

**Paul M. Doelling, MHA, FACMPE  
Senior Financial Analyst**



**EXPERIENCE**

- Develop fair market value and commercial reasonableness opinions related to healthcare enterprises, assets, and services
- Analyze financial statements of closely held companies to evaluate future utility and feasibility
- Account for economic trends impacting the healthcare industry through the “*four pillars*” framework (i.e., regulatory, reimbursement, competition, and technology)
- Prepare, review and analyze forecasted and pro forma financial statements to determine the most probable future net economic benefit related to healthcare enterprises, assets, and services
- Apply utilization demand and reimbursement trends to project professional medical revenue streams and ancillary services and technical component (ASTC) revenue streams
- Apply revenue cycle management tools to reduce physician losses due to artificially high accounts receivable, improve collections, reduce denials and rejections
- Project manager over physician practice integration and physician compensation

**EDUCATIONAL BACKGROUND**

**Saint Louis University, St. Louis, MO**

- Master of Science - Health Administration
- Master of Arts - Hispanic Languages

**PROFESSIONAL AFFILIATIONS**

- Medical Group Management Association (MGMA)
- National Association of Certified Valuators and Analysts (NACVA)
- Healthcare Financial Management Association (HFMA)
  - President of Greater St. Louis Chapter (2005)
- Johns Simon School of Business at Maryville University
  - Adjunct Professor of Healthcare Administration (1994-2006)



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## PUBLISHED ARTICLES

- “*Physician Practice Leadership during an Acquisition*” ACMPE, October 2013.
- “*Hospital Mergers and Acquisitions*” Healthleaders Intelligence Report, 2010
- “*Supporting your Organization in Managed Care Contracting*” OR Manager, July 2002.
- “*HIPAA: Are We There Yet?*” St. Louis Metropolitan Medicine, March, 2003
- “*Using Financial Ratios to Assess Physician Practices*” Medical Group Management Association (MGMA) Journal, 1996.

## LECTURES AND PRESENTATIONS

- “*Staffing Efficiencies and Ratios,*” MGMA-MO Spring Conference (June 6, 2019)
- “*Meaningful Use in Physician Practices,*” Medical Group Management Association (MGMA) of Southern Missouri (2012)
- “*4<sup>th</sup> Annual Thought Leadership Retreat on Payment Reform,*” Healthcare Financial Management Association (HFMA), Washington, DC (2010)
- “*Executive Roundtable Discussion,*” Healthcare Financial Management Association (HFMA), St. Louis, MO (2010)
- “*EMR Systems and E-Prescribing: Future of Medical Practice,*” Blue Cross E-Provider Conference, St. Louis, MO (2004)
- “*Auditing Medical Records under a Voluntary Compliance Plan,*” Association of Healthcare Internal Auditors Annual Conference, Las Vegas, NV (2004)
- “*Staffing Efficiencies and Ratios,*” Medical Group Management Association (MGMA) of Southern Mississippi, Annual Conference, Jackson, MS (2004)
- “*Healthcare Finance 101,*” Show-Me Chapter of the HFMA and AAHAM, Columbia, MO (2004)
- “*State Laws and the new HIPAA Standards in Missouri,*” Lorman Healthcare, St. Louis, MO (2004)
- “*HIPAA Privacy Regulations and Workers Compensation in Missouri,*” Lorman Healthcare, St. Louis, MO (2003)
- “*Security Issues Relating to Communications and Wireless Networks,*” Commerce Bank, St. Louis, MO (2003)
- “*Staffing Efficiencies and Ratios,*” MGMA-MO Spring Conference, Lake of the Ozarks, MO (2003)
- “*HIPAA Overview,*” Kentucky Society of CPAs, Health Conference, Louisville, KY (2002)
- “*Ask the Experts Panel,*” MGMA-MO Annual Conference, Lake of the Ozarks, MO (2001)
- “*Ambulatory Surgery Centers: The Fundamentals of Success,*” Indiana Health Conference, Indianapolis, IN (2001)
- “*Compliance, Coding and Legal Issues,*” MGMA-St. Louis, Fall Conference, St. Louis, MO (2001)
- “*Who Will be Your Client’s Next Partner?,*” Mayer, Hoffman McCann Conference for CPAs, Memphis, TN (1994)
- “*Staffing Efficiencies and Ratios,*” MGMA-MO Spring Conference (June 6, 2019).
- “*Meaningful Use in Physician Practices,*” Medical Group Management Association (MGMA) of Southern Missouri (2012)

## LECTURES AND PRESENTATIONS (CONTINUED)

- “4<sup>th</sup> Annual Thought Leadership Retreat on Payment Reform,” Healthcare Financial Management Association (HFMA), Washington, DC (2010)
- “Executive Roundtable Discussion,” Healthcare Financial Management Association (HFMA), St. Louis, MO (2010)
- “EMR Systems and E-Prescribing: Future of Medical Practice,” Blue Cross E-Provider Conference, St. Louis, MO (2004)
- “Auditing Medical Records under a Voluntary Compliance Plan,” Association of Healthcare Internal Auditors Annual Conference, Las Vegas, NV (2004)
- “Staffing Efficiencies and Ratios,” Medical Group Management Association (MGMA) of Southern Mississippi, Annual Conference, Jackson, MS (2004)
- “Healthcare Finance 101,” Show-Me Chapter of the HFMA and AAHAM, Columbia, MO (2004)

## AWARDS AND CERTIFICATIONS

- Fellow in the American College of Medical Practice Executives (2013)
- Better Performing Practices Award for Accounts Receivable Management, Finances, Patient Satisfaction and Costs, by the Medical Group Management Association (MGMA) (2010)
- Better Performing Practices Award for Accounts Receivable Management, Finances, Patient Satisfaction and Costs, by the Medical Group Management Association (MGMA) (2009)
- National Gold Award for Certification, National HFMA (2005)
- Follmer’s Bronze Award for Outstanding Service, National HFMA (2004)
- President’s Award for Outstanding Contributions, HFMA of Greater St. Louis Chapter (2004)
- National Hottum Award for Education, National HFMA (2003)
- National Yerger Award for Outstanding Performance in Collaboration, National HFMA (2001)