

# APME ASSOCIATION OF PRACTICE MANAGEMENT EDUCATORS

## 1 MEETING

---

APME held the annual meeting in the Marriott Riverwalk Hotel located in San Antonio, TX from July 09, 2015 to July 11, 2015. The meeting was held in the Bowie Room on the 2<sup>nd</sup> floor of the Marriott Riverwalk Hotel.

## 2 AGENDA AND CONTENT

---

Date: 7/10-11/2015

Location: Marriott Riverwalk Hotel, SAN ANTONIO, TEXAS, Bowie Room

President: Dr. Sam Quintero

APME Board: Dr. Larry Thal, Dr. Peter Shaw-McMinn (absent), Dr. David Kirshen (absent), Dr. Mark Wright

8:30 am, Dr. Sam Quintero, APME Chair, welcomed and introduced the APME members present and guest(s). In attendance at the meeting were:

- Dr. Sam Quintero, University of Houston
- Dr. Larry Thal, APME
- Dr. Mark Wright, The Ohio State University
- Dr. Howard McAlister, UMSL
- Dr. Jeffery Weaver, UMSL
- Dr. Sunny Sanders, WUCO - Illinois
- Dr. Robert Lee, Western
- Dr. John Larcabal, SCCO
- Dr. Jan Jurkus, ICCO
- Dr. Richard Soden, SUNY
- Dr. John Laurent, UABSO
- Dr. Lori Gray, PCO@Salus
- Dr. Jan Jurkus, ICO

Dr. Chuck Bailey, UCBSO

Dr. Neil Pence, IU

And an APME guest, Mr. Robert Shultz, Vision One

8:40 am, Dr. Mark Wright and Mr. Bob Schultz from Vision One began a discussion on the creation of a Practice Management Center (PMC). There are brokers and banks that are taking advantage of our students and alumni. Deals are not transparent causing disadvantage to our students and alumni. There are both buyer problems and seller problems that are not being addressed. The purpose of the PMC is to help our students and alumni to transition into private practice by helping create fair deals that are transparent.

What follows is the outline of the PMC presentation.

#### Buyer problems

- Excessive Practice Valuations
  - Unrealistic Expectations by Seller
  - Valuations done by firms trying to gain favor with the seller
  - Broker fees rolled into practice price
- Unfair Terms
  - Bank just wants to do the deal rather than create a fair deal
  - Banks kicking money back to brokers under the table
  - Sellers expecting to continue working with sweetheart deals
  - Buyer not understanding the entire deal with a bank
- Negotiation Disadvantages
  - You don't know what you don't know
  - The buyer does not know how to negotiate effectively

#### Seller Problems

- Don't understand cash flow calculations or practice value
- Can't find qualified buyers and don't have time or desire to look
- Don't understand buyer needs

#### Reasons for PMC

- To help our alumni
- Create fair deals
- Transparency
- Working with people you know
- Part of any fees go back to school or college
- Cash stream for APME

## How the PMC will work

- Smart match
  - Sellers will list with the PMC –
    - Enhanced due diligence - practices will be pre-screened for cash flow, value and ability to obtain financing.
  - Potential buyers will list with the PMC
    - Where
    - What type of practice
    - Buyers pre-screened for income needs and ability to obtain financing
  - The PMC will match you with a seller
  
- The PMC will help the buyer with as much help as they want through the process using a menu approach
- The PMC will help the buyer after the sale with as much help as they want – menu approach
  - Accounting setup
  - Patient retention and business continuity plan
  - Staffing plan

PMC roll out target date is VEW 2015

- CA first
- Then, OH and Tx
- Then, rest of country

Following the PMC presentation, questions were answered by Mr. Bob Schultz, Dr. Mark Wright, Dr. John Larcabal, Dr. Larry Thal and Dr. Sam Quintero.

**9:50 am, a break occurred.**

10:00 am, APME moved into Executive Session to have a further discussion about the PMC by the APME membership. At the conclusion of that discussion, Dr. Thal made the following motion: APME supports that the PMC be created and either owned or controlled by APME. If research shows that not to be feasible, then APME supports the creation of an independent PMC. Dr. Pence offered a friendly motion to the original motion: APME supports the concept of the creation of the PMC. The motion and the friendly amendment both passed unanimously

## ACTION PLAN:

- 1) The APME Executive Board is to move forward with the concept of the PMC
- 2) The APME Executive Board needs to hire an attorney to give APME rulings about:
  - a. Can APME own the PMC

- b. If APME can't own the PMC, can they be linked in any way
  - c. What are the legal implications for APME members if APME owns the PMC
- 3) The APME Executive board is to communicate with the membership as the project moves forward.

11:00 am, Dr. Mark Wright, gave the Website Committee Report for Dr. Lisa Wade. The website information obtained and submitted by Dr. Larry Thal was discussed along with a report of the committee meeting attended by Dr. Lisa Wade, Dr. Mark Wright, and Dr. Sam Quintero. The major question considered was do we continue with a custom built website or buy a commercially available website?

Dr. Sunny Sanders made the following motion: APME approves the moving of our website from its current location to one with onwebhosting.com. In the vote, all approved the motion except Dr. Thal who opposed the motion.

Dr. Lori Gray worked with the APME members present to come up with a new website name and purchased the domain name and Plan C from onwebhosting.com.

The APME membership tasked John Michael Wright to get the new onwebhosting website up and running by August 1, 2015, making sure the following elements occurred:

- 1) The APME textbook is on the website in a password protected page
- 2) Webpages are created for each school or college
  - One of the first tasks for each school or college is to post an outline of their PM classes
- 3) A non-password protected webpage is to be created that contains the issues to consider if a practice is closing its doors (discussion of this topic occurred during the APME working lunch)

11:45 am, the group took a Break for a working lunch.

At noon, during lunch, a discussion on transitioning out of practice was led by Dr. Sam Quintero. He has been approached recently by several doctors who were looking to just close their practice and could not find information on the issues needing to be considered if this action is taken. APME members created a list of issues that need to be considered if a practice is closing the door and winding down. The group decided that this list should be provided on the APME website so that it is available to people needing this information.

This list is not exclusive and is only meant as a starting place to consider the issues surrounding the closing of a practice. It is the responsibility of the doctor owner in the situation to seek legal and state board direction on exactly what must be followed.

- Records transfer
- How to Inform patients
- Where to send records
- Managed care requirements
- How long do you have to keep the records
- Can someone else take responsibility for the records
- State board requirements (eg: how many times do you have to put notices in paper)
- State board notifications
- Patient abandonment rules
- Malpractice coverage for when policy terminates
- Recommendations to who to see
- Contact an equipment appraisal/sale
- There is a service for physicians for electronic records if a practice is closed, check to see if ODs can use this service or one like it

1:00 pm, Dr. Jeff Weaver, gave a presentation on the American Board of Optometry (ABO) current and future plans.

1:30 pm, Dr. Larry Thal led a discussion on the APME Survey Report. The draft report was sent out to the APME membership 3 times. Discussion occurred that the report should be presented in a positive format (eg: opportunities rather than problems) and needs more work before it can be distributed outside of APME. A committee of Dr. Larry Thal, Dr. Carole Burns, and Dr. Sam Quinterio was created to manage the action plan.

- ACTION PLAN
  - Refine the report
  - Write specific recommendation
  - Consider when this survey should be repeated - every 5 or 10 years?
  - Report back to APME before distribution to any other group
  - Target specific groups for distribution

2:15 pm, Dr. Sam Quinterio led a discussion on Practice Management Education in Schools and Colleges of Optometry. The primary question under consideration was: Should APME explore distance learning for PM. The group was positive about doing this. The group discussion suggested that current distance learning content should be evaluated and perhaps modified (eg: Essilor's ECP University) as well as new material created. The concept of a distance learning 40 module PM curriculum was advanced. A

committee of Dr. Bob Lee, Dr. Sunny Sanders, Dr. Richard Soden, and Dr. Jan Jurkus was tasked with doing a curriculum model review, considering how this would be presented on the APME website, and exploring the concept of a subscription for access to educational content on the APME website. Additionally, the group was tasked with identifying topics necessary as a substitution for the Career Advocate Program in the 40 module distance learning curriculum (ie: what should be included and how many modules are really needed). VSP has expressed positive support for a change in the Career Advocate Program as well as potential funding.

Potential topics include:

- How to interact with a sales person
- Financing equipment (eg: Topcon)

2:45 pm, the group took a short Break.

3:15 pm, Dr. Larry Thal led a discussion about the textbook, the Business Aspects of Optometry. The group suggested updates and additional chapters needing to be added. This is the list the group created with the APME member who volunteered to managed creating the new content.

**SAM: PLEASE CHECK THIS LIST WITH THE LIST YOU CREATED DURING THE MEETING. mrw**

Coding and billing

Social media, managing on-line reputation: Dr. Lori Gray

Financing

Social Media,

New reimbursement models

WebSystems 3, Demand Force, Solution Reach ... Lori and Sunny

Business Aspects of IPE, Interprofessional education

Marketing: Cultural Sensitivity

Intergenerational communication: Sunny Sanders

Auditing

Wealth creation + Wealth management: John Larcabal

## Patient management: Sunny Sanders

Dr. Lori Gray volunteered to manage the chapter updates. The group advised her to contact by email the lead author of each chapter and have them manage the update of the chapter. Discussion occurred about the value of re-writing the chapters rather than just updating so that the new chapter would be owned by APME exclusively. The group recommended rewriting the chapters but left the decision to the discretion of the lead authors.

**At 4:00 pm, Dr. Sam Quintero, Dr. Larry Thal and Dr. Mark Wright led a discussion about the future of APME.** Dr. Larry Thal gave a history of APME. What follows is an outline of that history.

- In 1982, Dr. Richard Hopping convinced AOA that a PM group needed to be created
- Allergan paid for the 1<sup>st</sup> meeting of APME in St Louis
- The purpose of the 1<sup>st</sup> meeting was to interview groups for the Career Advocate meeting
- In 1986 APME created a model PM curriculum which was approved by ASCO
- This model curriculum has been revised 4 times over the years
- Moving forward, APME realized the need for a common textbook
- APME members created a PM textbook patterned after the ASCO approved curriculum
- The APME textbook has had 3 updated editions
- APME has met at least yearly since its creation in 1982

Issues that will impact the future of APME include: getting younger faculty involved in PM education and in APME and getting new APME leadership. The Action Plan that was created follows:

### ACTION PLAN

1. Remind Howard M about sending the name of his replacement
2. Send the invitation to the instructor in charge let them choose any others (total of 2)
3. Each APME member to send to APME the names and emails of everyone involved in PM to APME
4. Get younger faculty involved
5. Have communications before the annual meeting (once a year is not enough) Quarterly communication
6. Committee reports on website
7. (If we decide to meet at one of the national meetings, then check into AOA/Expo/Academy rules about when meetings can occur.)

The following standing committees were identified:

- Textbook
- Research
- Special Projects (survey)
- Career advocate
- Corporate Sponsorship
- Website

**SAM: IS THERE A LEAD PERSON FOR EACH OF THE STANDING COMMITTEES AND APME MEMBERS ASSIGNED TO EACH OF THE STANDING COMMITTEES? mrw**

4:30 pm, Dr. Sam Quintero led a discussion of the Good and Welfare of APME. It was decided that APME should give Dr. John Classe a lifetime achievement awards. The Executive Committee was tasked with this project.

5:00 pm, the group Adjourned.

5:30 pm, a Reception occurred in the Travis Room, at the Marriott Riverwalk Hotel.

Dinner was from 6:00 pm – 9:00 pm in the Travis Room, at the Marriott Riverwalk Hotel.

**Saturday, July 11, the meeting continued at 7:30 am with Breakfast.**

8:30 am, Dr. Sam Quintero continued the discussion about the future of APME. The two major topics considered were (1) How to manage the PM curriculum and (2) the creation of future income streams. What follows is an outline to those discussions.

1) How to manage PM curriculum

- Present to deans and presidents how PM education can be layered in over the 4 years in a logical sequence that helps the student and the clinics.
- IU put ½ credit hour of PM instruction in each semester – (this will be accomplished by having 2 or 3 seminars on Fridays with required attendance)
- ICO is exploring an intense week of PM (40 hours) after graduation
- APME should be the ultimate experts in PM curriculum
- Each APME member to list on the APME website an outline of the courses taught. This is a continuing discussion that we need to pursue at our next meeting.
- APME members should go to the dean and presidents and ask to be placed on the curriculum committee so that we have direct input into the curriculum.
- Always present any discussion of PM from the perspective of how to better our students, our patients and our profession.
- Dr. Jan Jurkus did a survey that looked at PM topics. Dr. Sunny Sanders has a template that links every PM course taught in any other non-PM course to help students understand the big picture of PM. (Both of them will send these information to Dr. Wright to be placed on the website.)

2) Future income streams



- PMC
- Website logos
- Corporate sponsorship of meeting
  - A committee of Dr. Bob Lee, Dr. John Larcabal, Dr. Richard Soden, Dr. Peter Shaw-McMinn was created to pursue this function.
  - Potential groups to approach are:
    - EHR companies
    - Lens manufacturers
    - Pharm companies
    - ABB Concise
    - VisionWeb
    - Create lesson plans
- The committee will create a tiered plan for sponsorship

At 9:00 am, Dr. Lori Gray moderated a discussion on the Essilor ECP Education program. There are 50 courses. The ECP manager program was reported to be very good. Robin Huddlestone is the Essilor contact person for access to the ECP Education programs. Her contact information is: [rhuddlestone@essilorusa.com](mailto:rhuddlestone@essilorusa.com)

**SAM: PLEASE CONFIRM ROBIN'S CONTACT INFO FOR ACCURACY – mrw**

Dr. Gray reported that the SIM program run by Dr. David Mills is up and running. The recommendation is to have Dr. David Mills to do a skype presentation to your class before running the program. The APME recommendations made last year have been implemented. Robin Huddlestone needs a list of your student emails to set them up for the program.

Dr. Sam Quintero led a discussion about Future Meeting Sites. No final decision had been made as of the end of this APME meeting. The location and date will be determine after Dr. Quintero does futher research into costs and availability.

Dr. John Larcabal reminded the group that Vision Source has provided meeting rooms and food during previous APME meetings.

At 10:00 am, Dr. Larry Thal led a discussion on the Career Advocate Committee Report. The committee recommends not to have speakers come into the schools but instead to have video presentations created. VSP received requests from Williams Group and Dr. Brad Williams to fund the Career Advocate program. The group decided to invest the money into the creation of an APME Distance Learning Program.

The discussion involved the idea if each APME member would create at least 1 hour of content toward the modules, we could be half way completed by our next APME meeting. The idea of having a company such as Camtasia present at our next meeting was explored.

Dr. Sam Quintero led a discussion at 10:45 am on how to get new New Schools to recognize that whomever teaches practice management is a member of APME. The new schools without an identified APME member were identified as:

1. Midwestern College of Optometry AZ
2. University of Pikeville KY
3. Alderson Broaddus University of Optometry WVA

There are currently 25 schools and colleges of optometry

Dr. Sam Quintero led a discussion at 11:00 am on Working with Practice Management Clubs. The suggestion to the group was to coordinate classroom curricula with the PM speakers.

At 12:00 pm the group adjourned with a box lunch. After lunch, most of the group took a tour of the UIW Rosenberg School of Optometry led by Dean Tim Wingert.