L. WILLIAM KATZ, DBA, CMC

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BACKGROUND SUMMARY

More than thirty years of successful health care management and financial consulting experience serving medical schools, medical group practices, physician-hospital organizations, financial institutions, hospitals, health insurers, governments, and medical products companies. Current concentration in corporate compliance, revenue enhancement, physicians practice restructuring and managed care contracting.

PROFESSIONAL HISTORY

KATZ & ASSOCIATES, INC., Southborough, MA
President, 1990 – 1996; 1999 -
Consulting practice specializing in: Corporate compliance, strategy, organization and governance, revenue enhancement, managed care contracting, and financial operations improvement for health care providers.

- Assisted trustees in bankruptcy develop operational and financing plans for two healthcare organizations.
- Developed an operational and financing plan to reduce significant losses at a children's hospital.
- Preparing business plans for health care providers and health care related companies.
- Negotiating risk sharing arrangements between a multi-specialty IPA and a health care network and negotiating managed care contracts for the IPA.
- Evaluating health care ventures for a venture capital company; serve on the board of a health care portfolio company.
- Identified operational changes to significantly enhance revenue at a community hospital.
- Assisted a medical school Department of Medicine develop and implement marketing and operating tactics to build its patient base.
- Developed a strategy and implementation plan for a behavioral health HMO to achieve profitability.
- Conducting medical records and billing audits, and coding and compliance and HIPAA education for physician group practices and a professional billing company.

ZA CONSULTING, LLC, Framingham, MA
Director, 1996 - 1999
Directed national marketing for compliance services. Consulted with hospitals and physicians' groups on: compliance, compliance litigation support, financial management, managed care contracting, management and operational matters.

- Assisted providers including physician groups and hospitals implement compliance programs through the conduct of risk assessments, education and training of physicians and other professional staff. Supported attorneys in preparing compliance cases.
- Assisted a large PHO in the analysis of a capitated risk contract and the development of its negotiation strategy to recover risk pool funds from the managed care company.
- Participated in the restructuring of a large physician practice to improve financial performance and prepare it to participate in additional managed care contracts.

ARTHUR D. LITTLE, INC., Cambridge, MA
Senior Consultant, 1984 - 1990
Directed the health care management and finance practice for U.S. and multinational clients in strategic planning; market penetration strategies; financial feasibility, analysis and planning; operational and organizational restructuring; and implementation planning.

- Evaluated operations, financial management and strategic planning at three of the five University of California teaching hospitals. Included an assessment of the effectiveness of the faculty practice plan in attracting and retaining clinicians and attracting insured patients.
- Assisted nine banks with over $230 million in secured debt, establish a value for a hospital management company in bankruptcy by projecting the financial performance of the company's hospitals and its central activities.

GRANT THORNTON & CO., Chicago, IL
Manager-in-Charge, Midwest health care consulting practice. 1982 - 1984
Developed and managed assignments in financial planning and operations.

- Managed operations improvement projects at municipal teaching hospitals; increased reimbursement by over $3 million.

DELOITTE HASKINS & SELLS, Chicago, IL
Manager, Midwest health care consulting practice. 1979 - 1982
Developed a health care practice focused on financial planning and feasibility, cost reporting, operations improvement and strategic planning.

- Restructured debt and developed a cash management program for a hospital and retirement home holding company with ten sites, to avoid a cash shortfall three years out.

WHITTAKER/MEDICUS SYSTEMS CORPORATION AND AMERICAN HEALTH FACILITIES, New York and Chicago
Vice President for health care consulting, 1975 - 1979
Developed, managed, and conducted management and operational consulting assignments for teaching and community hospitals.

- Developed a $60 million replacement plan for a university hospital.

BLOCK, MCGIBONY & ASSOCIATES, INC., Silver Spring, MD
Vice President, 1972 – 1975
Consultant in strategic, financial and facility planning for hospitals and health systems.

GEORGE WASHINGTON UNIVERSITY, Washington, DC
Teaching Fellow to Associate Professorial Lecturer, 1964-1975
Taught healthcare finance and economics and consulted with governmental agencies and hospitals in finance and managed care.

US ARMY MEDICAL SERVICE CORPS
Administrative Officer, Departments of Neuropsychiatry and Basic Surgical Research, Walter Reed Army Medical Center, 1961 - 1965

EDUCATION

Doctor of Business Administration, Finance and Health Care Management, The George Washington University, 1972
Master of Business Administration, Finance, The Amos Tuck School, Dartmouth College, 1961
Bachelor of Arts, Dartmouth College, 1960

MEMBERSHIPS

Vice President, Healthcare Compliance Association, Region I (New England).
Advanced Member, Healthcare Financial Management Association; **Board Liaison** to Decision Support/Improving Operations and Compliance and Taxation Committees, Member, Physician Practice and Managed Care Committees; **Board Member**, 2001-2003.
Co-President and Treasurer, Health Care Consultants of New England.
Personal Member, American Hospital Association.

Certified Management Consultant, Institute of Management Consultants, 1981; **Board of Directors**, New England Chapter, 1999 - 2003.

OTHER

Board of Directors, NexClaim, Inc., Rocky Hill, CT.

RECENT PUBLICATIONS

“Consider certification status before you choose a consultant”, *Boston Business Journal*, February 1-7, 2002.
“Simplicity is the Best Medicine for Compliance Information”, with Helen Osborne, M.Ed., OTR/L, *Journal of Health Care Compliance*, May/June 2001, pages 79-80.
“Last But Not Least, OIG’s Guidance for Physician Compliance Plans” with William M. Mandell, Esq. and Jeff M. Seo, Esq., *Mass Media*, 2000.
“Payment Reductions and HMO Losses: How Are Physicians Coping?” with Maurice Handel, *Vital Signs*, Massachusetts Medical Society, May and June 2000.
"Physician Practice Compliance Plans: Are They a Must?" with William M. Mandell, Esq., *Mass Media*, Massachusetts Chapter Healthcare Financial Management Association, January 2000.
“Providers and Billing Companies Can Be Held Liable for Each Other’s Errors”, *Mass Media*, February 1999.
“Outsourced Billing Services Pose New Targets for Investigation”, *Boston Business Journal*, December 11-17, 1998.
“Contact Capitation Demands Physician Preparedness”, *Healthcare Review*, December 1998.
“Look Within – Before the Regulators Take You Out”, *Healthcare Review*, August 1998.
“Compliance: the Men in Black vs. The Women in White”, *Healthcare Review*, April 1998.
“Wise Contracting Requires a Strong Information System”, *Healthcare Review*, January 1998.
“Credit Extension to an HMO - What Indicators Should be Considered by the Hospital CFO?" *Mass Media*, June 1993.

APPOINTMENTS

Adjunct Faculty, University of Massachusetts-Amherst, eCollege, 2003. Teaching health care finance.
Senior Instructor, Cambridge College, Cambridge, MA, 1999 – Present. Teaching health care finance and introduction to accounting.
Adjunct Faculty, University of Massachusetts-Lowell, MA 2000 – Present. Teach health care policy, and planning and marketing.
Lecturer, Assumption College, Worcester, MA, 1996 - 1999
Lecturer, Northeastern University, 1996
Adjunct Assistant Professor of Public Health (Health Services), Boston University School of

Public Health, 1985-1993
Lecturer, Program in Health Services Administration, Emmanuel College, 1992
Lecturer, University of Massachusetts/Boston, College of Management, Department of Accounting and Finance, 1986-1987
Visiting Assistant Professor, University of Massachusetts/Amherst, School of Health Sciences, 1987-1988
Guest lecturer in health care finance, Program in Health Services Administration, Simmons College, 1988-1992

RECENT PROGRAM FACULTY

"HIPAA Training for a Large 24/7 Workforce", Consortium of HIPAA Solution Providers, Waltham, MA, December 4, 20002.
"Optimizing Denial Management Workflow", with Gail Sillman and George Kis, Siemens Medical Solutions, Metropolitan New York HFMA, New York, November 12, 2002.
"Capital Financing Options for Cardiac Services", ACI Cardiac Care Conference, San Francisco, CA, November 6, 2002.
"Taking Cardiac Care to the Next Level", with Ronald D. Deprez, PhD., MPH, and James F. Phalen, MA, FAAHC, ACI Cardiac Care Conference, July 17, 2002.
"HIPAA Compliance for Physician Practices", Region I Health Care Compliance Association, New Hampshire Forum, March 15, 2002.
"Health Care Compliance for Physician Practices", Region I Health Care Compliance Association, New Hampshire Forum, October 18, 2001.
"Recognizing Compliance Risks, Developing a Compliance Plan and Correctly Documenting and Coding Patient Care Activities" with Ruth Dolby, Workshop at the Tufts Managed Care Institute, Dedham, Massachusetts, September 27, 2000.
"Conducting a Risk Assessment", Health Care Compliance Association, Region IV Annual Compliance Institute, Atlanta, April 1999.
"Preparing Your Institution for a Possible Government Audit", Healthcare Corporate Compliance Forum, Las Vegas, January 1999.
"Practical Compliance Experiences – Panelist", Mass Healthcare Financial Management Association (HFMA), *'Real World' Corporate Compliance*, October 1998.
"Cost Accounting and the World of Decision Support", Program Coordinator, MA HFMA, 1996–2000.
"Capital Options for Physician Networks: Long-term Value or Fool's Gold?" The National Managed Health Care Congress (NMHCC), Executive Briefing Series, Boston, July 1996.

RESEARCH PROJECTS

Mitchell, J.B., A. J. Lee, R.T. Burge, L. Iezzoni, and L.W. Katz, *Per Case Payment to Encourage Risk Management and Service Integration in the Acute Care Setting*, Final Demonstration Design

Report, HCFA Contract No. 500-92-0013, June 1996.

Mitchell, J.T., R.T. Burge, A. J. Lee, et. al., *Per Case Prospective Payment for Episodes of Hospital Care*, Final Report, HCFA Contract No. 500-92-0020, October 1995.

Burge, R.T., McCall, N.T., et. al., *Report on the Cost and Benefit of Developing Practice and Malpractice Expense RVUs for the Maryland Physician Payment System*, for the Health Care Access and Cost Commission, State of Maryland, September 1995.

Calore, K., Noether, M., et. al., *Bundled Services Options Report: The CAD Bundle*, HCFA Contract No. 500-92-0014(3), July 1994.

Burge, R.T. and Mitchell, J.B., *Teaching Physicians and the Medicare Program*, HCFA Contract No. 17-C-90015/1-02, August 1994.