

K·S·F
ORTHOPAEDIC
CENTER, P. A.

Michael A. Berkowitz Dear Fellow Orthopaedic Clinic Manager:
Administrator

Welcome to the Texas Orthopaedic Administrators Association or *T-BONES*!

T-BONES is an organization that was formed in June of 1992 by a group of orthopaedic administrators in Texas. The original goals of the organization were to:

1. Develop a network in Texas for administrators who deal primarily with orthopaedics.
2. Disseminate information through formal meetings as well as informal communications dealing with subjects of interest.
3. Provide input to State and other agencies regarding issues of relevance to our practices and patients.

The first meeting of *T-BONES* was held in September of 1992. Eighteen people attended that first meeting. *T-BONES* now holds three to four meetings a year in Austin. Our group has dealt with a wide range of subjects with special emphasis on workers' compensation and managed care. Future meetings will continue to focus on these areas as well as issues such as Medicare outcome studies and general management.

The Texas Orthopaedic Administrators Association has been very involved with the Texas Workers' Compensation Commission. Members of our association have attended Commission hearings. We have been asked to provide input to proposed changes in the TWCC regulations. Our group is regarded as a viable source of information in this area.

T-BONES has developed ad hoc committees in workers' compensation as well as managed care. These committees will continue to obtain information for our members. Your participation in these committees is certainly encouraged.

I feel that there are many organizations you can join, but the Texas Orthopaedic Administrators Association is the only organization which focuses entirely on issues relevant to orthopaedic administrators in the State of Texas. I urge you to fill out the enclosed survey form and attend our meetings. Please contact me if I can be of any assistance.

Sincerely,

Michael Berkowitz
T-BONES President

MAB/kc
Enclosure

Andrew P. Kant, M.D.
Spine Surgery
General Orthopaedics

Mark A.S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Shoulder, Knee, Foot &
Ankle Surgery

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

Samuel J. Alianell, M.D.
Physical Medicine &
Rehabilitation
Electromyography

Raul Sepulveda, M.D.
Neurosurgery

Alan Rosen, M.D.
Hand & Upper Extremity
Surgery
Microvascular Surgery
General Orthopaedics

Thomas J. Cartwright, M.D.
Spine Surgery
General Orthopaedics

James R. Parker, M.D.
Sports Medicine
General Orthopaedics

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(281) 440-6960
Fax: (281) 440-6205
W/C: (281) 880-1556
W//C: Fax (281) 880-1557

K·S·F
ORTHOPAEDIC
C E N T E R

July 22, 1992

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

J. Michael Graham, M.D.
Spinal Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

Dear Fellow Orthopaedic Clinic Manager:

A group of Texas orthopaedic administrators met at the recent BONES Conference in St. Louis to discuss formation of a state organization. We feel there are significant issues in Texas that pertain only to our state, such as workers compensation, medical records policies, and insurance reimbursement. A Texas orthopaedic administrative group would allow a forum to address these topics as well as other issues that confront our practices.

The initial group discussed planning several conferences per year. The program would initially be informal, but could grow in length and structure as desired by the group. Speakers and exhibitors could be included to provide relevant information and financial support. The direction of the organization would be determined by the individuals involved in these meetings.

I am sending this letter to inquire about your interest in becoming involved in this organization. We are planning to hold our first meeting in mid to late September in Austin. We are hoping there will be sufficient interest in Texas to organize an effective organization. Your involvement is needed to achieve this purpose.

Feel free to provide this information to other orthopaedic administrators who you believe would be interested in joining such a group.

Please fill out the enclosed information sheet if you are interested in organizing a Texas orthopaedic administrators group and return it to me. Thank you for your time and cooperation.

Sincerely,

Michael A. Berkowitz
Clinic Administrator

MAB/sh

Enclosure

K·S·F
ORTHOPAEDIC
C E N T E R

August 22, 1992

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

J. Michael Graham, M.D.
Spinal Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Albert D. Cuellar
Adult Joint Reconstruction
General Orthopaedics

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
W/C: (713) 440-6974

Dear Fellow Orthopaedic Clinic Manager:

There has been an excellent response to the recent letter I mailed out regarding the formation of a Texas Orthopaedic Administrative group. These responses have confirmed, in my mind, the need for the formation of such a group in order to disseminate information as well as to deal with issues regarding orthopaedics in the State of Texas. More than 80% of those who responded expressed the desire to hold a meeting in September.

Thus, we have arranged for our first organizational meeting to be held on Friday, September 18, 1992, at the Texas Medical Association's headquarters in Austin. The TMA has offered our group usage of a conference area. Representatives from the TMA and the Texas Workers Compensation Commission (TWCC) have agreed to speak at this meeting.

I feel it is imperative that we have a good turn out for this meeting, as it will determine the course of our organization. The only expense will be \$25 which will cover the luncheon. There will also be a dinner on Thursday, September 17th, at 7:00 p.m. at the Guest Quarters Suite Hotel for those interested individuals.

I am enclosing a tentative program as well as a registration form which will give additional information regarding this meeting. Please contact me at work at (713) 440-6960 or at home at (713) 728-4882 if you have any questions concerning this program or would like to volunteer your time in assisting at this meeting. Thank you for your time and cooperation.

Sincerely,

Michael A. Berkowitz
Clinic Administrator

MAB/sh

Enclosures

**TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION (T-BONES)
ATTENDEES AT SEPTEMBER 18, 1992 MEETING**

John Alexander
Hand Associates of South Texas
414 Navarro, Suite 1621
San Antonio, Texas 78205
Phone: (512) 227-4263 Fax: (512) 227-8551

SAN ANTONIO CONTACT

Michael Berkowitz
KSF Orthopaedic Center
17270 Red Oak Drive, Suite 200
Houston, Texas 77090
Phone: (713) 440-6960 Fax: (713) 444-3959

STATE CONTACT

Wanda L. Burns
Northshore Orthopedics, Assoc.
1140 Westmont, Suite 300
Houston, Texas 77015
Phone: (713) 453-8551 Fax: (713) 450-2204

Pamela J. Conrad
Greater Houston Orthopaedic Center
9034 Westheimer, Suite 200
Houston, Texas 77063
Phone: (713) 975-6073 Fax: (713) 975-7329

HOUSTON CONTACT

Tina Finney
Alamo Bone & Joint Clinic
8122 Datapoint, Suite 1240
San Antonio, Texas 78229
Phone: (512) 614-3900 Fax: (512) 614-7270

Gail Fletcher
Orthopaedics International, Inc./Drs. Westbrook & Misenhimer
2150 Trawood, Suite A-150
El Paso, Texas 79935
Phone: (915) 595-1099 Fax: (915) 595-2933

James M. Gdula
Associated Orthopedic Specialities
3705 Medical Parkway, Suite 420
Austin, Texas 78705
Phone: (512) 458-3257 Fax: (512) 323-5912

Carye E. Harris
San Antonio Orthopaedic Group, P.A.
1303 McCullough Avenue, Suite 135
San Antonio, Texas 78212
Phone: (512) 225-5741/225-1766 Fax: (512) 225-6351/229-9974

Connie Hugon
Jackson D. Wagnon, M.D.
409 Gaslight Blvd.
Lufkin, Texas 75901
Phone: (409) 634-8800 Fax: (409) 634-8836

EAST TEXAS CONTACT

Maxine N. Levy
Bone & Joint Clinic of Houston
6624 Fannin, 26th Floor
Houston, Texas 77030
Phone: (713) 790-1818 Fax: (713) 790-7500

Alan Luckett
Arlington South Orthopaedics
701 Highlander, Suite 400
Arlington, Texas 76015
Phone: (817) 784-0314 Fax: (817) 467-9344

DALLAS CONTACT

Pegge Morton
Orthopaedics International, Inc./Drs. Westbrook & Misenhimer
2150 Trawood, Suite A-150
El Paso, Texas 79935
Phone: (915) 595-1099 Fax: (915) 595-2933

WEST TEXAS CONTACT

Susan Mycoskie, R.N.
Arlington Bone & Joint Clinic, P.A.
1102 Orchard Drive
Arlington, Texas 76012
Phone: (817) 274-6133 Fax: (817) 265-7155

Gini Seely
Garland Orthopedic Clinic
2301 Forest Lane, Second Floor
Garland, Texas 75042
Phone: (214) 494-2343 Fax: (214) 494-5703

Margaret White
Texas Back Institute
6210 Campbell Road
Dallas, Texas 75248
Phone: (214) 380-3910 Fax: (214) 380-3929

Rick K. Wimberley
Orthopaedic Surgery & Athletic Medicine, P.A.
8042 Wurzbach Road, Suite 540
San Antonio, Texas 78229
Phone: (512) 615-1616 Fax: (512) 615-1634

Thomas E. Wolfe
Texas Orthopedics, Sports & Rehabilitation Associates
3200 Red River, Suite 201B
Austin, Texas 78705
Phone: (512) 476-7150 Fax: (512) 480-0491

AUSTIN CONTACT

K·S·F
ORTHOPAEDIC
C E N T E R

December 29, 1992

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, Jr., M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

Dear Fellow Orthopaedic Manager:

I am happy to announce the Winter Meeting of the Texas Orthopaedic Administrators Association (T-Bones) will be held on Friday, January 29, 1993 at the Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday and a dinner meeting, for those who are interested, on Thursday, January 28, also at the Guest Quarters Suite Hotel.

I am very excited about the speakers who will be present at this meeting. Julie Shank, R.N., Director Medical Review Division of the Texas Workers Compensation Commission and David Marcus, Ph.D., Director Health Care Finance Department of the Texas Medical Association, have agreed to address our group.

There is also time allotted to discuss relevant issues affecting all orthopaedic practices. These topics will be decided on by the participants of the meeting. These sessions provide an opportunity for administrators to obtain information on issues directly of interest to them.

I firmly believe it is important that there be an excellent turnout for this meeting. Senator John Monthforth of Lubbock has asked to be present or have a representative attend the January 29th meeting. Governor Richards has also been invited to attend this meeting.

I am enclosing a copy of the program as well as a registration form which will give additional information regarding this meeting. The expense for the January 29th meeting will be \$30. All meetings will be held at the Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals. Reservations need to be made directly through the hotel. Please contact me at (713) 440-6960 (office) or at (713) 728-4882 (home) if you have any questions concerning program. Thank you for your time and cooperation.

Sincerely,

Michael A. Berkowitz
Clinic Administrator

MAB/sh

Enclosures

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
("T-BONES")

PROGRAM

FRIDAY, JANUARY 29, 1993

- 8:30 Registration/Continental Breakfast
- 9:00 Organizational Meeting→ Discussion of Relevant Issues
- 10:30 Julie Shanks, R.N.
Director, Medical Review Division
Texas Workers Compensation Division
- 12:00 Lunch
- 1:15 David D. Marcus, Ph.D.
Director, Health Care Financing Department
Texas Medical Association
- 2:30 Discussion of Relevant Issues
- 4:00 Adjournment

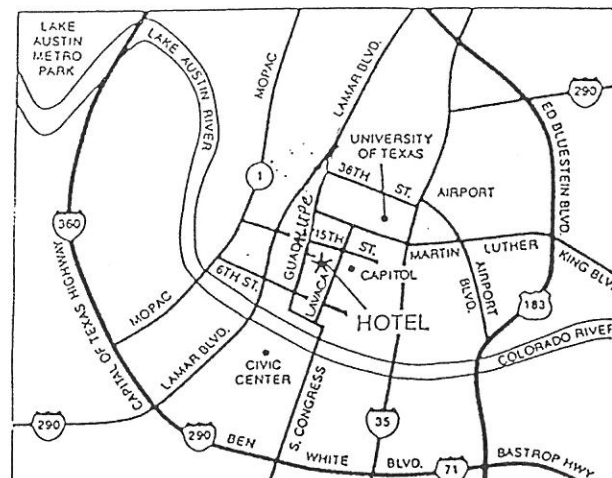
THURSDAY, JANUARY 28, 1993

AT

THE GUEST QUARTERS SUITE HOTEL
303 WEST 15TH
AUSTIN, TEXAS 78701
(512) 478-7000

7:00 DINNER

Austin area



REGISTRATION FORM

NAME: _____

CLINIC NAME: _____

MAILING ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

TELEPHONE#: _____ FAX#: _____

PLEASE CHECK ONE OF THE FOLLOWING:

- ☐ I WILL BE ATTENDING THE JANUARY 29TH MEETING ONLY.
- ☐ I WILL BE PRESENT FOR THE JANUARY 28TH DINNER (at own cost)
AND THE JANUARY 29TH MEETING..

Hotel reservations can be made by directly calling:

The Guest Quarters Suite Hotel
303 West 15th
Austin, Texas 78701
(512) 478-7000

Please return this Registration Form with a check for \$30 made payable to:

KSF Orthopaedic Center
17270 Red Oak Drive, Suite 210
Houston, Texas 77090

TEXAS ORTHOPAEDIC ADMINSTRATORS ASSOCIATION
(*"T-BONES"*)

AGENDA

Friday, January 29, 1993

- 8:30 Registration/Continental Breakfast
- 9:00 Organizational Meeting → Discussion of Relevant Issues
- 10:30 Julie Shanks, R.N.
Director, Medical Review Division
Texas Workers Compensation Division
- 12:00 Lunch
(at Guest Quarters)
- 1:15 David D. Marcus, Ph.D.
Director, Health Care Financing Department
Texas Medical Association
- 2:30 Discussion of Relevant Issues
- 4:00 Adjournment

K·S·F
ORTHOPAEDIC
C E N T E R

March 16, 1993

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, Jr., M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

Dear Fellow Orthopaedic Manager:

I am happy to announce the Spring Meeting of the Texas Orthopaedic Administrators Association (T-Bones) will be held on Friday, April 23, 1993, at The Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday and a dinner meeting, for those who are interested, on Thursday, April 22, also at the Guest Quarters Suite Hotel.

Mary Sanchez, Director of Operations of the Medical Review Division of the Texas Workers Compensation Commission, will be the morning speaker. Larry Edwards, President of Larry Edwards and Associates, who distributes a newsletter regarding TWCC issues, will be the afternoon speaker.

There is time allotted to discuss relevant issues affecting all orthopaedic practices. These topics will be decided on by the participants of the meeting. These sessions provide an opportunity for administrators to obtain information on issues directly of interest to them.

Todd Brown, Executive Director of the Texas Workers Compensation Commission, and Richard Perkins, Commissioner of the Texas Workers Compensation Commission, have asked to attend the meeting in order to gather information regarding provider issues. Their presence allows an excellent opportunity for members of our association to provide input to the TWCC. Enclosed please find a letter from Alan Lockett regarding gathering documentation to bring to the April meeting.

I am enclosing a copy of the program and a registration form which give additional information regarding this meeting. The expense for the April 23rd meeting will be \$30. All meetings will be held at The Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals. Reservations need to be made directly through the hotel.

Please contact me at (713) 440-6960 (office) or at (713) 728-4882 (home) if you have any questions concerning program. Thank you for your time and cooperation.

Sincerely,

Michael A. Berkowitz
Clinic Administrator

MAB/sh

Enclosures

TEXAS ORTHOPAEDIC ADMINSTRATORS ASSOCIATION
("T-BONES")

AGENDA

Friday, April 23, 1993

- 8:30 Registration/Continental Breakfast
- 9:00 Organizational Meeting → Discussion of Relevant Issues
- 10:30 Mary Sanchez
Chief of Operations
Medical Review Division
Texas Workers Compensation Division
- 12:00 Lunch
(at Guest Quarters)
- 1:15 Larry Edwards
Larry S. Edwards & Associates
- 2:15 Discussion of Relevant Issues
- 3:30 Adjournment

K·S·F
ORTHOPAEDIC
C E N T E R

July 14, 1993

Jennifer Koenig
William Francis, M.D.
2476 Bolsover, Suite 189
Houston, Texas 77005

Dear Fellow Orthopaedic Manager:

I am pleased to announce the Texas Orthopaedic Administrators Association (T-Bones) Summer Meeting will be held on Friday, August 20, 1993, at the Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday and a dinner meeting, for those who are interested, on Thursday, August 19, also at the Guest Quarters.

The program will be changed from that of previous meetings. Representatives from several insurance and pre-authorization companies will be present to discuss issues regarding workers compensation. Larry Edwards, President of Larry Edwards & Associates, will moderate this discussion. The objective will be to initiate communication between carrier representatives and providers. The five insurance representatives include:

Yvonne Anderson, Senior Technical Advisor
Kemper National Insurance Company

Myrna Cooksey, Claims Manager
EBI Companies

George Hoppe, Area Director for Texas & Oklahoma
Intracorp

Larry Mattingly, President
Health Benefits Management (HBM)

Victor Miller, Vice-President of Claims
CIGNA Insurance Company of Texas

Other insurance company representatives may also attend. Julie Shank, of the Texas Workers Compensation Commission, will send representatives to observe and provide clarification. The Texas Medical Association will also provide a representative for observational purposes. I am hoping to submit several topics for discussion to the panel members. The panel members will also have the opportunity to bring up issues most relevant to them. Please send me those issues you feel would best be discussed.

I am enclosing a copy of the program and a registration form to provide additional information. The expense for the August 20 meeting will be \$30. The Guest Quarters has reserved a block of rooms for those interested individuals. Reservations need to be made directly through the hotel at 512-478-7000. If you have any questions, please contact me at 713-440-6960 (office) or 713-728-4882 (home). Thank you for your time and cooperation.

Sincerely,



Michael A. Berkowitz
Clinic Administrator

MAB/sh
Enclosures

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
W/C: (713) 440-6974

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION

Summer 1993 Meeting

at

The Guest Quarters Suite Hotel

303 West 15th
Austin, Texas 78701
(512) 478-7000

Tenative Program:

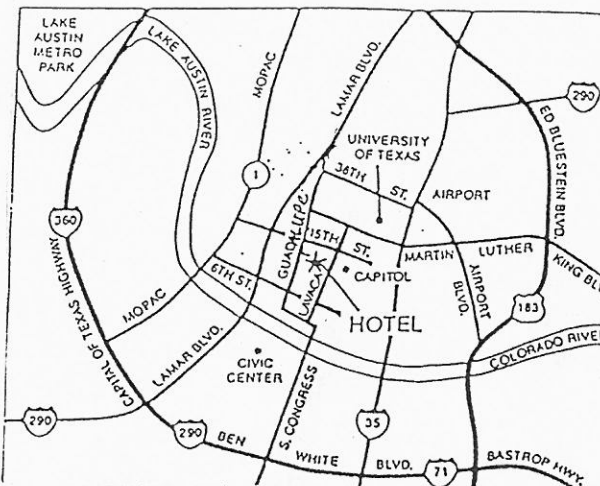
Friday, August 20, 1993

- 8:30** Registration/Continental Breakfast
- 9:00** Organizational Meeting › Discussion of Relevant Issues
- 10:30** Panel Discussion:
- Panel Participants:
- Yvonne Anderson, Senior Technical Advisor
Kemper National Insurance Company
- Myrna Cooksey, Claims Manager
EBI Companies
- George Hoppe, Area Director for Texas & Oklahoma
Intracorp
- Larry Mattingly, President
Health Benefits Management
- Victor Miller, Vice-President of Claims
CIGNA Insurance Company of Texas
- Moderator:
- Larry Edwards, President
Larry Edwards & Associates
- 12:00** Lunch (at *The Guest Quarters*)
- 1:15** Panel Discussion (continued)
- 3:15** Organizational Meeting › Next Meeting
- 3:30** Adjournment

Thursday, August 19, 1993

7:00 Dinner

Austin area



K·S·F
ORTHOPAEDIC
C E N T E R

September 26, 1993

Dear Fellow Orthopaedic Administrators:

I want to provide you with some information regarding future developments of the Texas Orthopaedic Association (T-Bones).

Our August 20, 1993, meeting appeared quite successful. We had 57 participants, not counting guests and panel members, present at the meeting. The purpose of the panel was to initiate communication between insurance companies and providers. I feel we attained this goal, although there is certainly much work to be done in the future. I am enclosing a revised list of participants and attendees for the August meeting.

I spoke with several of you after the meeting and heard a variety of comments. Many of you want to discuss issues other than workers' compensation. I wholeheartedly agree and feel the growth of our association depends on us selecting topics that are important to the entire group. I propose, for future meetings, that we change the format of our program. The new format would be to have one or two main speakers along with break-out sessions. This would allow people to meet in smaller groups and discuss issues of interest.

Our next meeting will be on Friday, November 19, 1993, at the Guest Quarters Suite Hotel in Austin. Managed care will be the primary focus of this meeting. JoAnn Walton from Kelsey-Seybold Clinic and Karen Batory from the TMA have agreed to be our speakers. Break-out sessions will be a part of the meeting and will include additional topics such as managed care and workers' compensation. I welcome your suggestions for any other topics for our break-out sessions.

The growth of our group invites an increase in our organizational formality. The establishment of officers and nominal membership dues would be helpful to provide better meetings and greater efficiency. We will discuss this subject at the next meeting.

Please contact me with any comments regarding past meetings, future topics for discussion (including your recommendations for break-out sessions), and the formalization of T-Bones. Your involvement is vital to the continued growth of our association.

Thank you for your time and cooperation.

Sincerely,

Michael Berkowitz

MAB/sh

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Special Interest in Foot &
Ankle Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, Jr., M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

K·S·F
ORTHOPAEDIC
C E N T E R

October 16, 1993

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
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Ankle Surgery
General Orthopaedics

Wayne J. Daum, M.D.
Special Interest in
Adult Hip Problems
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, Jr., M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

Dear Fellow Orthopaedic Administrator:

I am happy to announce that the Fall meeting of the Texas Orthopaedic Association (T-Bones) will be held on Friday, November 19, 1993, at The Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday and a dinner meeting, for those interested, on Thursday, November 18, 1993, also at The Guest Quarters. The primary focus of this meeting will be managed care. JoAnn Walton, Manager of Managed Health Care from Kelsey-Seybold Clinic and Karen Batory, Director, Health Care Delivery Department, from the Texas Medical Association, will be our speakers. These individuals have many years of experience dealing with managed care. Their talks will deal with a variety of managed care topics, such as contracting with managed care companies, operational procedures, and physicians' attitudes toward managed care.

Breakout sessions will be included in this agenda and will allow for group discussions on individual topics, such as managed care, workers compensation, and clinic management issues. The breakout sessions will be dependent upon the interests and number of participants.

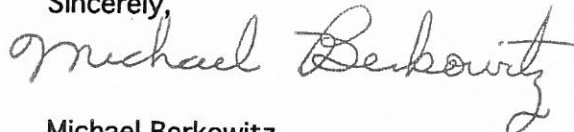
The organizational meeting will focus on increasing the formality of our association. The establishment of officers and nominal membership dues will be discussed at this meeting.

I am enclosing a copy of the program as well as a registration form which will give additional information regarding this meeting. The expense for the November 19th meeting will be \$30 (which will include breakfast and lunch). All meetings will be held at The Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals. Reservations need to be made through the hotel at (512) 478-7000.

I am also including copies of three letters. Tom Wolfe, Administrator of Texas Orthopaedics, Sports and Rehabilitation Associates, has written a letter announcing the formation of a planning committee for the 1996 Bones Convention in San Antonio. Pat Coffey, Physician Reimbursement Specialist with the Texas Medical Association, has asked for the assistance from T-Bones regarding Texas workers compensation issues. Also, I have enclosed a copy of a letter from Pam Beachley, President of Business Insurance Consumers Association of Texas. Please read these handouts and respond appropriately.

Please contact me at (713) 440-6960 - office or at (713) 728-4882 - home, if you have any questions concerning any of this information. Thank you for your time and cooperation.

Sincerely,



Michael Berkowitz

MAB/sh
Enclosures

K·S·F
ORTHOPAEDIC
C E N T E R

February 4, 1994

Dear Fellow Orthopaedic Administrator:

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A. S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
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Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, M.D.
Hand & Wrist Surgery

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960

I am happy to announce the Winter Meeting of the Texas Orthopaedic Administrators Association (T-Bones) will be held on Friday, March 18, 1994, at The Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday and a dinner meeting, for those interested, on Thursday, March 17, 1994, also at The Guest Quarters.

The primary focus of this meeting will be on workers compensation. We are currently undergoing significant discussions regarding changes in the Texas Workers Compensation System and your participation is crucial. Issues such as changes in the second opinion process for spinal surgery, treatment guidelines, and overall fee guidelines are now being discussed at all levels. It is important for T-Bones members and all orthopaedic administrators to realize they can have a say in changing this system.

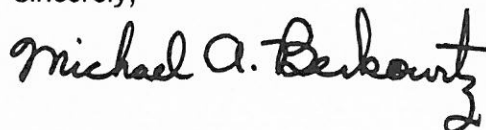
O.D. Kenemore, a TWCC Commissioner, has agreed to be a speaker at this meeting. Mr. Kenemore is an employee member of the Commission and is from Lake Jackson. I have also invited employer members of the Commission to attend. Representatives from the Texas Medical Association (TMA), Texas Orthopaedic Association (TOA), and TWCC have also been invited to attend this meeting.

David Gill, Chief of Strategy and Analysis for the Medical Review Division of TWCC, will be speaking on Friday afternoon. Mr. Gill has been given the responsibility to develop the new fee guidelines. It is very important for us to become more involved in this process and to hear what is presently being done to establish new fees.

I am enclosing a copy of the program as well as the registration form which will give additional information regarding this meeting. The expense for the March 18 meeting will be \$40 which will include breakfast and lunch. All meetings will be held at The Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals. The deadline for reserving a room, at our special convention rate, is March 1. Reservations need to be made through the hotel at (512) 478-7000.

Please contact me at 713-440-6960 (office) or 713-728-4882 (home) if you have any questions concerning this information. I hope you will be able to attend this most important meeting. Thank you for your time and cooperation.

Sincerely,



Michael A. Berkowitz
Clinic Administrator

MAB/sh

Enclosures

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION

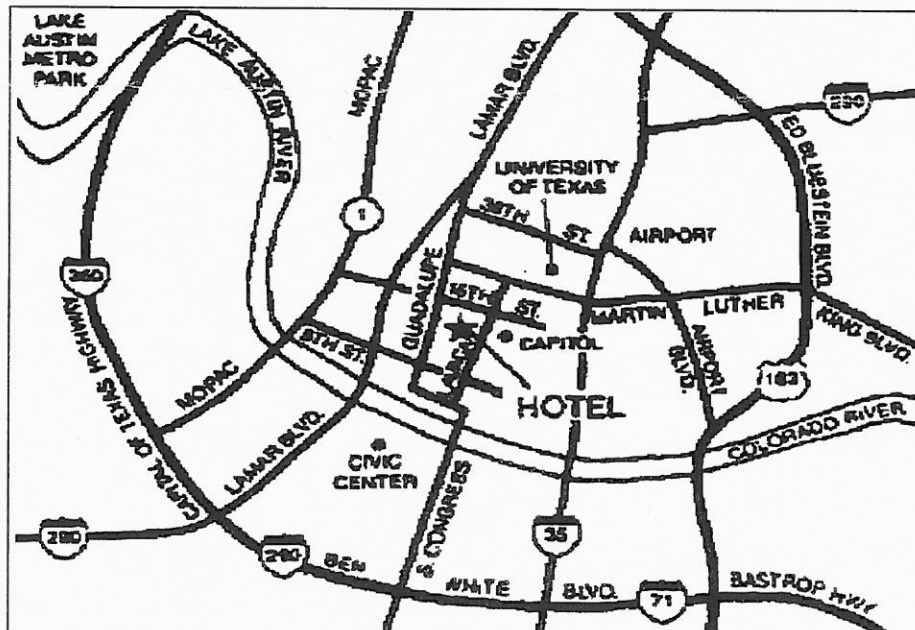
Winter 1994 Meeting - Friday, March 18, 1994

TENTATIVE PROGRAM

- 8:30 Registration/Continental Breakfast
- 9:00 Organizational Meeting: Discussion of Relevant Issues
- 10:00 TWCC Issues:
O.D. Kenemore, Commissioner
Employee Member, Lake Jackson
Texas Workers Compensation Commission

Commissioner
Employer Member
Texas Workers Compensation Commission
- 12:15 Lunch (at *The Guest Quarters*)
- 1:30 TWCC Fee Guidelines:
David Gill, Chief of Strategy & Analysis
Medical Review Division
Texas Workers Compensation Commission
- 3:00 Organizational Meeting: Next Meeting
- 3:30 Adjournment

Austin Area:



TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
"T-BONES"

WINTER 1994 MEETING

Friday, March 18, 1994

AGENDA

- 8:30 Registration/Continental Breakfast**
- 9:00 Organizational Meeting: Discussion of Relevant Issues:**
- 1. BONES Conference June 8 - 11, 1994**
 - 2. T-BONES Chapter Reports**
 - 3. Spinal Surgery Second Opinion Update**
- 10:00 TWCC Issues:**
- O.D. Kenemore, Commissioner**
Employee Member, Lake Jackson
Texas Workers Compensation Commission
- 12:15 Lunch (at The Guest Quarters)**
- 1:30 TWCC Fee Guidelines:**
- Julie Shank, R.N., Director**
Medical Review Division
Texas Workers Compensation Commission
- 3:00 Organizational Meeting: Next Meeting**
- 3:30 Adjournment**

K·S·F
ORTHOPAEDIC
C E N T E R

May 9, 1994

Dear Fellow T-Bones Members:

I am sending you this letter to keep you updated with the current events of T-Bones. Enclosed please find a copy of the actual attendee list for the March T-Bones meeting in Austin. Please contact me if there are any errors in this information.

The next T-Bones meeting will be held on Friday, July 29, 1994, at The Guest Quarters Suite Hotel in Austin. I am currently trying to line up speakers who deal with subjects such as Medicare outcome studies and managed care. There will also be breakout sessions dealing with workers compensation and managed care. Mignon McGarry, the new legislative advocate for the Texas Orthopaedic Association, has asked to introduce herself to the group.

T-Bones members have expressed their interest in developing committees to deal with workers compensation and managed care. These groups will meet periodically and make presentations to the T-Bones membership as a whole and will help in arranging speakers for our meetings. Gini Seely is chairing the workers compensation committee and Jim Gdula will be chairing the managed care committee.

T-Bones has been active in making recommendations for changes in the second opinion spinal surgery area. The Texas Register dated April 8, 1994, has a copy of the proposed rule changes. Please review these policies and send appropriate comments to TWCC regarding these proposed rule changes.

T-Bones will have a booth at the Texas Orthopaedic Association annual meeting in Austin on May 14th and May 15th. Our goal is to provide information to TOA members about our organization. T-Bones has also been asked to provide input to the Sunset Commission regarding changes in Texas workers compensation rules and regulations. Areas of concern include pre-authorization, utilization review, dispute resolution, and communications. I will keep you posted on developments in this area.

Please contact me if you have any questions concerning this information. I would welcome any recommendations for speakers for future meetings. Thank you for your time and cooperation.

Sincerely,

Michael A. Berkowitz

Michael A. Berkowitz
T-Bones President

MAB/sh

Enclosure

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A.S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

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Hand & Wrist Surgery

Samuel J. Alianell, M.D.
Physical Medicine &
Rehabilitation

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
Fax: (713) 440-6205
W/C: (713) 440-6974
W/C Fax: (713) 440-9030

K·S·F
ORTHOPAEDIC
C E N T E R

June 7, 1994

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A.S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Shoulder, Knee, Foot &
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Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, M.D.
Hand & Wrist Surgery

Samuel J. Alianell, M.D.
Physical Medicine &
Rehabilitation

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
Fax: (713) 440-6205
W/C: (713) 440-6974
W/C Fax: (713) 440-9030

Dear Fellow Orthopaedic Administrator:

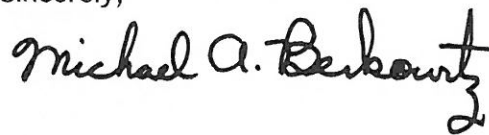
I am pleased to announce the Summer Meeting of the Texas Orthopaedic Administrators Association (T-Bones) will be held on Friday, July 29, 1994, at the Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday as well as a dinner meeting, for those interested, on Thursday, July 28, 1994, at the Austin Land & Cattle Company. Friday's meeting will feature speakers on a broad range of topics. Jennifer Schmitz, Medicare Provider Educational Specialist, will present information on coding for orthopaedics. Jim Lightner and Ralph Doherty will speak about managed care. Lisa Hannusch, Chief of Regulation & Analysis Section for the Medical Review Division of the Texas Workers Compensation Commission, will talk on preauthorization. Mignon McGarry, new Legislative Advocate with the Texas Orthopaedic Association, will present a legislative update. The meeting will also feature breakout sessions dealing with workers compensation, managed care, and Medicare. These sessions will allow for more specific conversation regarding given topics. The Ad Hoc Workers Compensation Committee will give an update on current developments in workers compensation. The Ad Hoc Managed Care Committee, chaired by Jim Gdula, will have its planning session.

I am enclosing a tentative program as well as a registration form which will give additional information regarding this meeting. The expense for the July 29 meeting is \$40 which includes breakfast and lunch. The July 29 meeting will be held at the Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals. The deadline for reserving a room, at the special convention rate, is July 11, 1994. Reservations need to be made through the hotel at (512) 478-7000.

The dinner on Thursday, July 28, will be held at 7:00 p.m. at the Austin Land & Cattle Company which is located at 1205 North Lamar. Those interested individuals will meet at 6:45 p.m. in the lobby of the Guest Quarters Hotel and drive over to the restaurant. Please let me know if you will need transportation.

Please contact me at (713) 440-6960 office or at (713) 728-4882 home if you have any questions concerning this information. I hope you will be able to attend this most important meeting. Thank you for your time and cooperation.

Sincerely,



Michael A. Berkowitz

MAB/sh
Enclosures

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
("T-BONES")

Summer 1994 Meeting

Friday, July 29, 1994

TENTATIVE AGENDA

- 8:00 **Registration/Continental Breakfast**
- 8:30 **Organizational Meeting: Discussion of Relevant Issues**
1. T-Bones Chapter Reports
2. Committee Updates
- 9:00 **Medicare: Coding for Orthopaedics**
Jennifer Schmitz, Medicare Provider Educational Specialist
Blue Cross/Blue Shield of Texas
- 10:15 **Break**
- 10:30 **Managed Care: A Businessman's Perspective**
Jim Lightner & Ralph Doherty
Caprock Consulting
- 11:30 **Breakout Sessions**
1. Workers Compensation Issues
2. Managed Care Issues
3. Medicare Issues
- 12:15 **Lunch**
- 1:30 **Workers Compensation: Preauthorization**
Lisa Hannusch, Chief of Regulation & Analysis Section
Texas Workers Compensation Commission
- 2:30 **Legislative Update**
Mignon McGarry, Legislative Advocate
Texas Orthopaedic Association
- 3:30 **Adjournment**

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
("T-BONES")

SUMMER 1994 MEETING

REGISTRATION FORM

NAME: _____ TITLE: _____

CLINIC NAME: _____ # OF DOCTORS: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

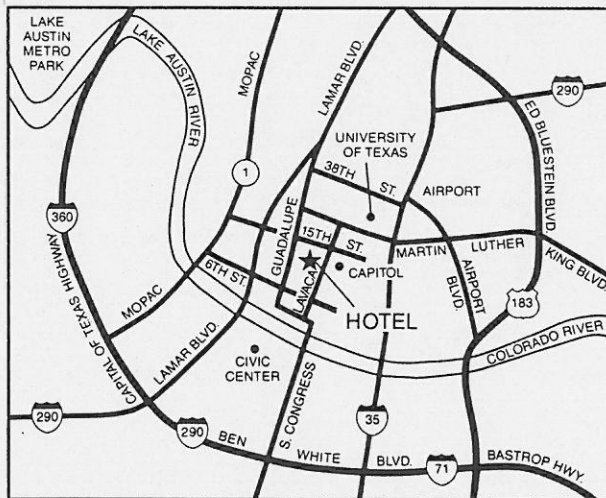
OFFICE PHONE: _____ FAX: _____ HOME PHONE: _____

PLEASE CHECK:

- ☐ I will be attending the July 29, 1994 meeting only.
- ☐ I will be present for July 28, 1994 dinner (at my expense) at 7:00 p.m. and for July 29, 1994 meeting. Dinner will be held at the Austin Land & Cattle Company located at 1205 North Lamar. The restaurant phone number is: (512) 472-1813. We will meet in the Guest Quarters lobby at 6:45 p.m. and drive to the restaurant.
- ☐ I need a ride to the restaurant.
- ☐ I do not need a ride to the restaurant.

For hotel reservations call:
The Guest Quarters Suite Hotel
303 West 15th
Austin, Texas 78701
(512) 478-7000

Austin area



Please contact by July 11 to secure special meeting prices

Please return this form with check for \$40 made payable to:

KSF Orthopaedic Center
17270 Red Oak Drive, Suite 210
Houston, Texas 77090
Phone: (713) 440-6960
Fax: (713) 444-3959

K·S·F
ORTHOPAEDIC
CENTER

RECEIVED OCT - 6 1994

September 28, 1994

Dear Fellow Orthopaedic Administrator:

I am pleased to announce that the Fall Meeting of the Texas Orthopaedic Administrators Association (T-Bones) will be held on Friday, November 11, 1994, at the Marriott Rivercenter in San Antonio. There will be an all day meeting on Friday as well as a dinner, for those interested, on Thursday, November 10, 1994, at the Garden Cafe in the San Antonio Marriott Rivercenter.

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A.S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Shoulder, Knee, Foot &
Ankle Surgery
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

J. Pat Kearney, M.D.
Hand & Wrist Surgery

Samuel J. Alianelli, M.D.
Physical Medicine &
Rehabilitation

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
W/C: (713) 440-6974
Fax Numbers:
Clinic (713) 440-6205
W/C (713) 440-9030
Admin (713) 444-3959

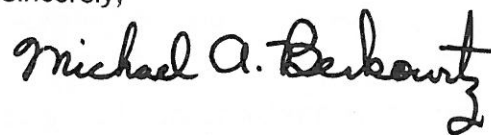
I have received commitments from speakers who represent a variety of topics of interest to orthopaedic administrators. Hugh Barton, Assistant General Counsel for the Texas Medical Association, will be discussing Safe Harbor and physician ownership issues. Stark II legislation has significantly impacted physician referral and ownership matters. Mr. Barton will be addressing these topics. Javier Gonzales, Director of the Ombudsman Services Program for the Texas Workers Compensation Commission, will be discussing information related to his department. Recent discussions by the Sunset Committee will change some of the responsibilities of the ombudsman within the TWCC. Richard Board, President of Ortho One, will be discussing managed care and network development. Mr. Board is a nationally known speaker who has addressed groups regarding managed care. He has extensive experience in putting together managed care networks.

Break-out sessions will deal with workers compensation and managed care issues. These sessions provide an opportunity for administrators to discuss their concerns relative to these topics.

I am enclosing a tentative program as well as a registration form which give additional information about this meeting. The expense for the November 11 meeting is \$40 which includes breakfast and lunch. Please send in your registration form as soon as possible since we must notify the hotel of the number registrants. The San Antonio Marriott Rivercenter has agreed to reserve a block of rooms for those interested individuals. The deadline for reserving a room, at the convention rate, is October 18. Reservations need to be made through the hotel at 210-223-1000.

Please contact me, at 713-400-6960 (office) or at 713-728-4882 (home), if you have any questions concerning this information. I hope you will be able to attend this most important meeting. Thank you for your time and cooperation.

Sincerely,



Michael A. Berkowitz
T-Bones President

MAB/sh
Enclosures

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
("T-BONES")

Fall 1994 Meeting

San Antonio

Friday, November 11, 1994

AGENDA

7:45 Registration/Continental Breakfast

8:30 Organizational Meeting: Discussion of Relevant Issues

1. T-Bones Chapter Reports
2. Committee Updates

9:00 Safe Harbor & Physician Ownership Issues

Hugh Barton, Assistant General Counsel
Texas Medical Association

10:00 Break

10:15 Texas Workers Compensation Commission: Ombudsman Program

Javier Gonzales, Director of Ombudsman Services Program
Texas Workers Compensation Commission

11:15 Break-out Sessions

1. Workers Compensation Issues
2. Managed Care Issues

12:00 Lunch

1:15 Managed Care: Network Development

Richard Board, President
Ortho One

3:00 Discussion

3:30 Adjournment

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION
("T-BONES")

FALL 1994 MEETING
REGISTRATION FORM

NAME: _____ TITLE: _____

CLINIC NAME: _____ # OF DOCTORS: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

OFFICE PHONE: _____ FAX: _____ HOME PHONE: _____

PLEASE CHECK:

- ☐ I will attend November 11, 1994 meeting only.
- ☐ I will attend November 10, 1994 dinner (at my expense) and November 11, 1994 meeting.
Dinner will be held in the Garden Cafe in the San Antonio Marriott Rivercenter at 7:00 p.m.

For hotel reservations call: The San Antonio Marriott Rivercenter
101 Bowie, San Antonio, Texas 78205
210-223-1000 - phone
210-223-4092 - fax



Contact the hotel by October 18 to secure special meeting prices

Please return form with a \$40 check made payable to:

KSF Orthopaedic Center
17270 Red Oak Drive, Suite 210, Houston, Texas 77090
Phone: (713) 440-6960
Fax: (713) 444-3959

K·S·F ORTHOPAEDIC C E N T E R

September 20, 1995

Dear Fellow Orthopaedic Administrator:

I am pleased to announce the Fall Meeting of the Texas Orthopaedic Administrators Association (T-BONES) will be held Friday, November 3, 1995, at The Guest Quarters Suite Hotel in Austin. There will be an all day meeting on Friday, as well as a dinner, for those interested, on Thursday, November 2, 1995, at the Austin Land & Cattle Company.

I have received commitments from three speakers who represent a variety of topics of interest to orthopaedic administrators.

Andrew P. Kant, M.D.
Special Interest in
Spinal Surgery
General Orthopaedics

Mark A.S. Stuart, M.D.
Arthroscopic Knee &
Shoulder Surgery

Ray M. Fitzgerald, M.D.
Arthroscopic Knee &
Shoulder Surgery
Sports Injuries
General Orthopaedics

S. Michael Dean, M.D.
Shoulder, Knee, Foot &
Ankle Surgery
General Orthopaedics

Albert D. Cuellar, M.D.
Adult Joint Reconstruction
General Orthopaedics

Samuel J. Allianell, M.D.
Physical Medicine &
Rehabilitation

Michael A. Berkowitz
Administrator

17270 Red Oak, Suite 200
Houston, Texas 77090
(713) 440-6960
Fax: (713) 440-6205
W/C: (713) 440-6974
W/C Fax: (713) 440-9030

Edward D. Stach, D.Min., LCDC, NCAC II, Executive Director of The Journey Program, Inc. will discuss managing stress for health care workers. Dr. Stach will present ideas to better handle stress in the workplace and at home.

Joe Blanford, Vice President of Health Services Management for Aetna Insurance Company, will speak about managed care contracting from the insurance company's perspective. Mr. Blanford will discuss issues relevant to physicians who deal with managed care.

Annette King, Supervisor Pac Plus and Customer Service Liaison for Intracorp, will speak about utilization management with Workers' Compensation. Ms. King will also speak about development in preauthorization rules.

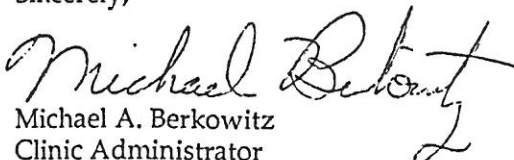
Break-out sessions will deal with workers' compensation and managed care issues. These sessions provide an opportunity for administrators to discuss concerns relative to these topics.

I am enclosing a tentative program as well as a registration form which give additional information about this meeting. The expense for the Friday, November 3 meeting is \$50 which includes breakfast and lunch. Please send your registration form as soon as possible since I must notify the hotel of the number of registrants. The meeting will be held at The Guest Quarters Suite Hotel. The hotel has agreed to reserve a block of rooms for those interested individuals, but there is a deadline for reserving rooms at the convention rate. Reservations need to be made through the hotel at 512-478-7000.

The dinner on Thursday, November 2 will be held at 7:00 p.m. at the Austin Land & Cattle Company which is located at 1205 North Lamar. Those interested individuals will meet at 6:45 p.m. in the lobby of The Guest Quarters Suite Hotel to drive over to the restaurant. Please let me know if you need transportation.

Please contact me at 713-440-6960 (office) or 713-728-4882 (home) if you have any questions concerning this information. I hope you will be able to attend this most important meeting. Thank you for your time and cooperation.

Sincerely,


Michael A. Berkowitz
Clinic Administrator

MAB/kc
Enclosures

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION ("T-BONES")

Fall 1995 Meeting

Austin: The Guest Quarters Suite Hotel

Friday, November 3, 1995

AGENDA

7:45 Registration/Continental Breakfast

8:30 Organizational Meeting: Discussion of Relevant Issues

1. T-BONES Chapter Reports
2. Committee Updates
3. BONES Conference

9:00 Stress Management

Edward D. Stach, D.Min, LCDC, NCAC II
Executive Director
The Journey Program, Inc.

10:15 Break

10:30 Managed Care Contracting: Insurance Company Perspective

Joe Blanford
Vice President
Health Services Management
Aetna Insurance Company

11:45 Break-out Sessions

1. Workers' Compensation
2. Managed Care

12:15 Lunch

1:30 Utilization Review and Workers' Compensation Issues

Annette King
Supervisor Pac Plus and Customer Service Liaison
Intracorp

2:45 Discussion

3:15 Adjournment

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION ("T-BONES")

Fall 1995 Meeting Registration Form

NAME: _____ TITLE: _____

CLINIC NAME: _____ # OF DOCTORS: _____

ADDRESS: _____

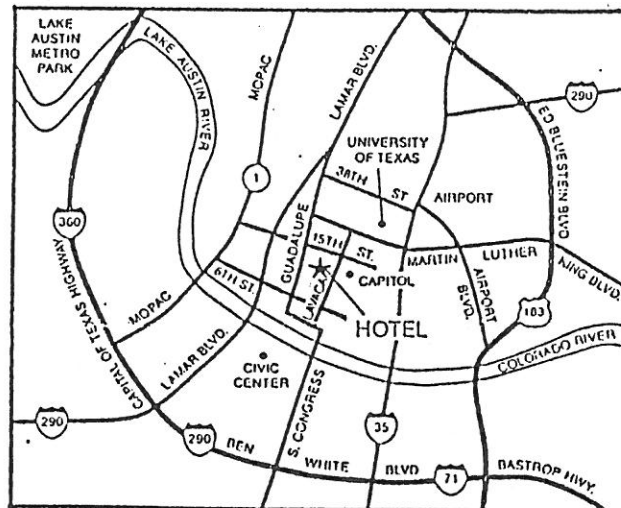
CITY: _____ STATE: _____ ZIP CODE: _____

OFFICE PHONE: _____ FAX: _____ HOME PHONE: _____

PLEASE CHECK:

- ☐ I will attend the November 3 meeting only.
- ☐ I will attend the November 2 dinner (at my own expense) at 7:00 p.m. and the November 3 meeting. The dinner will be held at the Austin Land & Cattle Company, located at 1205 North Lamar. The restaurant phone number is 512-472-1813. We will meet in The Guest Quarters lobby at 6:45 p.m. and drive to the restaurant.
- ☐ I will need transportation to the restaurant.

Austin area



For hotel reservations contact:
The Guest Quarters Suite Hotel
303 West 15th
Austin, Texas 78701
(512) 478-7000

Please contact hotel as soon as possible to secure special meeting prices.

Please return this form with \$50 check made payable to:

KSF Orthopaedic Center
17270 Red Oak Drive, Suite 210
Houston, Texas 77090
Phone: (713) 440-6960
Fax: (713) 444-3959

TEXAS ORTHOPAEDIC ADMINISTRATORS ASSOCIATION ("T-BONES")

Fall 1995 Meeting

Austin: The Guest Quarters Suite Hotel

Friday, November 3, 1995

AGENDA

7:45 Registration/Continental Breakfast

8:30 Organizational Meeting: Discussion of Relevant Issues

1. T-BONES Chapter Reports
2. Committee Updates
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Executive Director
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Health Services Management
Aetna Insurance Company

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Annette King
Supervisor Pac Plus and Customer Service Liaison
Intracorp

2:45 Discussion

3:15 Adjournment