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# The Complete Practice Management Seminar™

*Effective Career Strategies for Physicians*

*Commonsense Personal Finances*

*Starting and Running a Practice*

*2006/2007 Edition*

Jack Valancy Consulting  
Management for Health Care

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# The Complete Practice Management Seminar™

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# Introduction

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## Finding Your Way

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*"There is only one success— to spend your life in your own way."*

*Christopher Morley*

Whether you are just completing your residency or have been practicing for decades, career changes can provoke anxiety. You face the challenge of making decisions that are both consistent with your values and goals and personally and professionally rewarding

During your residency, and perhaps for years afterwards, you might have felt as though your career has been on rails. Direction has been clear and choices have been finite: Work hard in a good undergraduate premed program, get admitted to a medical school, select a specialty, and match with a residency program.

After training, you can choose among many different career paths. This freedom can be intimidating, especially today, when the future looks uncertain. The following chapters of **The Complete Practice Management Seminar™** will help you make informed decisions as you build your career.

1. **Making Career Decisions**
2. **Finding and Evaluating Practice Opportunities**
3. **Negotiating a Fair Employment Agreement**
4. **Building a Successful Practice**
5. **Commonsense Personal Finances**
6. **Starting and Running a Practice**
7. **Personnel**
8. **Patient Accounting**

You can use **The Complete Practice Management Seminar™** through:

- ▶ Self-study of this Participant's Kit
- ▶ Conferences and other learning activities organized by residency program faculty using an Instructor's Kit
- ▶ A one- or two-day conference with Jack Valancy

You will get the most out of **The Complete Practice Management Seminar™** if you:

- ▶ **Read** the text **review**, the key points, and **complete** the case studies.
- ▶ **Complete** the worksheets to organize and analyze data to help you make important decisions.
- ▶ **Refer** to **The Complete Practice Management Seminar™** and other resources when making important decisions.

### **About The Complete Practice Management Seminar™**

The roots of **The Complete Practice Management Seminar™** are in the informal discussions I had with physicians in the hallways of a large teaching hospital during the 1970s. I first presented it as a series of conferences in 1979, and developed it into its present two-day format in 1981.

I am indebted to the faculty, resident physicians and management staff I have met over the years for their encouragement, participation, and advice on how the curriculum and presentation could be improved. I also thank my colleagues in the Department of Family Medicine at Case Western Reserve University School of Medicine for inviting me to develop a practice management curriculum for our residents. Thanks, too, to my clients, practicing physicians, for the real life lessons in practice management.

Special thanks to my associate Lita Gonzalez for helping me meet deadlines and work with our colleagues around the country.

**The Complete Practice Management Seminar™** is dedicated to Blanche and our son, Zev. Their love sustains me.

Jack Valancy  
Cleveland Heights, Ohio  
June 2006

**Jack Valancy** started Jack Valancy Consulting in 1979 to help physicians solve and prevent practice management problems. He offers advice, seminars, and publications that provide strategic professional development for physicians in all practice settings from residency to retirement.

Jack's two-day conference, **The Complete Practice Management Seminar™** reaches more than 500 resident physicians each year. He regularly presents educational programs for professional societies, residency programs, and health care organizations around the country.

Jack writes *The Responsive Practice*, [www.responsivepractice.com](http://www.responsivepractice.com), about doing the right things for patients and physicians. He authored Microcomputers and Your Practice: A Guide for Physicians, and contributed to the third through sixth editions of Textbook of Family Practice, and several publications from the American Academy of Family Physicians. He has written extensively for Physicians Management and other health care management magazines. He is quoted frequently in the national health care press. He is currently working on a new book of career advice for young physicians.

Jack serves as an clinical assistant professor on the faculty of the Case Western Reserve University School of Medicine. He earned an MBA from Case Western Reserve University and a BS in Applied Science (Systems Analysis) from Miami University.

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