

**BRUCE PODRAT, MBA/MHA
PARTNER
PRACTICAL HEALTHCARE SOLUTIONS, LLC**

FIELDS OF COMPETENCE

Healthcare finance and hospital operations, physician practice management, payor contract analysis and negotiation, environmental analysis, strategic planning and operations management; design, development and implementation of new healthcare initiatives; product line redesign, physician group development, strategic partnering and medical practice financial management.

EXPERIENCE SUMMARY

Healthcare consulting and management executive with twenty-nine years of progressively responsible experience in assisting community hospitals, multi-hospital systems, academic medical and research centers, managed care organizations and large physician entities achieve strategic business objectives. Consistent proven ability to conceptualize, analyze and implement effective approaches and solutions to enhance strategic position, operational effectiveness and financial results of healthcare organizations. Regional and national consulting experience includes market planning, product line initiatives, business valuations, medical staff development, hospital-physician joint ventures, healthcare system reorganization, group practice formation, third party contract review and negotiation, physician and hospital business office issues, and complex healthcare-related litigation pertaining to third party billing disputes, identification of breach of standards of care in the operation of hospitals, nursing homes and ambulatory care environments, physician credentialing in both hospital and managed care organizations, hospital and medical staff bylaws, interpretation of JCAHO standards, managed care contracting, healthcare benefit programs, billing compliance, economic analysis related to enterprise value, and calculation of lost earnings.

Mr. Podrat is a frequent speaker and presenter on various topics including managed care contracting, hospital and physician joint ventures and timely healthcare management financial and operational issues.

CREDENTIALS

MBA/MHA - Northwestern University
B.A. - State University of New York at Stony Brook
Society of Planning and Marketing of the American Hospital Association
Healthcare Financial Management Association
American College of Healthcare Executives

EMPLOYMENT HISTORY

1997 - Present	Practical Healthcare Solutions, LLC. - Partner
1993 - 1997	Medical Advisors, Inc. - Principal
1990 - 1993	Ernst & Young - Healthcare Management Consulting Director
1989 - 1990	Rolling Hill Hospital - Executive Director
1985 - 1989	Touche Ross - Director, Healthcare Consulting Services
1978 - 1985	Ernst & Whinney - Senior Manager, Healthcare Strategic Services
1975 - 1978	Georgetown University Medical Center - Executive Assistant to Chancellor and Assistant Hospital Director

Fee Schedule

Our professional fee schedule for medical-legal cases is as follows:

- \$225 per hour for research, analysis and expert report preparation;
- \$250 per hour in blocks of 4 hour increments for depositions;
- \$300 per hour for testifying in court in blocks of 4 hour increments; and
- Travel time is billed at one-half the normal professional fee hourly billing rate.

Payment for depositions by opposing counsel must be received within one (1) week in advance of any scheduled deposition.