



## C . V . S U M M A R Y

Two-plus decades experience as a dynamic industry leader highly experienced as a reconstructive foot and ankle surgeon, visiting professor, health economist, marketing and sales consultant, visionary, C+ level executive and serial entrepreneur. A nationally recognized strategic management expert on health leadership trends, operations, financial management, competitive analysis and IT solutions that shape competitive medical care and related fast-paced ERP and health plan markets. Armed with extensive industry contacts, client engagements and national notoriety, with proven skills for preparing CEOs, CFOs, VPs, directors, managers and inside/outside executives, leaders and sales teams to approach the future of medical business and marketing proactively with hybrid heutagogic principles of customer-centricity and Miller-Heiman strategic-selling initiatives; combining them with contemporary operational management principles for industry modernity. Skills augmented by strong medical, technical and business qualifications with an impressive track record of strategic planning, business development and operational strategies. A leader familiar with Six Sigma to successfully analyze critical business requirements, identify deficiencies and potential opportunities and develop innovative cost-effective team solutions for enhancing competitiveness and executing goals that increase revenues and improve customer service offerings.

- Functioned as a surgeon and physician-executive at the Board and senior management level in complex healthcare organizations as CXO, strategist and advisor. Roles include a gamut of organizational positions in start-ups - to mature - and pre IPO firms. Value emphasizes as a collaborative thought leader and change agent to enable optimal results.
- Acted in senior management, CEO, CXO, VP and system implementation consulting roles for single and multi-entity healthcare systems. Varied implementation experience of integrated healthcare systems, capable of addressing the intricacies of consolidation.

- Excelled at thought leadership by simplifying complex organizational ideas, resulting in enhanced performance and engagements with limited obstacles. Proficient in business process design, along with a client-focused approach to consulting and employee-focused approach to leadership, enabling successful completion of multiple business lines and implementations in health economics, finance and clinical matters.
- Nationally known writer, editor, speaker, thought leader and expert legal witness

**C A R E E R E X P E R I E N C E**

[Reverse Chronological Order]

**Private Medical Group Practice (Atlanta)**

**Associate Partner: 1984-1986**

**Partner 1986-2000**

Specializing in podiatric medicine, reconstructive surgery, trauma, pedal infection management and diabetes in a clinical practice consisting of 5 physicians with 22-30 FT and PT employees

**Interim Healthcare Practice Leader**

**Deloitte and Touche Consulting (Atlanta)**

**1996**

First professional independent practice leader for nascent healthcare advisory initiatives:

- Launched and recruited and developed creative and marketing staff.
- Initiated merchandising, branding, market research, operations and promotions
- New product development with sales revenue, market share and profitability objectives
- Created and execute departmental BP and marketing plans with budgets and forecasts
- Conducted market research, competitive and SWOT analysis
- Assisted sales staff with key account presentations

**Co-Founding Partner**

**Northlake Ambulatory Surgery Center (NASC, LLC) - Atlanta**

**1988-1997**

Operated a successful ASC with 2 anesthesiologists, 2 ORs, 4 RNs and 8 employees that was sold to a public company

**Co-Founder, Publisher and COO**

**Foot and Ankle Research Consortium, Inc (FARC, Inc) - Ft. Lauderdale**

**1992-1998**

Leading industry on-ground publisher of medical/surgical textbooks [Original First Editions- English, German and Spanish]

**Financial Planning Associates, Inc (FPA) - Baltimore**

**Certified Financial Planner™ Practitioner**

**1998**

Financial planner to physicians, specializing in the integration of personal finance with medical practice management; AUM \$10-M

**President**

**Physicians Services Group Inc (PSGi) - St. Paul, MN  
1998-1999**

Privately held Physician Practice Management Corporation (PPMC) in the Midwest that consolidated 95 solo medical practices with 625 FTEs and \$50 million in sales revenues; IPO roll-up attempt aborted due to adverse market conditions, in 1999. Responsible for overall leadership execution of BP including implementation and execution

**Co-Founder and CEO**

**Podiatry Prep, Inc: [www.PodiatryPrep.com](http://www.PodiatryPrep.com) - Atlanta  
1998-2008:**

Innovative internet publisher of computer based testing (CBT) programs, CD-ROMs and SAAS delivery methods of preparing for professional examinations by the: American Board of Podiatric Surgery; American Board of Podiatric Orthopedics and Primary Podiatric Medicine; Diabetes, Infections and Wound Care; and the National Board of Medical Examiners.

**Chief Visionary Officer**

**Dot Com Internet Telecommunication Firm  
2000-2001**

Interim crisis management executive with BP and VC presentations for successful private pre-IPO restructuring

**Institute of Medical Business Advisors, Inc: [www.MedicalBusinessAdvisors.com](http://www.MedicalBusinessAdvisors.com)**

**Founder and CEO**

**Atlanta, Baltimore, Leland, Marquette and Palm Beach  
2000-Present**

Launched a leading North American healthcare consulting firm and provider of textbooks, tools, templates and onsite education for the economics, administration and financial management policy space; well positioned for the global marketplace with offices in five states and Europe, to meet the needs of clients and corporate customers with three profitable subsidiaries:

❖ **Certified Medical Planner Program, Inc: [www.CertifiedMedicalPlanner.com](http://www.CertifiedMedicalPlanner.com)**

**Academic Dean**

**2005-Present**

Dedicated to the education, advancement and promotion of the CERTIFIED MEDICAL PLANNER™ professional designation through asynchronous live online distance education with certification and logo marks that integrates specific insider niche knowledge of healthcare economics and medical practice administration - with the wealth management and financial services industry - to empower charter holders with the tools, techniques, templates and management information needed to provide comprehensive personal and business consulting services to medical professionals.

❖ **Health Dictionary Series™ Initiative** <http://www.springerpub.com/Search/marcinko>  
**Wiki Project Editor-in-Chief**  
**2006-Present**

Lexicon division ripe for periodic update by engaged-readers working in the fluctuating health care industrial complex; Internet connectivity is the best way to edit and revised them to reflect changing terms, as older words are retired, and newer ones are continually created. True innovation means listening to customers and putting development tools in their hands, stepping back, and allowing them to lead the way! Coupled with our Collaborative Lexicon Query Service™ and interactive social network, continuous subject-matter expertise and user input in achieved.

❖ **Healthcare Organizations: (Journal of Financial Management Strategies)**  
**Founding Editor-in-Chief** [www.HealthCareFinancials.com](http://www.HealthCareFinancials.com)  
**2006-Present**

Two volume - 1,200 pages – subscription print journal with 30 contributors that promotes and integrates academic and applied research, and serves as a multi-disciplined forum for the dissemination of economic and financial management, and health administration information to all healthcare organizations; both emerging and mature. A pre-eminent interpretive, and peer-reviewed premium, guide for financial management strategies, and enduring business analytics for all healthcare organizations while promoting related enterprise-wide health economics initiatives with affiliated companion blog forums.

❖ **Medical Executive Post Blog Forum [Founding Publisher-in-Chief] 2006-Present**  
[www.MedicalExecutivePost.com](http://www.MedicalExecutivePost.com)

The only collaborative publication serving the healthcare administration, practice management and financial planning needs of all medical professionals with over a quarter-million readers and subscribers.

**Podiatry Consent Forms, Inc.**  
[www.ePodiatryConsentForms.com](http://www.ePodiatryConsentForms.com)  
**Founder and CEO**  
**2008-Present**

An innovative suite of software programs from the Institute of Medical Business Advisors [iMBA, Inc]. The firms' products solve patient informed consent problems and enhance the education, discussion and documentation of the informed consent process for all podiatrists and orthopedic surgeons performing foot, ankle and leg reconstructive surgical procedures.

**Recent Professional Consulting Activity:** [MarcinkoAdvisors@msn.com](mailto:MarcinkoAdvisors@msn.com)

Assisted numerous physicians, ASCs and provider organizations in the South East with financial, operations and strategic planning, visioning, and service line transformations with

sales including valuating engagements related to business developments; up to \$15-M, while developing business plans for related associations

On-call as a trusted resource for private clients and senior management implementing multiple aspects of a benchmarking with change management programs and measurement tools

### **L E A D E R S H I P   A T T R I B U T E S**

Team Building • Internal & External Executive Services • Project Planning & Management • Crisis Management • Development & Implementation • ERP-Operations • CXO Accountability

### **M A N A G E R I A L   A T T R I B U T E S**

**Skill Sets:**

- Operational B2B B2C Sales
- Global Markets (European, Belgium, Germany Sweden and Finland)
- Sales Training and New Business Development
- Professional Presentations and Public Speaking
- Account Growth, Direct Sales and Resellers
- Sales Forecasting
- E-Commerce Initiatives
- Public Relations and Advertising
- Partnerships / Alliances
- Vendor & Customer Relationship Management
- Closing the Deal
- Business, Operations and Strategic Marketing Plan
- Team Building / Staff Recognition
- Contract Negotiations and Networking

### **C O N S U L T I N G   A G E N T   A T T R I B U T E S**

- Able to diagnose issues impeding business performance and identify solutions to address strategic and operational issues
- Able to implement broad organizational change impacting the enterprise, multiple business units/functions, and/or multiple levels of staff.
- Able to address strategic and organizational issues on the agenda of senior management such as growth strategies, BPs, governance, customer and product segmentation, merger integration, R&D, training and leadership development etc.
- Able to collaboratively develop operating models, conduct value chain analysis, and design organization structures to effectively implement business strategy

### **S A L E S - M A R K E T I N G   S T R E N G T H S**

- Develop enterprise-level sales force strategies
- Implement core sales processes to create opportunities, win deals, and grow accounts
- Train sales and support people to maximize their effectiveness

- Select, develop and organize salespeople and sales managers
- Increase sales force productivity
- Reduce sales cycle volatility and improve sales forecasting
- Sustain margins and shortening sales cycles
- Increasing average deal sizes and improve win-rates on large deals
- Protecting and growing key accounts with improved customer satisfaction
- Reduce sales force turnover
- Identify and close sales force skill deficiencies

## **P R O F E S S I O N A L O R G A N I Z A T I O N S**

A nationally recognized leader in the health and financial information services and pioneer in utilizing technology to improve quality education while simultaneously reducing medical IT and delivery costs, with memberships in:

- American Society of Health Economists (ASHE)
- International Health Economics Association (iHEA)
- American Health Information Management Association (AHIMA)
- Healthcare Information and Management Systems Society (HIMSS)
- Microsoft Professional Accountant's Network (MPAN)
- US Microsoft Partner's Program (MPP)
- Microsoft Health User's Group (MS-HUG);
- Sun Executive Boardroom program sponsored by CEO Jonathan Schwartz
- Healthcare Informatics Executive Panel
- SUNSHINE [Solutions for Healthcare Information, Networking and Education], an international community for healthcare IT innovation created by HIMSS and Sun Microsystems, Inc (NASD-SUNW)

## **D O M E S T I C T E A C H I N G**

- Medical School: Various adjunct US clinical professorships
- KGSBM: Guest scholar in healthcare administration
- UOPGSMB: Distinguished visiting instructor in economics and finance
- Rushmore University: Professor of healthcare administration
- DeVry: Online instructor of health administration
- Platform, seminar and various educational engagements and venues

## **E D I T E D T E X T B O O K S**

### **Editor / Electronic Publisher FARC, Inc:**

- 1994-2009: Podiatric Medicine Updates with CD-ROMs
- 1994-2009: Podiatric Surgery Updates with CD-ROMs
- 1994-2009: Podiatric Medicine and Surgery Library with Boards Preparation CD-ROMs

**Editor / Co-Author Print Textbooks:**

- Medical and Surgical Therapeutics of the Foot and Ankle. William and Wilkins, Baltimore, 1,000 pages, 1992.
- Comprehensive Textbook of Hallux Abducto Valgus Surgery, Mosby, Chicago, 1997
- Infections of the Foot [Diagnosis and Management]. Aspen, Chicago, 300 pages, 1998.
- Financial Planning for Physicians and Healthcare Professionals with CD-ROM (Aspen Publishing, New York, NY, 1st, 2nd and 3<sup>rd</sup> editions, 2001-2002-2003).
- Financial Planner's Library on CD-ROM. Aspen Publishers, New York, NY, 1st, 2nd and 3<sup>rd</sup> editions, 2001, 2002 and 2003.
- Financial Planner's Library Online Subscription Service. Aspen Publishers, New York, NY, 1<sup>st</sup> and 2nd ASP editions 2004 and 2005.
- Financial Planning for Physicians and Advisors (JB Publishers, Sudbury, MA, 850 pages 2005)
- Risk Management and Insurance Planning for Physicians and Advisors (JB Publishers, Sudbury, MA, 900 pages 2005).
- Business of Medical Practice. Springer Publishing, New York, NY, 450 pages, 2000-05.
- Health Dictionary Series of Administrative Terms for (i) Healthcare Economics and Finance, (ii) Insurance and Managed Care, (iii) Information Technology and Security (iv) Healthcare Administration (Springer Publishers, 400-500 pages each, NY, 2006-09).
- Healthcare Organizations (Journal of Financial Management Strategies). 2-Volume, 1,200 page subscription, Specialty Technical Publications, Blaine, WA, 2006-08).

**I N F O R M A T I O N T E C H N O L O G Y**

- *Operating Systems:* Windows (all versions), DOS, IBM AS/400
- *Software:* MS Office Live, PCAnywhere, Lotus Notes, MS Explorer
- *Hardware:* A+, Commercial desktops (Dell, HP, Compaq) IBM POS, EPSON, HP Printers, Cannon
- *Networking:* Cat5, Switches, Routers, TCP/IP, Print servers, POS systems

**A C A D E M I C P E E R R E V I E W A N D  
W H I T E P A P E R I N D E X I N G**

- Academic Search (CD-ROM)
- Business Periodicals Index
- Cumulative Index to Nursing & Allied Health Literature (CINAHL)
- Health Source and Index Medicus
- AgeLine, CINAHL®, MEDLINE® and CINAHL
- EMBASE and MEDLARS
- Wilson Business Abstracts, among several others.

**S P E A K I N G E N G A G E M E N T S**

A favorite on the domestic and European lecture circuit and often quoted in the media, with frequent speaking engagements to 35 medical societies and business groups in an entertaining and witty fashion (abbreviated list; TNTC):

- Marianne Surgical Hospital: Visiting Surgeon, Aaken, Germany
- Antwerpen, Belgium (Richtig Hand anlagen am Fuss-Zweitagger)
- Ad-hoc University of Helsinki, Dept Orthopedics

Past sponsors have included various pharmaceutical companies (Pfizer, Glaxo, Smith-Klein-Fujisawa, Novartis, Shering, and Aventis, etc), and other medical, financial and healthcare administration societies. Also, frequently called on by leading seminar leaders and journal editors to referee manuscripts and presentation and is experienced in handling media (print, TV, radio) interviews and debates aimed at shedding health economic perspectives on emerging pharmaceutical and public health policy initiatives. His speaking engagements, research and publications have garnered hundreds of citations from among his peers, industry, and the public

## **E D U C A T I O N   A N D   C E R T I F I C A T I O N S**

- Mt. St. Joseph's College Preparatory (Baltimore)
- Undergraduate: Loyola University Premedical Studies (Maryland)
- Medical School: Temple University School of Podiatric Medicine (Philadelphia)
- Medical Internship: Atlanta Hospital and Medical Center
- Surgical Residency: Atlanta Hospital and Medical Center
- Surgical Fellowship: The American College Foot and Ankle Surgeons (Las Vegas)
- Medical License: Georgia #497 - active
- Board Certification: American Board of Podiatric Surgery - #1480 (Washington, DC)
- Doctor of the Year Award: Atlanta Hospital and Medical Center
- Residency Director: Podiatric Medicine and Surgery Atlanta Hospital
- Chief of Podiatric Surgery: Atlanta Hospital and Medical Center
- Medical Staff Vice President: Atlanta Hospital and Medical Center
- Co-Founder: Northlake Ambulatory Surgery Center Inc., GA.
- President: Physicians Services Group (PSGi), Chicago, IL
- Business School: Keller Graduate School of Business and Management (Chicago)
- Financial Planning Diploma: Oglethorpe University (Atlanta)
- Certified Professional in Healthcare Quality (CPHQ) - inactive
- Certified Financial Planner™ Board of Standards (Denver) - inactive
- Certified Medical Planner™ professional designation (CMP™) - active
- American Board Quality Assurance Utilization Review Physician (ABQAURP) - inactive
- Series #7 license (general securities) - inactive
- Series #63 license (uniform securities state law) - inactive
- Series #65 license (investment advisory) - inactive



- National Association of Securities Dealers (NASD) - inactive
- Georgia State: life, health, disability, variable, LTC and PC insurance licenses - inactive
- Federal and state court approved expert witness

## J O U R N A L S   A N D   P U B L I C A T I O N S

Internationally recognized futuristic works with hundreds of publications archived in the Library of Congress, Library of Medicine and the National Institute of Health, etc with verified online clinical examples: <http://lib.bioinfo.pl/auth:Marcinko,DE>

Clinical peer-reviewed medical and surgical publications in:

- Journal American Podiatric Medical Association (section editor)
- Clinics in Podiatric Medicine and Surgery (department editor)
- Journal of Foot and Ankle Surgery (section editor)
- Foot and Ankle Quarterly (department editor)

Hundreds of non-clinical visionary thought leadership citations in business journals like: *Managed Care Executives, Healthcare Informatics, Medical Interface, Plastic Surgery Products, Teaching and Learning in Medicine, Orthodontics Today, Chiropractic Products, Journal of the American Medical Association, Podiatry Management, Podiatry Today, Rheumatology and Arthritis, Physicians Practice, Investment Advisor Magazine, Registered Representative, Financial Advisor Magazine, CFP® Biz (Journal of Financial Planning), The Business Journal for Physicians, The Elder Law Portfolio Series, and Physician's Money Digest and OB/GYN-PMD*; by companies and professional organizations like the Medical Group Management Association (MGMA), American College of Medical Practice Executives (ACMPE), American College of Physician Executives (ACPE), JAMA.ama-assn.org, American College of Emergency Physicians (ACEP), ACS Healthcare Solutions (NYSE-ACS), Health Care Management Associates (HMA), MomMD, PhysiciansPractice.com, Medical World Communications (MWC); Superior Consultant Company (NASD-SUPC), Microsoft Corporation (NASD-MSFT); and by academic institutions like the UCLA School of Medicine, Northern University College of Business, Creighton University, Medical College of Wisconsin, Physician Executive MBA Program of the University of Tennessee College of Business Administration, University of North Texas Health Science Center, Washington University School of Medicine, University of Pittsburgh, Cleveland Chiropractic College, Emory University School of Medicine, and the Goizueta School of Business at Emory University, University of Cincinnati, Ohio College of Podiatric Medicine, University of Pennsylvania Medical-Dental Libraries, Joseph's College of Maine, and the University of Medicine Dentistry of New Jersey, among many others.

**Selected Executive Business Management Print Examples** (abbreviated list: TNTC):

- Marcinko, DE: Podiatric Medical Outcomes Management and Performance Improvement. Podiatric Products, May, 1998.
- Marcinko, DE: Brief History of Healthcare Economics in the USA. In, Marcinko, DE (Editor): *Managed Care / Business Edition*. Foot and Ankle Quarterly. Winter, 1998.
- Marcinko, DE: Mixed Cost Analysis in the Podiatric Medical Office Setting. In, Marcinko, DE

- (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
- Marcinko, DE: Creating Podiatric Medical Practice Equity. In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Using Financial Ratios to Assess Physician Practices. – Analysis. In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Determining Costs is the Key to Medical Practice Success - Analysis, In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Negotiation Managed Care Contracts - An Analysis. In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Facts and Fallacies of Managed Care – Audio. In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Financial Planning Mistakes of Podiatrists - Audio. In, Marcinko, DE (Editor): Managed Care / Business Edition. Foot and Ankle Quarterly. Winter, 1998.
  - Marcinko, DE: Healthcare Economics in the United States: Evolution or Revolution? In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Contracting and Negotiation Skills for the Physician. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Fenton, CF and Marcinko, DE Essentials of Medical Risk Management. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Fundamentals of Cash for Analysis. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Practical Medical Office Expense Models. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Activity Based Medical Costing. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Advanced Medical Office Cost Behavior Techniques. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Augmenting Returns on your Office Investments. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE: Creating Equity Value in your Medical Practice. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE and Hetico, HR: Medical Support Services-Assistance or Hindrance? In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, 2000.
  - Marcinko, DE and Hetico, RH: Medical Outcomes Management and Performance Improvement. In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE and Knox, T: Whiter the PPMC? In Marcinko, DE (Editor): The Business of Medical Practice. Springer Publishers, New York, 2000.
  - Marcinko, DE and Hetico, HR: Choosing the Management Consultant that's Right for You. In Marcinko, DE (Editor): The Business of Medical Practice. Springer, NY, 2000.
  - Marcinko, DE: Practicing Medicine in the Era of Managed Care. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen, New York, 2001.
  - Marcinko, DE and Hetico, HR: Setting-Up a Medical Practice. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen, New York, 2001.
  - Marcinko, DE: Business Decision Making in Medical Practice. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen, New York, 2001.
  - Marcinko, DE: The Economic Fundamentals of Financial Planning. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishers, New York,

2001.

- Bryson, R and Marcinko, DE: Personal Financial Accounting & Taxation. In Marcinko, DE (Editor): Financial Planning for Physicians and Medical Professionals. Aspen Publishers, NY 2001.
- Marcinko, DE and Hetico, HR: Medical Office Business Equipment, In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishers, New York, 2001.
- Marcinko, DE and Orol B: Planning for Special Situations. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishers, New York, 2001.
- Marcinko, DE: 529 Plan Update. Podiatry Management, July 2002.
- Marcinko, DE: Glossary of Financial Planning Terms for Physicians. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishers, New York, 2001.
- Marcinko, DE: What is your Practice Really Worth? Podiatry Network.com, 2002.
- Marcinko, DE: Impact of Managed Care on Podiatrists and Patients. Podiatry Management, March 2002.
- Marcinko, DE: Ripple Effects of Managed Care in the USA. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen, New York, 2002.
- Marcinko, DE: Status of Doctor and Medical Unions. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Setting up a Contemporary Medical Office. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen, NY, 2002.
- Marcinko, DE: Managed Care Reimbursement. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Financial Statements and Medical Practice Benchmarking. In Marcinko, DE (Editor) Financial Planning Physicians Healthcare Professionals. Aspen Publisher, NY, 2002.
- Marcinko, DE: Fixed Rate Reimbursement - Professional Liability. In Marcinko, DE (Editor) Financial Planning Physician - Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Ambulatory Payment Classes -ASC Fiscal Credentialing. In Marcinko, DE (Editor) Financial Planning Physicians Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Business Decision Making in Medical Practice. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Economic Fundamentals of Financial Planning. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2002.
- Marcinko, DE: Planning for Special Situations. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2002.
- Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, NY, 2002.
- Marcinko, DE: Glossary of Financial Planning Terms for Physicians. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen Publishers, NY, 2002.
- Schmuckler, E: and Marcinko, DE: Internet Addicted Doctors, PPMA Newsletter, 2002.
- Marcinko, DE: Income Tax Strategies for Podiatrists. PPMA Newsletter, Aug, 2002.
- Marcinko, DE: Status of Doctor and Medical Unions. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Setting up a Contemporary Medical Office. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Managed Care Reimbursement. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Financial Statements and Medical Practice Benchmarking. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New

York, 2003.

- Marcinko, DE: Fixed Rate Reimbursement and Professional Liability. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen, NY, 2003.
- Marcinko, DE: Ambulatory Payment Classes and ASC Fiscal Credentialing. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Business Decision Making in Medical Practice. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen, NY, 2003.
- Marcinko, DE: Economic Fundamentals of Financial Planning. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Planning for Special Situations. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen, NY, 2003
- Marcinko, DE: Ripple Effects of Managed Care. In Marcinko, DE (Editor) Financial Planning for Physician and Healthcare Professionals. Aspen Publisher, New York, 2003.
- Marcinko, DE: Glossary of Financial Planning Terms for Physicians. In Marcinko, DE (Editor): Financial Planning for Physicians and Healthcare Professionals. Aspen 2003.
- Marcinko, DE: Psychological Issues for Financial Planners and their Clients. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003.
- Marcinko, DE: Using Hedge Funds in Financial Planning. In Marcinko, DE (Editor): Financial Planner's Library on CD-ROM. Aspen Publishers, New York, 2003.
- Marcinko, DE: The Integrated Financial Planning Process and Plan. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003
- Marcinko, D: Financial Planning for the Elderly. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003.
- Marcinko, DE: Valuing the Closely Held Business. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003
- Marcinko, DE: Financial Planning for Divorcing Couples. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003
- Marcinko, DE: Cash Flow and Budgeting. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2002
- Marcinko, DE: Personal and Business Cash Flow Planning and Budgeting. In, Marcinko, DE (Editor) Financial Planner's Library on CD-ROM. Aspen Publishing, NY, 2003
- Marcinko, DE and Hetico, HR: Financial Planning for the Elderly. In Margolis, Harry, S: The Elder Law Portfolio Series. Aspen Publisher, New York, 2003
- Marcinko, DE. Post Mortem Estate Planning. In Margolis, Harry, S: The Elder Law Portfolio Series. Aspen Publisher, New York, 2003
- Marcinko, DE, Schmuckler, E, Shubin-Stein, K and Wagner, RB: Bridging Financial Planning and Human Psychology. In Marcinko DE (Editor). Financial Planning Handbook for Physician and Advisors. Jones and Bartlett Publishers, Sudbury, MA, 2004.
- Marcinko, DE and Hetico, HR: The Economic Basis for Financial Planning. In Marcinko (Editor). Financial Planning Handbook Physician Advisors. JB Pub, Sudbury, MA, 2004.
- Marcinko, DE: Healthcare Economics in Medical Practice. In Marcinko, DE (Editor): The Advanced Business of Medical Practice. Springer Publishers, New York, 2004.
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