

Debra L. Phairas

1985 - Present **President -- Practice & Liability Consultants**
San Francisco, California

Founder of a nationally recognized health care practice management and risk management consulting and seminar firm. Clients include over 2,300 individual and group physician practices of every specialty, malpractice insurance companies, state, local and national medical/dental associations. See Firm Services or Website www.practiceconsultants.net for descriptions of services provided.

1983 - 1985 **Assistant Director/Claims Control & Prevention -- NORCAL Mutual**
San Francisco, California

Responsible for developing risk management programs for a physician owned malpractice insurance carrier. Developed and presented seminars, wrote scripts for innovative seminars, wrote educational letters and handouts, developed the malpractice insurance industry's first malpractice prevention practice audit program which was implemented in 30 of Northern California's largest medical groups, produced award-winning medical educational audiovisual programs.

1979 - 1983 **Director -- Planned Parenthood**
Walnut Creek, California

Responsible for all aspects of clinic which delivered medical, surgical, counseling services. Payor mix: 60% capitation, 40% private pay/insurance. Financial management, budgeting, forecasting, analysis, clinic systems and operations management, overall personnel management of 75+ contract physicians, nurse practitioners/PA's, counselors, staff and volunteers. Responsible for presenting to the Board of Directors, outreach, community public relations including radio talk shows, political lobbying and events.

1978 - 1979 **Sales Representative -- Merck, Sharp and Dohme**
Napa, Sonoma and Solano Counties, California

Responsible for detailing physicians about new pharmaceutical drugs such as Mefoxin, Clinoril and existing products, serviced pharmacies, arranged for physician expert speakers to present educational programs for local physicians, participated in extensive training in drug action, disease and drug therapy provided by the company.

1976 - 1978 **Sales Representative -- Parke, Davis and Company**
Chicago, Illinois

Responsible for same activities as above pharmaceutical company. In the first full year of employment, was ranked number one in sales and sales percentage increase in a district of 15 sales representatives. Introduced Timoptic and Vira-A.

Education

1980 - 1985 MBA Health Services Administration Program, Golden Gate University
San Francisco, California

1972 - 1976 BS, Health Education (Pre-Medical program first three years)
Michigan State University, East Lansing, Michigan

1968 - 1972 Diploma, Lakeview High School, Battle Creek, Michigan

Professional Organizations

2023-2024 Board Member and Co-Chair Legislative Committee - PAC– Physicians Association of California www.pac-md.org founded by Cooperative of American Physicians

2018-2024 Vice President & Trustee – Foundation for Education in Healthcare Management – affiliated with the National Society of Certified Healthcare Business Consultants

2018 & 2019 President – Board of Directors - Northern California Medical Group Management Association, MGMA 2020, 2021-2024 Ex-Officio and Board member

2017 Vice President – Board of Directors - Northern California Medical Group Management Association, MGMA

1999 President - Society for Professionals in Healthcare, a merger of Healthcare Strategies & Perspectives and Healthcare Executives of Northern California

1999 Chairperson - American Society for Healthcare Risk Management/American Hospital Association - 1999 National Chairperson Physician Office Toolkit

Credentialed Consultant:

American College of Physicians (ACP)
American Academy of Family Physicians
American Academy of Ophthalmology
American College of Gastroenterology
TIPPA - The IPA Association of America
NIPAC – National IPA Coalition
Managed Care Resource Center Professional Advisory Network

Member:

Charter Member National Society of Certified Healthcare Business Consultants
National Association of Certified Valuators and Analysts
Society of Professionals in Healthcare – Bay Area
American Academy of Ophthalmic Executives, AAOE
American Society of Ophthalmic Administrators, ASOE
Medical Group Management Association National, California & Northern California
Bay Area Network of Healthcare Consultants
Women Healthcare Executives
Sons and Daughters of Italy – Napa Chapter
Benevolent and Protective Order of the Elks- Napa Lodge
Honored Listee, Who's Who in America 2024

Volunteer Work:

Board of Directors – If Given A Chance – Napa, CA 2019/2020/2021
CASA (Court Appointed Special Advocate for Children) 2009-2011 San Francisco Judicial System for Abused/Neglected children in Foster Care/Court System
Secretary, Flag Officer 2010 South Beach Yacht Club
Director, South Beach Yacht Club, Board of Directors, elected to 3-year term 2013-2016 Re-Elected 2021-2023
Board Member Representative for South Beach Yacht Club on BAADS Board of Directors – Bay Area Disabled Sailors 2021

Expert Witness

Admitted as Qualified Expert Witness in California, Arizona, North Dakota and Washington State Superior or Federal Courts.

Publications

“Navigating Income Distribution in Medical Practices” January 15, 2025 Capaldi Reynolds & Pelosi, P. A. CPA
<https://www.capaldireynolds.com/navigating-income-distribution-in-medical-practices/>

“A Guide to Starting Your Own Practice” Retina Today, September 2024

“Managing Underperformers – “The 3 P’s Prevention, Personnel Policies and Procedures, and Performance Reviews” ADAM
Executive Decisions in Dermatology, Summer 2024 issue

“Developing a Successful Partnership with Your Manager” San Francisco Marin Medicine, Vol. 97, No. 1 Jan/Feb/March 2024

“Superlative Customer Service = Successful Practice” [Http://nschbc.org/nschbc_news_38](http://nschbc.org/nschbc_news_38) October 2023

“12 Steps to Closing Your Practice Without Problems” Medscape Today Sept 12, 2023

“Reduce Overhead Expenses in your Practice -Follow these 10 expert tips to improve your bottom line” Retina Today March 2023

“How to Deal With Offensive or Impaired Doctors” Medscape, November 18, 2021

“Leadership in Healthcare: Identifying leaders within your staff and fostering growth” National Society Of Certified Healthcare Business Consultants, July 2021

“A New Physician: Future Friend or Foe” Retina Today Business Matters, July, 2021 Vol 4, #3.

“Closing a Practice: Essential Tasks, Especially Post-Covid-19, Journal of Medical Practice Management, May/June 2021, Volume 36, #6

“5 Things You Need To Know To Create a Highly Successful Private Practice” Authority Magazine, April 25, 2021

“Superlative Customer Service” Alameda Contra Costa Medical Association Bullitin Magazine, March/April 2021

“Managing Your Manager” Journal of the San Francisco/Marin Medical Society Vol 94, #1, Jan/Feb/March 2021

“Closing a Practice- Essential Tasks, Especially Post Covid” Journal of San Francisco/Marin Medical Society, Vol.93 #5
November/December 2020

“Boosting Income During the COVID-19 Crisis”, Renal and Urology News, June 23, 2020

“Closing a Practice- Essential Tasks” The Bulletin Santa Clara County Medical Association, July/August, 2019 Volume 25, Number 4

“How to manage practice change” Dermatology Times - Modern Medicine Network, February 8, 2019 Volume 40 Issue 2

“6 ways to use educational seminars” Source: <https://www.eyeworld.org> ASCRS publication, Ophthalmology Business, January 2019

“Understanding and Preventing Embezzlement in Your Practice” MGMA CONNECTION, September 2018

“Medical practices can make it harder for employees to embezzle money with these basic steps” Healthcare Finance, July 20, 2018

“10 ‘Must Dos’ Before Closing Your Medical Practice” Staff Care, An AMN Company, July 12, 2018

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“Guide to Owning a Medical Practice” Lending Tree.com. July 5, 2018.

“Avoiding Embezzlement in the Aesthetic Practice: Policies and Precautions” Journal of Aesthetic Nursing www.aestheticnursing.co.uk February 2018

“Physician Turnover in Medical Practices” San Mateo County Physician Magazine, September/October 2017

“Trimming Costs to Increase Income” Renal and Urology News, July 26, 2017

“Protecting Your Practice’s Electronic Security” Physicians Reimbursement Fund News, Volume 19, #3 November 2016

“Preventing and Recognizing Embezzlement” The Journal of Medical Practice Management, January/February 2016, Green branch Publishing

“Policy and Procedure: Put your Employee Manual under Examination” American Association of Medical Assistants CMA Today Magazine, January 1, 2016

“10 financial challenges facing physicians in 2016” Medical Economics, December 25, 2015

“10 Tips for avoiding practice management “hypertension” to lower your blood pressure and successfully navigate the pitfalls of running a practice” Healthcare Finance, October 17, 2014

“Use Objective Measures to Incentivize Midlevel Providers for Increased Productivity” Medical Economics, April 10, 2014

“Bringing in a New Associate – Friend or Foe?” Entrepreneur. MD for Ophthalmology, April 2014

“A Physician’s Guide to Avoiding Embezzlement” Entrepreneur. MD for Ophthalmology, January, 2014

“Keeping Patients Happy” PRF News – Newsletter of Physicians Reimbursement Fund, Inc. Volume 15, Number 2, August 2012.

“AMA offers advice on obtaining, using contracted fee schedules” Amednews.com – American Medical News, July 20, 2012.

“When doctors divorce, the breakup can be as messy as a marital split” The Kansas City Star, June 29, 2012

“Mindful mission statements promote and enforce group ideals” HealthLeadersMedia, November 2011

“Administrative Support for the Healing Team” San Francisco Medicine, Volume 85, Number 4, May 2012.

‘Managing Up’ a Critical Part of Practice Management “ Psychiatric Times, February 27, 2012

“Patient Relations, Customer Service and Communications: Malpractice Prevention *and* Marketing” Physicians Reimbursement Fund, Inc Newsletter to insureds, Volume 14, Number 3, November 2011.

“Pain management for practice breakups” American Medical Association News, www.amednews.com October 10, 2011.

“Grow your practice with ancillaries” Medical Economics, August 25, 2011.

“Tap Into New Revenue Streams, creative ways to boost your bottom line” Medical Economics, August 10, 2011.

“Managing Your Online Presence – What do people find when they Google you?” San Francisco Medicine, June 2011.

“Future Friend or Foe? Bringing in a New Associate” Plastic Surgery Practice.com, March 2011.

“What you Never Learned in Medical School” Alameda Contra Costa Medical Association Bulletin, Sept.Oct 2010.

“Developing a Successful Partnership with your Manager” American Academy of Ophthalmology, AAOE Practice Management Pearls July 2010.

“A Physician’s Guide to Avoiding Embezzlement” American Academy of Ophthalmology, AAOE news, April 2010.

“Best Practices Toolkit” California Medical Association Publication 2009 Contributed two chapters and provided forms/handouts available via their website www.cmanet.org .

“Interoffice relationships: Red light or green light?” Strategies for Nurse Managers, 2009.

“Do you spend too much time explaining patients’ coverage?” Private Practice Success, April 2007.

“Practical and Proficient Performance Evaluations for Employees” The Seattle Study Club Journal. Symposium 2006. Volume 11, Winter, No. 2, 2006.

“For most of your staff, overtime work means overtime pay” American Medical News. August 2006.

“Physician Practice Cost Survey: Experience of Smaller Practices in California” California Medical Association 2005 Helped design survey instrument and encouraged initial undertaking.

“Fix front-back office rifts with these four strategies” The Physician’s Advisory’s Private Practice Success December 2005.

“What Medical School Didn’t Teach You About the Business Side of Practice” San Francisco Medicine September 2005.

“Reduce Overhead, Realize Increased Net Income” San Francisco Medicine 2005.

“If walls could talk: Your waiting room speaks volumes” The Physician’s Advisory’s Private Practice Success. July 2005.

“Hospitals fund doctors' private practices” East Bay Business Times May 23, 2005.

“Help patients overcome HSA hurdles” Group Practice Solutions. March 2005.

“Strategies to ‘Survive and Thrive’ in a Managed Care Marketplace” The Medical Bulletin of Greater San Francisco-South Bay-East Bay-Napa Valley-Sonoma-Monterey, Volume 1, Number 2, Fall 2004.

“Mindful Mission Statements Promote and Enforce Group Ideals” Group Practice Solutions, October 2004. Advisory Publications.

“Doctors In State Fleeing Managed Care,” San Francisco Chronicle, Sunday, February 9, 2003, quoted by Sabin Russell, author.

“Goodwill hunting” Group practice Solutions, August 04, 2003. Advisory Publications

“Five Changes Medical Offices Need to Make for Success in 2003.” Southern California Physician. May 2003.

“Employee orientation key to transition” American Medical News September 22-29,2003.

“Reduce Overhead, Realize Increased Net Income,” San Francisco Medicine, January 2003.

“Strategies to Survive and Thrive in a Managed Care Marketplace,” San Francisco Medicine Volume 74, Number 1, January 2001.

“Preventive Medicine for Your Practice,” Dermatology Times, Volume 20, Number 8, August 1999.

“Capturing Managed Care Contracts,” American Council of Gastroenterology Managed Care Bulletin, Volume One, October, 1996.

“Medical Records Documentation,” Vital Signs, published by the American Academy Family Physicians. Volume Three 1996.

“Interview Do's and Don'ts,” Family Practice Magazine, Monthly Advice Column for the American Academy of Family Physicians. Nov./Dec. 1996.

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"New Doctors Find Business Training Lacking When They Start To Practice," quoted by Katherine Barr, Published by American City Business Journals, October 1996

"The Basics of Practice Valuation" Family Practice Magazine, Monthly Advice Column American Academy of Family Physicians, March 1996.

"Reader Questions," OB-GYN Malpractice Prevention, monthly advisor on legal risk management for obstetrics and gynecology. July 1996.

"Don't Get Sued: The Most Common Causes of Lawsuits and How You Can Protect Yourself," American Medical News, heavily quoted in Part 1 of 4: "Primary Care Risks," by Bill Clements, author. July 11, 1994.

AGA News, Official Newsletter of the American Gastroenterological Association, monthly column on medical risk management and malpractice, with Martin L. Greene, MD:

"Telephone Triage Advice Presents Risk," Vol. 29, No. 6, June, 1995

"Determining Impairment and Disability Due to Gastrointestinal Diseases, Parts I & II,"
Vol. 29, No. 3 & 4, March & April, 1995

"The Inexpert 'Expert' Witness," Vol. 29, No. 2, February, 1995

"If You Didn't Chart It, You Didn't Do It," Vol. 29, No. 1, January, 1995

"Facing Therapeutic Dilemmas: 'Lose/Lose' Situations in Gastroenterology Practice,"
Vol. 28, No. 12, December, 1994

"Costly & Common Drug Therapy Claims," Vol. 28, No's. 9 & 10, September & October, 1994

"Informed Consent," Parts I & II: Vol. 28., No's. 7 & 8, July & August, 1994

"The Doctor-Patient Relationship," Vol. 28, No. 6, June, 1994

"Managed Care Contracting Risks," Parts I & II: Vol. 28, No's. 4 & 5, April & May, 1994

"Legal Pitfalls in the Diagnosis of Colorectal Cancer," Vol. 28, No. 3, March, 1994

"Communication in Your Office Prevents Confrontations in Court," Vol. 27, No. 11, Nov. 1993

"Managed Care: Medical Judgment vs. Utilization Review," with Alan E. Deegan, DDS, MSD, Monitor, a quarterly risk management newsletter presented by the American Association of Oral & Maxillofacial Surgeons (AAOMS) Insurance Company, RRG & Fortress Insurance Company of America, Fall, 1994, Vol.5, No. 3.

"Communication in Your Office Prevents Confrontation in Court," part of Eye on Malpractice column, regular feature of Patient Education Update, Milner-Fenwick, Timonium, MD. Spring, 1994.

"Liability Risks with HMO/PPO Contracting," LARS, Newsletter of the Los Angeles Radiology Society, March 1993.

"Essential Items to Plan for Retirement and Closing Your Practice," San Francisco Medicine, San Francisco Medical Society Journal, November 1992.

"Informed Consent: Forging the Therapeutic Alliance," Northern California Medicine, June 1992.

"Liability Risk and Managed Care Contracting," Northern California Medicine, June 1991.

"Service, A Key to a Healthy Practice," American Medical News, American Medical Association, March 18, 1991.

"Avoiding 'Failure to Diagnose' Claims," Northern California Medicine, June 1990.

Published LOSS PREVENTION LETTER a subscription newsletter to over 250 medical practices, hospitals and malpractice carriers 1985-1993