

R. Craig Law Catonsville, MD

SUMMARY: I look for opportunities to make a real leadership difference by achieving specific measurable results through use of process improvement concepts, development of people and implementation of well chosen tools. I provide leadership by managing complex internal and external relationships and have a deeply felt commitment to my clients and those that serve them.

EDUCATION

- University of Maryland, College Park, Md. 1980-88
- B.S., Kinesiological Sciences, December 1982 (UMCP)
- M.A., Exercise Physiology, December 1988 (UMCP)

ACTIVITIES:

STRATEGIC PLANNING

- Board training and Strategic Planning sessions
- Full start up of medical practices from conception to go live
- Strategies for vertical and horizontal integration of statewide primary care network
- Business plans to integrate two regional MSO's
- Leadership/advisory role in development of PHO and IPA
- Advance development of Integrated Delivery Systems (IDS)
- Expansion of organizations into new locations and business lines
- Expansion of sites as necessary to support client growth
- Supervise physician manpower planning to meet future needs
- Created, developed and marketed the image for a new children's hospital
- Strategic plan/feasibility study for a new children's hospital
- Introduced low risk gain sharing model into IPA managed care contracting options
- Systemic approach to align interests in multi-organizational environment

HEALTH INFORMATION SYSTEMS

- All phases of Health Information Technology assessment, planning, vetting, contracting, workflow analysis and re-design, implementation, project management and platform maximization for solo practitioners to large multi-state multi-specialty associations
- Lead MIS selection and integration process for multiple statewide primary care networks with up to 33 locations and 130+ providers
- Project Lead on implementation of many new computer systems & electronic medical records and other technologies into medical practices
- Project Lead on many information system selections & implementations in planning and preparations to EMR and improve automation in ambulatory care
- Contracted CIO for several multi-state networks and successful elimination of MIS service issues in a multi-state network
- Asked by multiple Ambulatory System Vendors to assist in system development roadmaps for their product

OPERATIONS

- Clinical Quality Improvement Initiatives including design, selection, population management, planning, implementation, reporting and workflow changes in support
- Patient Visit Redesign that routinely improved patient throughput 10-50%
- National lecturer on CPT coding, evaluation and management services and Corporate Compliance
- Policy and Procedure development
- Lead all business aspects of organizations, including finance and satellite facilities

- Lead recruitment, team building and supervision of employees and management teams
- Grew primary and specialty care groups and networks of up to 25 sites and up to 100 employees
- Solo and group practice, private, hospital based and academic group practice expertise
- Doubled physician participation in MSO while eliminating losses
- Successfully merged, acquired and consolidated physician group practices
- Complete site selection, design, contract, lease and build out of new practice locations
- Operational management/development of a practice with 25 ambulatory and hospital based practices
- Pioneering advancements for information systems use in group practice (multiple platforms)
- Educational programs to improve corporate compliance
- Transition groups through HIPAA regulation enactments

FINANCE

- Routinely responsible for financial planning, operating and capital budgets meeting or exceeding targets
- Develop financial and operational reports
- Routine management of multi-specialty billing operations of 20-100+ providers
- Creation of accountability based productivity and employee feedback systems
- Revenue maximization and efficiency in service delivery program
- Routine reduction in costs of collections by 50%
- Routine increase in reimbursement 10-40%
- Reduced deficits on a \$4,000,000 operating budget from \$1.5M annually to <\$400K in 24 months
- Turnaround of failing medical service programs
- Developed blended productivity compensation systems in partnership with providers
- Secured over \$4 million in competitive federal grants
- Routine reduction of evaluation and management coding errors

MANAGED CARE CONTRACTING

- Administered and negotiated profitable risk and non-risk bearing managed care contracts
- Negotiated 35%+ increase in payer contracts
- Created proactive strategies to increase managed care business from \$500K to \$4M
- Collaborated on IPA contracts in first year for over \$750K of new business

LEGISLATIVE

- Negotiated Medical Assistance reimbursement increase of 200% for Intensive Care services
- Successful legislative change for insurance company prompt payment law in Maryland
- Successful legislative change creating Maryland universal physician consultation and referral form

EMPLOYMENT CHRONOLOGY

- 2002 to Present, President, STATpay, Inc., Baltimore, MD A medical practice support company which provides education, physician billing services, practice management consulting, Health Information Technology Planning and Implementation services, and contracted leadership services.
- 2003 to Present, Chief Executive Officer, Delaware Health Net, Inc., Wilmington, DE A federally funded statewide network of community health centers in Delaware.
- 2003 to 2008, Consultant, Ray & Associates, Colorado and Arizona National consulting firm which provides facilitation and consultative support to federally funded health programs.
- 1999 to 2002, Chief Executive Officer, Community Health Integrated Partnership, Inc., Annapolis, MD A federally funded initiative to administratively and clinically integrate 8 member community health centers with 33 locations and 130+ providers throughout the state of Maryland.
- 1996 to 1999, Vice President, Health Ventures Medical Service Organization, Elkton, MD A full service Medical Services Organization (MSO), providing administrative support services to 30+ providers on a fixed percent of collections or cost plus basis.

- 1995-1996, Executive Director, Northwest Primary Care Group, PC and Chief Executive Officer, Northwest Medical Management, Inc., Northwest Health System, Inc., Randallstown, Maryland. Rapidly growing Primary Care Group and Medical Services Organization (MSO).
- 1987-1995, Director of Practice Operations University of Maryland Department of Pediatrics, Maryland's Hospital for Children, Baltimore, Maryland. 100+ Physician Multi-Specialty Group Practice of the University Faculty Practice Plan.
- 1984-1987, Administrative Coordinator, Patient Accounts Manager, Consultant. Multi-Health Systems Corporation, Bethesda, Maryland. Company that provides consulting services, administrative services and management services to large private and academic physician groups.

PUBLICATIONS

- Hirsh, Marla D., Quoted throughout "Five Key Points for Dealing with Credit Counseling Companies". Managed Care Contracting & Reimbursement Advisor. August 2002.
- Law, R. Craig., Goldfarb, Bruce. Practice Manager's Forum. Physician's Practice Digest. (4 issues) Spring/Summer/Fall/Winter 1994.
- Law, R. Craig. What would you do in this situation? Marketers Guidepost. Winter 1992.
- Law, R. Craig. Cardiorespiratory responses of world class whitewater slalom paddlers. Microform Publications, College of Human Development and Performance, University of Oregon. 1990.
- Endicott, William T. The Ultimate Run. 1983. (Section Editor)
- Endicott, William T. To Win the Worlds. 1981. (Section Editor)

PRESENTATIONS AND LECTURES

- "EMR Selection Process" Iowa & Nebraska Primary Care Association 2009
- "EMR Planning and Preparation Steps" Illinois Primary Health Care Association 2008
- "The Art of the Possible" A4/Allscripts Annual Users Conference 2006
- "How to Incorporate the Use of Data in the Development of a Strategic Plan" Health Disparities Collaborative. 2005/6
- "One networks experience with Clinical Quality Improvement" California Health Care Foundation 2005
- "Using Technology to Transform the Clinical Practice of Medicine", Clinical Regional Advisory Network 2005
- "Implementing Technology to Change Everything", Maryland MGMA 2005
- General Session: "Use of Technology in transforming Medical Practice", Kansas Primary Care Association 2005
- General Session: "Strategies for Managing Growth and Change", WebMD Annual Users meeting 2003
- Keynote: "Key Success Factors in Operational Efficiency", MA/RI MGMA Annual 2003
- Stump the Panel (Technology Expert): "Maryland MGMA Third Party Meeting", 2003
- "From Patient to Paper to Cash", MA/RI MGMA Annual meeting 2003
- "Why Integration works", Iowa PCA Annual Meeting, 2003
- "Are you leaving money on the table?", Maryland MGMA 2002
- Multiple lectures on CPT coding, E & M coding and Corporate Compliance ('98-current)
- Panel Discussion "New Integration Strategies, The Matrix in Action" BPHC 2001
- "Giving up for the Greater Good-Increasing Value for All, Integration of Community Health Care Centers", BPHC 2001
- "Resistance is Futile, E & M Coding" BPHC 2000 and 2001
- "Resistance is Futile, E & M Coding" Clinical Regional Advisory Network 2000
- "Integration of 8 Community Health Centers Human Resources" BPHC (Bureau of Primary Health Care) 2000
- Managed Care-"Contract Performance Measurement and Implementation", Maryland MGMA 1997
- State of the Industry - Group Practice and Network Development, Md. Assn. of CPA's 1995
- "Managed Care - How to Get Paid", Maryland MGMA 1993
- "Strategies for a Champion Reimbursement Enhancement System", MGMA Eastern Section 1992

SIGNIFICANT EXPERIENCES

- Treasurer for Board of Directors of an Olympic hopeful Non-Profit Organization
- Participated as researcher in Penn State project on determinants for successful healthcare integration
- Participated in 2000 Olympic Trials for Whitewater Slalom Kayaking
- Past President of Maryland Chapter of MGMA

- Represented United States as member of U.S. Whitewater Slalom Kayaking Team with competitions in North America, Europe, and United Kingdom (1976-1986).
- Washington Hospital Center- designed and coordinated internship in Cardiology Department with recommendations on efficiency, productivity and profitability.

GROUP AFFILIATIONS/COMMITTEES

- Treasurer, Bethesda Center of Excellence 2003-2009
- Gerson & Lehman Group Healthcare Council 2002-current
- Maryland MGMA Technology Committee Chairman 2000
- Bureau of Primary Health Care (HRSA-HHS), Integrated Delivery System National Workgroup 1999-2002
- United States Canoe and Kayak Team 1975-1987, 1992-2009
- National and Maryland Medical Group Management Association (MGMA) 1987-current
- National MGMA Governmental Relations Representative for Maryland 1991
- Maryland MGMA Legislative Committee Chairman 1990-1992
- Maryland MGMA Executive Committee 1990-1994
- Maryland MGMA Vice President, President-Elect 1991
- Maryland MGMA President 1992-1993
- Maryland Chapter of the American Academy of Pediatrics, Health Systems Finance Committee 1989, 1992