Maine *Adjunct Professor*, Dept. of Mgmt., 9/91-6/95; taught an undergraduate class two out of three semesters a year specific to ambulatory care management and finance.

Professional Practice Management Consults, South Berwick, ME/Cambridge, MA *Principal*, 2/86-6/95; Helped over 600 clients from 13 states with virtually every aspect of the business of professional service organizations. I facilitated strategic planning meetings helping to develop and implement successful short and long-range plans and objectives. I helped several groups to merge to gain better market visibility and strength. I also visited practices, defining problems and provided tools for improvement such as instituting billing and collection policies that increased cash flow; implementing changes that created an efficient office environment; and, installing or upgrading practice management systems.

Medical Management Associates, Inc., Bangor, Maine *District Manager*, 1/84-2/86

Orthopedic Associates of Worcester, Inc., Worcester, Massachusetts *Administrator*, 9/77-1/84

Value House Catalog/Showroom, Auburn, Massachusetts *Assistant Showroom Manager*, 7/76-9/77

W. T. Grant, Co., 1967-1976 *Division Merchandiser*, Rockland, ME; *Assistant Store Manager*, Biddeford, ME; *Store Manager*, Lewiston, ME; and, *Merchandise Manager*, West Boylston, MA

Education:

Bachelor of Science

Major: Business Administration Management

Husson University, Bangor, Maine

1964-1967 - 1984-1985

Master of Science

Major: Business – Concentration in Healthcare

Husson University Graduate School, Portland, Maine

(1993-1995 carried 3.8 GPA)

Professional Affiliations:

American College of Medical Practice Executives, attained Certified Status in 1995

American Association of Orthopaedic Executives – Board of Directors 2004-2006, 2010-2012; Chair, Education Committee 2004-2006; Member, Annual Conference Committee 2004-2006; Education Committee 2002-2006; Communication Cmte 2006-Present; 2014 Awarded the 1st ever Life Achievement Award by the AAOE Board of Directors at the Presidential Reception

Medical Group Management Association, member since 1979

Founder & Past President – New York State BONES, Inc

Member – New York Medical Group Managers Association

Editorial Advisory Board – Orthopaedic Practice Management, Oakstone Publishing, Birmingham, AL

Speaker:

AAOE Mid-West Annual Conference, October 13, Benchmarking Helps To Develop Practice Strategies, Kansas City, KS

AAOE annual meeting, May 12, Benchmarking Can Help You to Develop Your Practice Strategies, New Orleans, LA

AAOE annual meeting, May 10, The Business of Medicine in Orthopaedics, Anaheim, CA

AAOE annual meeting, April 08, Confessions of a Better Performing Administrator, Charlotte, NC

AAOE annual meeting, April 08, DR-CR & PACS – panel member, Charlotte, NC

BONES annual meeting, May 07, Costs, Overhead & Controls 101, Chicago, IL

BONES annual meeting, May 07, Costs, Overhead & Controls 201, Chicago, IL

AAOS annual meeting, Feb 07, The Pinch in the Funnel; Costs, Overhead & Controls, San Diego, CA

BONES annual meeting, May 06, Cost Accounting Using RVUs & Various Other Methods, Phoenix, AZ

BONES annual meeting, June 05, Cost Accounting Using RVUs & Various Other Methods, New Orleans, LA

BONES annual meeting, May 04, Cost Accounting Using RVUs & Various Other Methods, Miami, FL

BONES annual meeting, Apr 03, Using Process Management in a Physicians' Practice, Denver, CO

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AAOS annual meeting, Feb 03, Understanding the Numbers – Knowing Your Costs, New Orleans, LA
NY-MGMA annual meeting, Jun 01, Alignment of Physician Compensation to the Payer Type, Saratoga, NY
Merck Managers' meeting, Jun 00, Models for Medical Practice Integration, Saratoga, NY
Merck Managers' meeting, Jan 00, Alignment of Physician Compensation to the Payer Type, Schenectady, NY
Healthcare Mgrs Assoc of NY, Nov 98, Physician Practice Integration, Albany, NY
HUM, Apr 98, Managed Care Symposium Panelist, Albany, NY
Forsyth County Psychiatric Provider Assoc, Oct 96, Models for Medical Practice Integration, Winston-Salem, NC
Carolina Medicorp, Jun 96, Health Information Networks, Winston-Salem, NC
Synernet, May 95, Management Issues for Hospital Affiliated Medical Practices, Portland, ME
Stamford General Surgeons, Apr 95, Models for Medical Practice Integration, Stamford, CT
Yankee Dental Conference Jan 95 & 93, Medical Office Automation, Boston, MA
Massachusetts Hospital Association, Oct 94, Smooth Start-Up of Affiliated Medical Group Practices, Boston, MA
NH Seacoast Office Mgrs' Network, Sep 94, Competition - Marketing and Your Practice, Portsmouth, NH
SMMC Office Manager's Network, May 94, Group Practices "Without Walls", Biddeford, ME
IBC Infoline, Mar 94, Nuts & Bolts Mgmt of Group Practices Without Walls, New Orleans, LA
BMC Breakfast Club, Sep 93, Selection Process When Engaging a Consultant, Portland, ME
NASW Managed Care Conference, Apr 93, A Computer is Not a Cure All, Boston, MA
MedCom Oct 92 & 90 Dealing with Computer Vendors (Promises & Pitfalls), Boston, MA

Published Articles:

"What Your Practice Says About You," AAOS Now, Sept 2014
"Fostering Patient Compliance," Ortho Preferred Talk, July 2014
"Setting Performance-Based Pay Increases and Handling Raise Requests," Ortho Preferred Talk, July 2014
"Physician Departure," Ortho Preferred Talk, July 2014
"Electronic Health Records and Meaningful Use," Ortho Preferred Talk, June 2014
"Certified Athletic Trainers in the Orthopaedic Office," Ortho Preferred Talk, June 2014
"What Your Practice Says About You," AAOE eNews, May 2014
"HIPAA Risk Analysis," Ortho Preferred Talk, May 2014
"OCR & HIPAA Compliance," Ortho Preferred Talk, May 2014
"Managing Referral Sources," Ortho Preferred Talk, May 2014
"Vacation and Sick Days vs. Paid Time off [PTO]," Ortho Preferred Talk, April 2014
"ICD-10 Compliance," Ortho Preferred Talk, April 2014
"Are You Practicing Illegal Job Discrimination," Ortho Preferred Talk, April 2014
"Do Your Employees Know What Their Total Compensation," Ortho Preferred Talk, March 2014
"Creative Bonuses," Ortho Preferred Talk, March 2014
"Work-Ins vs. Add-Ons," Ortho Preferred Talk, March 2014
"Handling Negative On-Line Reviews," Ortho Preferred Talk, February 2014
"Employee Retention," Ortho Preferred Talk, February 2014
"Creating a Patient Process Map," Ortho Preferred Talk, February 2014
"On-Line Presence Considerations," Ortho Preferred Talk, January 2014
"Marketing Analysis Starts with Accumulating Monthly Data," Ortho Preferred Talk, January 2014
"Hiring New Employees," Ortho Preferred Talk, January 2014
"Use a Weekly Summary to Keep Informed & Up-to-Date," Ortho Preferred Talk, December 2013
"What New Managers Should Do," Ortho Preferred Talk, December 2013
"Who Should Pay For Leasehold Improvements," Ortho Preferred Talk, December 2013
"Focusing on Your Future," Ortho Preferred Talk, November 2013
"Collecting by Telephone," Ortho Preferred Talk, November 2013
"Marketing Your Practice," Ortho Preferred Talk, November 2013
"Professional Courtesy Discounts," Ortho Preferred Talk, October 2013
"Better Performing Practice Concept," Ortho Preferred Talk, October 2013
"Best Practices for Orthopaedic Practices," AAOS Now, June 2012
"Benchmarking Can Help You Develop Strategies," AAOE Newsletter, spring 2012
"Using Benchmarking for Decision Making," AAOS Now, April 2012
"How Do We Create A Group?" MGMA Connexion, Nov/Dec 2011
"When You Have the Right Numbers to Look At, Most Decisions Are Easy," NYMGMA Newsletter, Fall 2011
"Metrics, benchmarks add value to your practice," AAOS Now, October 2008
"Better Performing Practices," AAOE Newsletter, Spring 2008
"MSA – High Deductible Plans to Employers," The Medical Society of the County of Albany Newsletter, Fall 2004
"Ancillaries a necessity, not an option, for most Orthopaedic groups," MGMA e-Connexion, May 2004
"Process Management for an Orthopaedic Group Practice," BONEFIDE NEWS, fall 2003
"Information Systems Selection: RFIs & RFPs," MGMA Information Exchange, Dec 2002
"A Computer is Not a Cure All," Boston Computer Society's Professionals, Apr 93
Contributing Editor, Boston Computer Society's Medical/Dental Computer Buying Guide, Oct 91

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"Competition - Marketing and Your Practice," The Maine DOCTOR, Jan 91

"Protect Against Embezzlement," Physician News Digest, Oct 90

"Join a User's Group to Expand Your Computer Know How," Boston Computer Society's Medical/Dental Health, Apr 89