



**Cherilyn G. Murer, J.D., C.R.A.**

*Biographical Sketch*

*Curriculum Vitae*



## The Platinum Card®

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### **American Express Recognizes Health-Care Pioneer Cherilyn G. Murer as Platinum Card® Leader**

*Consultant Provides Concrete Solutions  
To Health-Care Questions*

New York (May 9, 1994) -- American Express has announced that Joliet area resident Cherilyn G. Murer will be honored as part of the "Platinum Card Profiles." This new program recognizes Platinum Card members for their individual leadership qualities and outstanding accomplishments. Ms. Murer is featured in the May issue of "Preview," a newsletter distributed exclusively to Platinum Card members.

Ms. Murer is founder and president of Murer Consultants, a legal-based health-care management consulting firm which assists health-care facilities in finding cost-effective ways to provide health-care. Murer Consultants gives counsel and does strategic planning for a variety of health-care providers from hospitals to rehabilitation centers to nursing homes. Since its 1985 inception, Ms. Murer and her 30 employees have specialized in post-acute care and rehabilitation, creating many of our nation's certified outpatient rehabilitation facilities.

"Ms. Murer has been a leader in helping health-care providers find cost-effective procedures without reducing the quality of care," said Luana Burcul, vice president of Platinum Card marketing for American Express. "Platinum Card is proud to honor her leadership in this area and her personal accomplishments."

Ms. Murer entered the health-care industry in 1978 as one of the first legal professionals in the field. "I saw health-care as the place where I felt there would be a great concentration in the next several decades," she states. She also believes in combining her personal interests and business experience in helping her community. As a result, she co-founded the Joliet Ballet Society and sponsors an internship program in her business for high-school students.

## **Biographical Sketch**

**Cherilyn G. Murer, J.D., C.R.A.**  
**President/CEO**

*Biographical Sketch*

**Cherilyn G. Murer, J.D., C.R.A.**, Founder, President and CEO of the Murer Group, has long been an active voice in the advancement of quality, cost-effective health care. Ms. Murer received a Juris Doctor degree with honors from Northern Illinois University and has coupled her background in law with her previous operational experience as the Director of Rehabilitation Medicine at Northwestern Memorial Hospital, Chicago, Illinois. Ms. Murer is a sought after lecturer and educator whose focus is on assisting her clients navigate through the complex regulatory, strategic and financial issues facing healthcare today. With a national client base, Murer Consultants represents large multi-hospital health care systems, academic medical centers and large physician group practices focusing on strategic positioning, consolidation and acquisition, regulatory compliance and financial management.

In keeping with her commitment to policy and health reform, Ms. Murer was appointed to the University of Chicago Harris School of Public Policy, Dean's International Council. This prestigious group serves as advisors to the Harris School regarding issues of international importance and new policy initiatives.

In May 2005 Ms. Murer received a gubernatorial appointment, with Senate confirmation, to a six-year term to the Northern Illinois University Board of Trustees. During this term, Ms. Murer has served as Chairman of the Board of this public University. In January of 2011, Illinois Governor Pat Quinn reappointed Ms. Murer to the NIU Board of Trustees for another six year term and in September 2011, Ms. Murer was once again elected as Chairman of the Board of Trustees. Ms. Murer and her husband, Michael, have provided a philanthropic gift to NIU to establish the **Murer Initiative** as a forum for scholarly discussion, policy analysis and cross disciplinary integration of medicine, law, technology and finance. In 2002, Ms. Murer was appointed to the Northern Illinois University Law School's prestigious Board of Visitors and was honored with its 2003 College of Law Distinguished Alumni Award. In 2014 Ms. Murer accepted an invitation to serve on the executive Board of Solve the Organ Shortage (SOS), an international effort to end the organ shortage through science, partnership and policy. Also, in 2014 Ms. Murer was appointed to the Advisory Council of the Buck Institute for Research on Aging, a research facility focused solely on understanding the connection between aging and chronic disease.

Since 2003, Ms. Murer has held an appointment to the faculty of the University of Illinois at Chicago College of Medicine as a Clinical Assistant Professor of Law in the Department of Family Medicine. She conducts Grand Round Lectures targeted to both the faculty practice and residents orienting them to health care trends and key issues impacting the practice of family practice in today's changing environment.

Coinciding with the firm's 25<sup>th</sup> anniversary, Ms. Murer was honored by both the University of Illinois at Chicago and Northern Illinois University. In February 2010, she was inducted into the prestigious Chicago Area Entrepreneurship Hall of Fame. In April she received the 2010 Northern Illinois University Distinguished Alumni of the Year Award, the highest award given by the NIU Alumni Association to one individual each year who has achieved national, regional or statewide prominence. In September 2011 Ms. Murer received the Lewis University Distinguished Alumni Award in recognition of her professional achievements. Ms. Murer subsequently accepted an invitation to serve on the Board of Trustees of this 8,000 student LaSallian private university. Today, with growing enrollment, outstanding programs, experienced faculty and motivated students, Lewis University is recognized as one of the finest, mid-sized, comprehensive Catholic universities in the country.

Ms. Murer was pleased to accept an invitation from the Commission on Accreditation of Rehabilitation Facilities (CARF) to participate on an International Advisory Committee developing the first set of International Stroke Rehabilitation Standards. Ms. Murer has presented the keynote address at the *Annual Case Management Society of America Convention* in Anaheim, California. As a featured speaker, she highlighted the critical role of case management in a reformed health care environment. Ms. Murer has been appointed by CARF to its International Advisory Committee to promote globalization of accreditation standards in Rehabilitation Medicine.

Ms. Murer has co-authored with Lyndean Lenhoff Brick and Michael A. Murer four books published by McGraw-Hill. *The Case Management Sourcebook*, a 300-page text that serves as a guide to designing and implementing a centralized case management system. A second book, published by McGraw Hill and co-published by HFMA, entitled *Post Acute Care Reimbursement Manual-A Financial and Legal Guide*, addressed the financial impact to post acute venues pre and post BBA. A third book, *Compliance Audits and Plans for Healthcare*, was one of the first books to address complex health care compliance issues. A fourth book, *Medical Records Management* is an 800 page complete guide to disclosure, retention and technology. A fifth book was published in April of 2003 by Commerce Clearing House, Inc. (CCH), entitled *Understanding Provider-Based Status*. A sixth book, *The Case Management Workbook: A Road Map to an Effective Integrated Health System*, published through new publisher, CRC Press (a Routledge-Taylor & Francis Group) was released March 22, 2011. A seventh book, *Clinical Co-Management: A Bridge to Clinical Integration and Pathway to Bundled Payments*, authored by Cheryl G. Murer and foreword by Mark D. Birdwhistell, University of Kentucky. Is in press and scheduled for release July of 2015.

Ms. Murer served as the moderator for the Healthcare Forum “Driving Down Cost of Care While Increasing Access for our Citizens”, as part of the National Democratic Governors Association Policy Conference, held in Chicago in June of 2012. This panel included four Governors representing North Carolina, Montana, Vermont, and Illinois, as well as corporate representatives from AETNA, Blue Cross Blue Shield of Illinois, Walgreens, and Wellcare Illinois.

As commencement speaker at her alma mater, Marymount University in Arlington, Virginia, Ms. Murer was awarded the Mother Gerard Phelan Gold Medal; previous recipients have included Nancy Reagan, the Honorable Clare Boothe Luce, Elinor Guggenheimer, and past U.S. Surgeon General, Dr. Antonia Novello. Ms. Murer was also honored by American Express; recognized for her leadership and outstanding accomplishments. American Express described Ms. Murer as “*a health care pioneer who has been a leader in helping health care providers find cost effective procedures without reducing the quality of care.*”

Ms. Murer has been featured on the cover of **Modern Healthcare**, a Crain Publication, with a lead story on the need for national standardization of medicare regulations. For twenty years Ms. Murer served as a columnist for **Rehab Management Magazine**. Her column “Issues and Trends” focuses on timely and often controversial subjects impacting the delivery of health care. In April of 2011, Ms. Murer was invited to present the 18<sup>th</sup> annual Francis X Riley Lecture on professionalism and ethics. She joined the ranks of such notable previous lecturers as Illinois Attorney General Lisa Madigan; Illinois Supreme Court Justice Thomas Kilbride and the Honorable Abner J. Mikva. Cheryl and Michael Murer subsequently funded a multi-year lecture series to further integrate a practical approach to professionalism and ethics into the law school curriculum.

Her concern for the future direction of health care within our country had previously prompted her to accept an appointment by Vice President George Bush to serve as National Co-Chair, Disability Coalition. She was subsequently appointed as President Bush’s National Co-Chair “*Access to Opportunity Committee*”.

# **Curriculum Vitae**

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# ***CURRICULUM VITAE***

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## **Cherilyn G. Murer, J.D., C.R.A.**

Founder, President/CEO  
Murer Consultants, Inc.  
19065 Hickory Creek Drive, Suite 115  
Mokena, Illinois 60448  
(708) 478-7030 Business  
(708) 478-7094 Telefax  
Web site: <http://www.murer.com>

## ***Education***

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- **Juris Doctorate with Honors - February 1978**  
Northern Illinois University College of Law  
DeKalb, Illinois      RANK: 12/125
- **Bachelor of Arts with Honors - June 1975**  
Lewis University  
Romeoville, Illinois
- **Associate of Arts with High Honors - June 1966**  
Marymount University  
Arlington, Virginia

## ***Continuing Education***

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- **Stanford University Graduate School of Business**  
Burlingame, California  
Concentration: Marketing  
Certificate of Completion, September 1981  
*Intensive 2 week executive in residence program*
- **Harvard University Graduate School of Business**  
Cambridge, Massachusetts  
Concentration: Finance  
Certificate of Completion, May 1980  
*Intensive 2 week executive in residence program*

## ***Certification***

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- **Certified Rehabilitation Administrator #8305**, awarded by Certification Board Association of Medical Rehabilitation Director, 1983
- **National Women’s Business Enterprise Certification**, awarded to Murer Consultants, Inc., by the Women’s Business Enterprise National Council, 2012.

## ***Professional Awards and Distinctions***

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- **2015 Keynote Speaker, Women In Business**, hosted by Lewis University, Romeoville, Illinois, October 9, 2015
- **2015 Keynote Speaker, Murer Professionalism and Ethics Series**, Northern Illinois University College of Law, April 15, 2015
- **2014 World Congress – Patient Flow and Emergency Management Summit – Keynote Speaker: Prepare for the Immediate Impact and Future Implications of Health Reform from a Daily Operations and Emergency Management Perspective**, Chicago, Illinois, June 25, 2014
- **2014 Keynote Speaker, Murer Professionalism and Ethics Series**, Northern Illinois University College of Law, March 2014
- **2013 Association of Catholic Colleges and Universities (ACCU) Ninth Annual Rome Seminar** – Part of 22-person international delegation representing the United States, Australia, Canada, Ireland and Italy, Rome, Italy, June 2013.
- **National Democratic Governors Association Policy Conference** – Panelist for “Healthcare – Preparing States for Implementing the Affordable Care Act”, Chicago, Illinois, June 2013.
- **National Democratic Governors Association Policy Conference** – Moderator Healthcare Forum including four governors (Illinois, Montana, North Carolina, Vermont) and Corporate Representatives from Blue Cross Blue Shield, Walgreens, Aetna and Wellcare – “Driving Down Cost of Care While Increasing Access for Our Citizens”, Chicago, Illinois, June 2012.
- **Lewis University Distinguished Alumni Award** – This honor was bestowed at the Alumni Awards Dinner during the Homecoming and Family Day activities at the University in recognition of professional achievement, September 2011.

- **2011 Northern Illinois University College of Law Francis X. Riley Lecture Series on Professionalism** - “Recalibrating the Compass – Amorality and the Ethics of Nonfeasance”, The lecture series brings distinguished speakers to the NIU College of Law to discuss current issues relating to the legal profession. Other speakers have included Illinois Attorney General Lisa Madigan, Honorable Thomas L. Kilbride and Honorable Abner J. Mikva.
- **2010 Northern Illinois University Distinguished Alumni of Year Award** – The most prestigious award given by the NIU Alumni Association, is awarded to one individual each year who has achieved national, regional, or statewide prominence, April 2010.
- **UIC Institute for Entrepreneurial Studies** – inducted into 26<sup>th</sup> Annual Chicago Area Entrepreneurship Hall of Fame, February 2010, sponsored by Crain’s Chicago Business, Allscripts, and Grant Thornton.
- **Resolution of Distinguished Service to Northern Illinois University Board of Trustees** – presented by Board of Trustees of NIU in appreciation of time, energy and service at end of term as Chair of NIU Board of Trustees, June 2009.
- **Outstanding Alumni Award** – presented by the College of Law, Northern Illinois University, DeKalb, Illinois, April 2003
- **Distinguished Alumni-Feature Article**, “*Graduate at the Forefront of Today’s Healthcare Industry*,” **Northern Lawyer Magazine**, Volume 6, #1, Summer 2000 Northern Illinois University College of Law, DeKalb, Illinois
- **American Express Platinum Profile**, for outstanding national leadership, May 1994
- **Mother Gerard Phelan Gold Medal**, for outstanding leadership and contributions to society presented by Marymount University, May 1991 (previous winners include Nancy Reagan, Elinor Guggenheimer, and past U.S. Surgeon General Antonia Novella)
- **Commencement Address** - Marymount University, May 1991
- **Myrtle M. And Tom B. Medders Award**, presented annually by the National Easter Seal Society to the outstanding health-care administrator for excellence in management, 1981
- **Distinguished Service Award**, presented by the Commission on Accreditation of Rehabilitation Facilities (CARF) 1981
- **President**, National Association of Rehabilitation Administrators, 1987 to 1988
- **Who’s Who in Physical Medicine and Rehabilitation**, 1984
- **National Co-Chair, Disability Coalition** appointed by Vice President George Bush, 1988

- **Co-Chair, Access to Opportunity Committee** for the 1989 Inauguration, President-elect George Bush

## ***Advisory/Governing Boards***

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- **The Buck Institute for Research On Aging**, Novato, California, 2014 to Present
  - ◆ Buck Advisory Council
- **Solve the Organ Shortage (SOS)**, Austin, Texas, 2014 to present, an international effort to end the organ shortage through science, partnership and policy
  - ◆ SOS Executive Board Member
- **Advisory Board National Readmission Prevention Collaborative (NRPC)**, Anaheim, California, 2013 to Present
  - ◆ Executive Advisory Board Member
- **University of Chicago Harris School of Public Policy Dean's International Council**, Chicago, Illinois, 2012 to present
  - ◆ Board Member
  - ◆ Chair, Internship Program
- **Lewis University Board of Trustees**, Romeoville, Illinois, 2011 to Present
  - ◆ Finance Committee, 2011 to present
  - ◆ Academic Affairs Committee, 2011 to present
  - ◆ Chair, Academic Affairs Committee, 2013 to present
  - ◆ Legal and Corporate Committee, 2014 to present
- **Northern Illinois University Board of Trustees**, DeKalb, Illinois
  - Gubernatorial Re-Appointment with Senate Confirmation, 2011 to January 2017
  - Gubernatorial Appointment with Senate Confirmation, May 2005 to May 2011
    - ◆ Immediate Past Chairman Board of Trustees, 2013 to 2015
    - ◆ Chairman, Board of Trustees, 2011 to 2013
    - ◆ Chairman, Board of Trustees, 2007 to 2009
    - ◆ Vice Chairman, Board of Trustees, 2005 to 2007
    - ◆ Chair, Legislation, Audit, Compliance and External Affairs Committee, 2009 to 2011
    - ◆ Chair, Research and Technical Committee, 2013 to Present
    - ◆ Chair, Academic Affairs Committee, 2005 to 2007
    - ◆ Vice Chair, Academic Affairs Committee, 2009 to 2011
    - ◆ Member, Legislation, Audit, Compliance and External Affairs Committee, 2009 to Present
    - ◆ Member, Finance, Facilities and Operations Committee, 2005 to Present
    - ◆ Member, Academic Affairs Committee, 2005 to Present
    - ◆ Chair, Subcommittee to establish NIU Proton Therapy and Research Facility in conjunction with Fermilab and Argonne National Laboratory, 2006 to Present

- **Northern Illinois University Proton Treatment and Research Center (NIPTRC)**, Batavia, Illinois, Founding Member Board of Managers, 2008 to 2012
  - ◆ Chairman, 2009 to 2012
  - ◆ Vice Chair, 2008 to 2009
- **Northern Illinois University College of Law Board of Visitors**, DeKalb, Illinois, September 2002 to Present
- **Northern Illinois University Foundation Board of Directors**, DeKalb, Illinois, September 2001 to 2012
  - ◆ Audit Committee, 2004 to 2005
  - ◆ Member Executive Committee, 2002 to 2005
  - ◆ Chair, Development Committee, 2002 to 2004
  - ◆ Leadership Steering Committee for \$150 Million Capital Campaign, 2007 to 2009
- **Marymount University Board of Directors**, Arlington, Virginia, 2005 to 2006
  - ◆ Academic Affairs Committee, 2005 to 2006
- **Provena St. Joseph Medical Center Board of Directors**, Joliet, Illinois, September 1997 to September 1999
  - ◆ Member Board of Directors
- **Board of Managers:**
  - ◆ **Oak Tree Hospital at Baptist Northeast**, LaGrange, Kentucky; President, June 2006 to September 2009
  - ◆ **Northeast Joint Venture, LLC**, LaGrange, Kentucky; Vice President, June 2006 to September 2009
  - ◆ **Oak Tree Hospital at Baptist Regional Medical Center**, Corbin, Kentucky; President, April 2004 to June 2008
  - ◆ **Corbin Long Term Acute Care Venture, LLC**, Corbin, Kentucky; Vice President, April 2004 to June 2008
- **Editorial Advisory Board – Case Review**, CurAnt Communications, March 1996 to September 1999
- **National Advisory Board - Case Management**, Oregon Health Sciences University, April 1996 to May 1997
- **Editorial Advisory Board - Aspen Publishers, Inc.**, A Wolters Kluwer Company, Gaithersburg, Maryland, October 1995 to December 2000
- **Editorial Advisory Board - Continuing Care Magazine**, Stevens Publications, Waco, Texas, January 1992 to December 1996
- **Nominated to MedPac** (Federal Advisory Board to CMS) by Senator Richard Durbin, Illinois, 2007

## ***Qualified Expert Testimony***

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- **State Recognition of Expertise –**
  - ◆ West Virginia Healthcare Authority, May 4, 2006, accepted as an expert in:
    - **Long Term Acute Care Hospital Operations**
    - **Long Term Acute Care Hospital Planning**
    - **Long Term Acute Care Hospital Financing**
  - ◆ Florida Division of Administrative Hearings, October 29, 2001, accepted as expert in:
    - **Long Term Acute Care Hospital Finance**
    - **Long Term Acute Care Hospital Regulatory Compliance**
    - **Long Term Acute Care Hospital Planning and Administration**
  - ◆ State of Pennsylvania Deposition Hearing, March 20, 2015, qualified as expert in:
    - **Medicare Provider Based Structure, Regulation and Reimbursement**

## ***Faculty Appointments***

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- **Clinical Assistant Professor of Law** – University of Illinois at Chicago, College of Medicine, Department of Family Medicine, Chicago, Illinois, April 2003 to present
- **Associate Professor of Law** – University of Illinois, College of Medicine; Department of Family and Community Medicine, Rockford, Illinois, 1995 to 2003
- **Adjunct Faculty** – Northern Illinois University, DeKalb, Illinois; College of Business Program - Business Mastery Certificate for Physicians, Dentists and Chiropractors Class: Federal Compliance, September 2003
- **Founding Steering Committee, Health Law Institute** – NIU College of Law DeKalb, Illinois, July 2001 to 2004
- **Guest Lecturer** – Marymount University, Arlington, Virginia, Masters Health Care Administration, 2003 to 2005
- **Lecturer** – College of St. Francis, Joliet, Illinois - Masters of Science Health Services, Administration, 1984 to 1988

## ***Professional Appointments***

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- **University of Chicago Harris School of Public Policy Dean's International Council**, Chicago, Illinois, September 2012 to present
- **International Advisory Committee**, Commission on Accreditation of Rehabilitation Facilities (CARF), September 2001 to Present

- **National Advisory Committee** to establish accreditation standards for Case Management for the Commission on Accreditation of Rehabilitation Facilities, February 1998
- **Columnist**, Rehabilitation Management Magazine, a division of CurAnt Communications, Inc., Marina del Rey, California, September, 1993 to Present
- **US Small Business Administration** - Office of International Trade, Office of Women's Business Owners, Speakers Bureau, Member 1992 to 2000
- **Guest Columnist** - Continuing Care Magazine, Stevens Publication, Waco, Texas, January, 1991 to 1998
- **Business Advisory Task Force** - U.S. International Cultural and Trade Center Commission, Department of Commerce Appointment, Washington, D.C., January 1991 to January 1993
- **National Task Force** to revise Accreditation Standards for Work Hardening Programs; Commission on Accreditation of Rehabilitation Facilities, 1988
- **National Co-Chairperson - Disability Coalition**, appointment by Vice President George Bush, 1988
- **National Task Force** to establish Accreditation Standards for Work Hardening Program; Commission on Accreditation of Rehabilitation Facilities, 1988
- **Medical Advisory Board**, HealthStar Corporation, Houston, Texas, 1985 to 1987 - Chairperson, Stroke Rehabilitation Task Force, 1985
- **Issues Advisory Committee on Health Care** - Mondale for President 1984 Campaign, Comparative Analysis of National Health Care Plans in Japan, England, Sweden, and Canada as it related to the development of a United States National Health Plan.
- **Founding Steering Committee**, National Rehabilitation Caucus, May 1984 to 1986
- **Medical Administrative Surveyor** for the Commission on Accreditation of Rehabilitation Facilities (CARF), 1977 to 1992
- **National Task Force** to establish Accreditation Standards for Infant and Early Childhood Development Programs for the Commission on Accreditation of Rehabilitation Facilities, 1982
- **National Task Force** to establish Standards for Utilization of Program Evaluation for the Commission on Accreditation of Rehabilitation Facilities, 1982

- **National Task Force** to establish Accreditation Standards for design of Program Evaluation in Medical Facilities for the Commission on Accreditation of Rehabilitation Facilities, 1979
- **Chairman** to Regional RTA Paratransit Advisory Board, 1978-1980
- **Plan and Development Committee** to Region IX Health Systems Agency, 1979-1982
- **Illinois Employment and Training Council Task Force** on the Handicapped, appointed by the Illinois Department of Commerce and Community Affairs, 1980
- **Illinois Department of Public Health Task Force** to rewrite the Rehabilitation Section of the Illinois Health Code, 1981
- **Medical Advisory Board** to Motivator-Monitor, Inc., Chicago, Illinois (manufacturer of computerized physical therapy equipment providing visual feedback for lower extremity range of motion), 1982-1984

## ***Publications***

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### **Books:**

- **“Clinical Co-Management: A Bridge to Clinical Integration and Pathway to Bundled Payments”** Author: Cherilyn G. Murer, J.D., C.R.A., Foreword by Mark D. Birdwhistell, University of Kentucky, CRC Press, Taylor & Francis Group (IN PRESS) Scheduled for release July, 2015
- **“The Case Management Workbook; Defining the Role of Physicians, Nurses and Case Managers”** Authors: Cherilyn G. Murer, J.D., C.R.A. Michael A. Murer, and Lyndean Lenhoff Brick, J.D. Published by CRC Press, Routledge-Taylor & Francis Group, March 2011
- **“Understanding Provider Based Status”** Authors: Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D.; Published by CCH (Commerce Clearing House), April 2003, 229 pp.
- **“Complete Legal Guide to Healthcare Records Management”** Authors: Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D.; Published by McGraw Hill and Co-published by HFMA, January 2000, 796 pp.
- **“Compliance Audits and Plans for Healthcare”** Authors: Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D.; Published by McGraw Hill and Co-published by HFMA; Summer 1998, 238 pp.
- **“Post Acute Care Reimbursement Manual – A Financial and Legal Guide”** Authors: Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D; Published by McGraw Hill and Co-published by HFMA; September 1997, 366 pp.

- **“The Case Management Sourcebook”** Authors: Cherilyn G. Murer, J.D., C.R.A. and Lyndean Lenhoff Brick, J.D.; Published by McGraw Hill; Forward by Mutual of Omaha; July, 1997, 273 pp.

### Book Chapters and Monographs:

- **Perspective: “Using Post-Acute Care Venues to Reduce Readmissions”**, Author: Cherilyn G. Murer, J.D., C.R.A. within  
**Book: “Readmission Prevention: Solutions Across the Provider Continuum”**, Author: Josh D. Luke, Ph.D., Published by American College of Healthcare Executives, 2015
- **Chapter: “Economic Considerations of Industrial Therapy”**, Author: Cherilyn G. Murer, J.D., C.R.A. within  
**Book: “Industrial Therapy”**, Author: Glenda L. Key, Published by Mosby Press
- **Monograph: “A Productivity Systems Guide for Occupational Therapy”**, Author: Cherilyn G. Murer, J.D., C.R.A.; Published by A.O.T.A. Inc.
- **Monograph: “Productivity Analysis Within An Acute Rehab Setting”**, Author: Cherilyn G. Murer, J.D., C.R.A.; Published by American Hospital Association
- **Monograph: “Building Revenues in Post Acute Care”**, Authors: Cherilyn G. Murer, J.D., C.R.A. and Lyndean Lenhoff Brick, J.D.; Published by Irwin Professional Seminars

### Journal Articles:

- **“Clinical Co-Management at the Epicenter of Health Reform”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2012
- **“OIG Work Plan 2012 – Changes for Providers and Other Interesting Developments”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, November/December 2011
- **“Health Care Reform in the Air – How, Where, and When Will It Land?”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, October 2011
- **“Federal Qualified Health Centers”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2011
- **“Clinical Co-Management: Changing the Balance of Power?”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2011 (*On-Line Only*)

- **“The Extreme Volatility of Health Reform”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January/February 2011 (*On-Line Only*)
- **“Status of Physician-Owned Hospitals”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, November/December 2010 (*On-Line Only*)
- **“LTACH 2011 Proposed Rules and the Initial Impact of Health Care Reform”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2010
- **“The Status of Physician-Owned Hospitals in a Reformed Health Care Environment”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2010 (*On-Line Only*)
- **“Meaningful Use Rules Proposed for Electronic Health Record Incentives Under HITECH Act”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, April 2010
- **“MedPAC Makes Recommendations for 2010”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2010
- **“2010 OIG Work Plan – Implications for Rehab, Skilled Nursing, and Psychiatric Providers”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January 2010
- **“Health Care Reform Redirected to Insurance Abuses and Reform”**, Murer, *Rehab Management – On Line*, published by Ascend Media, Overland Park, Kansas, November/December 2009
- **“Reimbursement Program for Fiscal Year 2010”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2009
- **“Post-Acute Care Bundling Plan”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, July 2009
- **“HITECH Act Inequality”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2009
- **“Kids Get Their Hands On Health”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2009
- **“‘RAC’ Up for Providers: More Audits, Are You Ready?”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January/February 2009
- **“Fundamental Differences”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, November 2008

- **“IRF Perspective Payment System”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, October 2008
- **“Present on Admission Overview”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2008
- **“The Precarious State of Medicaid”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, July 2008
- **“HIPAA Meets Celebrity”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2008
- **“In Abeyance: The Status of LTACH”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, April 2008
- **“Inpatient Rehab Overview”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2008
- **“CMS Implements Severity-Based DRG System for 2008”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January/February 2008
- **“Increasing Patient Awareness and Safety”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, December 2007
- **“Significant Changes for ASC Payment Systems”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, November 2007
- **“Psychiatric Partial Hospitalization: An Overview”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, October 2007
- **“NPI Compliance and Practical Implications”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2007
- **“Proton Therapy: Cutting-Edge Treatment for Cancerous Tumors”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, July 2007
- **“EHRs: Issues Preventing Widespread Adoption”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2007
- **“Surviving Another Round of Medicare Changes”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, April 2007
- **“A Patient-Centered Vision for Post-Acute Care Reform”**, **“LTACH Certification Criteria Legislation”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January/February 2007

- **“Definitive New Guidelines”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, October 2006
- **“REITs: A Growing Health Care Financing Option”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2006
- **“LTCH 2007 PPS Final Rule: Softer than Proposed”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, July 2006
- **“Caps Are Back: Are You Provider Based?”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2006
- **“CMS Proposed Payment”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2006
- **“Rehab’s Resurgence”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, January/ February 2006
- **“First You Say You Do, Then You Don’t”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, November 2005
- **“Quality is Indicated”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, October 2005
- **“The Medical Day Hospital”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, August/September 2005
- **“The GAO Tells CMS to Reboot”**, Murer, *Rehab Management*, Ascend Media, Overland Park, Kansas, July 2005
- **“The LTACH in Rehab Clothing”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, June 2005
- **“Growing Confusion”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, April 2005
- **“Declassifying Coverage”**, Cover Story by Paul Barr, *Modern Healthcare*, published by Crain Communications, Inc. Chicago, Illinois, March 21, 2005
- **“Saving the Hospital-within-the-Hospital”**, Murer, *Rehab Management*, published by Ascend Media, Overland Park, Kansas, March 2005
- **“Discharge or Episode of Care?”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, January/February 2005

- **“Untangling the Red Tape”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, December 2004
- **“Every Minute Counts”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, November 2004
- **“The Value of Percentages”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, October 2004
- **“Not Done Yet”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, August/September 2004
- **“Of Two Minds”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, July 2004
- **“Ortho Opportunities”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, June 2004
- **“No Stopping the LTACH”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, April 2004
- **“HIPAA Revisited”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, March 2004
- **“Good News from the Hill”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, January/February 2004
- **“The Co-location Equation”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, December 2003
- **“The 65/75 Split”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, November 2003
- **“Stark Revelation”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, October 2003

- **“Here’s to Good News”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, July 2003
- **“LTACHs: A Good Idea That Just Got Better”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, June 2003
- **“Confusing CORF Concepts”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, April 2003
- **“Out to Lunch on the \$1,500 Cap”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, March 2003
- **“Division in the Ranks”**, Ohlson, Kristin, *Nightingale’s Healthcare News*, Beard Group, quotes Cherilyn G. Murer, February 2003
- **“Specialty Hospitals Grab Spotlight”**, Wolf, Murray, *Healthcare Real Estate Insights*, Wolf Marketing & Media LLC, quotes Cherilyn G. Murer, February 2003
- **“CORF Ideas”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, January/February 2003
- **“Rehab Rules Revisited”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, December 2002
- **“Light at the End of the Tunnel”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, October 2002
- **“Are You Provider-Based?”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, October 2002
- **“The ABCs of PPS and LTACHs”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, August/September 2002
- **“Sitting On Capitol Hill”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, June/July 2002

- **“Protecting Patient Privacy”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, April 2002
- **“CORFs-The New Contender”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, March 2002
- **“As the Focus Narrows”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, February 2002
- **“Where has Subacute Rehab Gone?”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, November 2001
- **“Globalizing Health Care Standards”**, Murer, *Rehab Management International*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, Fall 2001
- **“The Long and Changing Road”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, August/September 2001
- **“The Hidden Danger”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, June/July 2001
- **“Compliance Guidance for Nursing Facility Caregivers”**, Cheryl G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D. *CCH Healthcare Compliance Letter*, May 2001
- **“Gifts to Physicians May Violate Antikickback/Stark Laws”**, Cheryl G. Murer, J.D., C.R.A., Michael A. Murer, J.D., and Lyndean Lenhoff Brick, J.D. *CCH Healthcare Compliance Letter*, April 2001
- **“Privacy Packs a Punch”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, April 2001
- **“Deciphering the Details”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, March 2001
- **“Cornering Compliance Issues”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc. a Division of Medical World Communications, Los Angeles, California, December/January 2001

- **“The Geriatric Explosion”**, Murer, *Rehab International*, published by CurAnt Communications, Inc., Los Angeles, California, Fall 2000
- **“An Uncertain Future”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, October/November 2000
- **“Overview of the New Provider-Based Regulations”** Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D. and Lyndean Lenhoff Brick, J.D. *CCH Healthcare Compliance* July 2000
- **“Beyond The Hospital Campus Part II”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, June/July 2000
- **“HCFA Focuses on Rights”**, Murer, Stevens Publications, Dallas, Texas, May 2000
- **“Compliance Edge Training: Distinguishing Between Discharges and Transfers”** Cherilyn G. Murer, J.D., C.R.A., Michael A. Murer, J.D. and Lyndean Lenhoff Brick, J.D. *CCH Healthcare Compliance* April 2000
- **“Beyond The Hospital Campus”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, April/May 2000
- **“Case Management - The Tie That Binds”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, February/March 2000
- **“ComplianceEdge Training – Physician Recruitment and the Antikickback Statue”**, Cherilyn G. Murer, J.D. C.R.A., Michael A. Murer, J.D. and Lyndean Lenhoff Brick, J.D. *CCH Healthcare Compliance Letter* February 2000
- **“The Managed Care Competitor”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, December/January 2000
- **“Protecting CVA Census- Managed Care Competition For Stroke Census”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California December/January 2000
- **“Thriving in a Post Acute Era of Health Care Delivery”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, October/ November 1999
- **“A European Influence in the Technological Advances in Rehabilitation”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California October/November 1999
- **“The Revitalization of Rehabilitation”**, Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, August/September 1999

- **“Opening the Doors Through Technology”** Murer, *Rehab International*, published by CurAnt Communications, Inc., Los Angeles, California, Fall 1999
- **“Home Health Compliance: Identifying Potential Fraud and Abuse Violations”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, June/July 1999
- **“Quality or Productivity?”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, April/May 1999
- **“Maximizing Payments for Post-Acute Care”** Murer, *Modern Healthcare*, published by Crain Communications, Inc. Chicago, Illinois, February 15, 1999
- **“Weathering the Reimbursement Crunch”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, December/January 1999
- **“New Hope for the Future – Mitigating the effects of disabilities in a technological age.”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, October/November 1998
- **“Community Brings Change”** Murer, *Rehab International*, published by CurAnt Communications, Inc., Los Angeles, California, Fall 1998
- **“Cutting Through the Red Tape – The bureaucratic dilemma of home health care”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, August/September 1998
- **“Adapting Healthcare Systems to a Unified Europe”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, August/September 1998
- **“A Changing Future - Alternative Medicine and Reimbursement Trends”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, June/July 1998
- **“Case Management – Where Do We Go From Here”** Murer, *Case Review*, published by Allied Health Care Publications, Los Angeles, California, May/June 1998
- **“Assisted Living: The Next Link in the Continuum”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, April/May 1998
- **“A Structuring Medical Directors Contracts in the Day of Compliance”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, March 1998
- **“Corporate Compliance – Establishing Leadership and Compliance Programs to Prevent Health Care Fraud”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, December/January 1998

- **“Budgetary Breakdown – Changes Demand Better Postacute Management”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, October/November 1997
- **“CORFs Expand With the Emergence of Medical Day Hospitals”** Murer, *Continuing Care*, published by Stevens Publishing Corporation, Waco, Texas, September 1997
- **“Certification and Accreditation – Quality Indicators or Baseline Standards”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, August/September 1997
- **“Medicare Fraud and Abuse”** Murer, *Rehab Management*, published by CurAnt Communications, Inc., Los Angeles, California, June/July 1997
- **“A Guide to Designing and Implementing a Centralized Case Management System”** Murer / Brick, *Continuing Care Magazine*, published by Stevens Publishing Corporation, Waco, Texas, May 1997
- **“All About APGs”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, April/May 1997
- **“The Professional Case Manager”** Murer, Guest Editorial Murer, *Case Review* published by Allied Health Care Publications, Los Angeles, California, Spring 1997
- **“Quality Assessment and Managed Care”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, February/March 1997
- **“Physician Reimbursement”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, December/January 1997
- **“Management Trends”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, October/November 1996
- **“CORFs Provide Comprehensive Services, Focus for Patients”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, September 1996
- **“The Long-Term Care Hospital”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, August/September 1996
- **“Creating Common Knowledge”** Murer, *Case Review* published by Allied Health Care Publications, Los Angeles, California, Spring 1996
- **“Medicare Risk Contracting”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, April/May 1996

- **“Funding Catastrophic Care”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, February/March 1996
- **“The Case for 1996”** Murer, *Case Review* published by CurAnt Communications, Inc., Los Angeles, California, Winter 1996
- **“Trends in Postacute Care”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, December/January 1996
- **“Health Care in the Middle East”** Murer, *Rehab Management International* published by CurAnt Communications, Inc., Los Angeles, California Fall 1995
- **“Entering the European Market”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, June/July 1995
- **“Long-term Hospitals Add Revenues”** Murer and Brick, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, May 1995
- **“Adopting the Product Line Focus in Subacute”** Murer and Brick, *Nursing Homes* published by Medquest Communication, Cleveland, Ohio, May 1995
- **“Australia’s Health Care Model”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, April/May 1995
- **“Health Care Reform in New Zealand”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, February/March 1995
- **“Through the Labyrinth”** Murer, *Decisions in Imaging Economics* published by CurAnt Communications, Inc., Los Angeles, California, January/February 1995
- **“Think Subacute”** Murer, *Home Health Care Dealer* published by Allied Health Care Publications, Los Angeles, California, January/February 1995
- **“Geriatric Care in Japan”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, December/January 1995
- **“Economic Consideration of Industrial Therapy”** in Industrial Therapy, Chapter 24, (Chicago, Mosby Press, 1994)
- **“Sweeping Up the Rubble”** Murer, *Rehab Management International* published by CurAnt Communications, Inc., Los Angeles, California, Fall 1994
- **“Rehab in Latin America”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, October/November 1994
- **“Rehabilitation and Psychiatry: A Basis for Strategic Interface”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, October 1994

- **“The Long-Term Care Hospital”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, October 1994
- **“The Graying of Europe”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, August/September 1994
- **“Canadian Health Care: A Provocative Role Model”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, June/July 1994
- **“Standardizing Quality Indicators”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, May 1994
- **“NAFTA Opens Doors”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, April/May 1994
- **“Physician Bundling, PHO’s are Targets for a Reformed Market”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, April 1994
- **“Technology At Home and Abroad”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, February/March 1994
- **“International Issues in Brain Injury”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, December/January 1994
- **“Mexican Health Care: Planning for the 21st Century”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, December 1993
- **“Cost Accounting is Critical for Rehabilitation Providers”** Murer and Brick, *Hospital Rehab*, published by American Health Consultants, Atlanta, Georgia, December 1993
- **“Broadening the Scope of Reform”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, October 1993
- **“Lessons From Abroad”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, October/November 1993
- **“Unlikely Leaders”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, September 1993
- **“The Global Rehab Village”** Murer, *Rehab Management* published by CurAnt Communications, Inc., Los Angeles, California, August/September 1993

- **“Throw Out the Rule Book, Start Taking Steps to Initiate Change Now”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, August 1993
- **“Avoid Common Pitfalls in Physician Recruitment, Retention Practices”** Murer and Shoufer, *Hospital Rehab* published by American Health Care Consultants, Atlanta, Georgia, June 1993
- **“Hospitals Can Guarantee Security With Customized Physician Contracts”** Murer and Shoufer, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, May 1993
- **“Filling the Gap: Subacute Care”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, May 1993
- **“Hospitals Should Be Aware of the Legal, Practical Aspects in Physician Contracts”** Murer and Shoufer, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, April 1993
- **“Documentation: A Front-Line Defense for Risk Management”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, January 1993
- **“Subacute Care: Hospital Rehabs Emerging Opportunity”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, December 1992
- **“Germany’s Health Care System”** Murer and Brick, *International Responses to Changes in the Health Care Environment* published as book Chapter IV by Arthur D. Little Decision Resources, Burlington, Massachusetts, December 1992
- **“TEFRA Rebasing”** Murer and Brick, *Hospital Rehab* published by American Health Consultants, Atlanta, Georgia, September 1992
- **“Why Not a CORF?”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, September 1992
- **“Two Roads”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, July/August 1992
- **“Germany’s Health Care System: Status and Prognosis for Reform”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, July 1992
- **“Barrier Free”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, April 1992

- **“SNF Alternatives”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, March 1992
- **“The Pain Factor”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, November 1991
- **“Rocky Shoals”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, October 1991
- **“Into The Workforce”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, August/September 1991
- **“The Globalization of Rehabilitation”** Murer, *Rehab Management International* published by CurAnt Communications, Inc., Los Angeles, California, July 1991
- **“Managing Organizational Change”** Murer, *Rehabilitation Today Magazine* published by Sportscape, Inc., Framingham, Massachusetts, July/August 1991
- **“Coma to Community”** Murer, *Continuing Care* published by Stevens Publishing Corporation, Waco, Texas, July 1991
- **“The Privatization of Health Care in Europe and the Pacific Rim”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, May 1991
- **“The New Generation of Outpatient Rehabilitation”** Murer and Brick, *Futurescope, Life Sciences* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, November 1990
- **“Antitrust in the U.S. Health Care Marketplace”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, October 1990
- **“The Implications of Health Care Personnel Shortages for Providers and Suppliers”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, July 1990
- **“Work Hardening: The New Generation of Outpatient Rehabilitation”** Murer and Brick, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, April 1990
- **“Work Injury Management”** Murer, *Advances in Prevention, Evaluation and Treatment of Work Injuries. Chapters - Safe Work Hardening, Medical Legal Considerations and Orientation to Program Evaluation* published by Center for Advancement of Industrial Rehabilitation and Evaluation, Denver, Colorado, November 1989

- **“Medical Legal Considerations and Orientation to Program Evaluation”** Murer, published by Center for Advancement of Industrial Rehabilitation and Evaluation, Denver, Colorado, November 1989
- **“The Future of Medical Rehabilitation Services”** Murer, *Spectrum* published by Arthur D. Little Decision Resources, Burlington, Massachusetts, August 1989
- **“CORF: An Essential Component Within a Complete System of Health Care Services”** - II Part Series *CORF Quarterly*, Spring - Summer, 1989 a publication of the National Association of Rehabilitation Facilities
- **“Kwaliteits Management als Stratigisch Instrument”** Co-Authors J.A.H. Vlierhuis, Cherilyn G. Murer, J.D., C.R.A., *Ziekenhuis Management Magazine* - The Netherlands, February 1989
- **“The Dementia Epidemic: Risk Factors, Differential Diagnosis, Management and Rehabilitation”** John Stirling Meyer, M.D. Professor of Neurology, Baylor College of Medicine and Cherilyn G. Murer, J.D., C.R.A., December 1987
- **“Stroke Rehabilitation - A Model Program”** Proprietary document published by HealthStar Corporation, Houston, Texas, September 1986
- **“Provider Education Guide to Alternative Delivery Systems”** Murer, *National Physician Education Counsel Training Manual*, May 1986
- **“A Productivity Systems Guide for Occupational Therapy”** contributing author published by AOTA, Inc., 1985
- **“Productivity Analysis within an Acute Rehabilitation Setting / A Six-Month Study”** Murer, published by the American Hospital Association as a Management Engineering Technical Paper, 1983, AHA#RS-47
- **“Productivity Program Increases Direct Billable Time”** Murer, *Hospitals*, American Hospitals Publishing Inc., June 1, 1983, Reprinted-American Occupational Therapy Association, August 1983
- **“Productivity Analysis as a Means of Cost Containment in Physical Medicine and Rehabilitation Centers,”** Murer, *Rehabilitation Literature*, Vol. 43, May/June 1982
- **“Utilization of Program Evaluation”** Murer, published by the Commission of Accreditation of Rehabilitation Facilities, 1981
- **“The Evolution of Change - Program Evaluation in a Birth - Three Developmental Stimulation Therapy Program,”** Murer, *Journal of the Organization of Rehabilitation Evaluators*, November 1981

- **“Program Evaluation Design for Outpatient Medical Rehabilitation Facilities”**  
Murer, published by the Commission on Accreditation of Rehabilitation Facilities, 1980

## ***Professional Organizations***

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- National Readmission Prevention Collaborative (NRPC), National Executive Advisory Board Member, 2013 to present
- National Association of Rehabilitation Administrators (NARA) President, 1987-1988; By-Laws Committee Chairperson 1984-1988
- National Rehabilitation Caucus Founding Steering Committee Legislative Committee, Chairperson 1984
- Association of Governing Boards of Universities and Colleges
- American Hospital Association
- Healthcare Financial Management Association (HFMA)
- National Association of Women Business Owners

## ***List of National/International Presentations***

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- **“Form and Function in the Climate of Today’s Higher Education”** – Distinguished Lecturer at Northwestern University School of Education & Social Policy, Evanston, Illinois, November 3, 2014
- **“Prepare for the Immediate Impact and Future Implications of Health Reform from a Daily Operations and Emergency Management Perspective”** – Keynote Address at 2014 World Congress - Patient Flow and Emergency Management Summit, Chicago, Illinois, June 25, 2014
- **“Creative Use of the Legal Toolbox”** – Keynote Address at Northern Illinois University College of Law, DeKalb, Illinois, March 26, 2014
- **“Morality Without Rules: Ethics in Business Transactions”** – Northern Illinois University College of Law, DeKalb, Illinois, November 9, 2011
- **“Clinical Co-Management: Role, Responsibilities, and Opportunities for Physicians and Physician Groups”** – Metropolitan Chicago Healthcare Council, Chicago, Illinois, July 14, 2011

- **“The Chaos of Health Reform and Its Impact on You”** – Chicago Speaker Series, Northern Illinois University Alumni Association, Chicago, Illinois, May 26, 2011
- **“Recalibrating the Compass – Amoralism and the Ethics of Nonfeasance”** – 18<sup>th</sup> Annual Francis X. Riley Lecture on Professionalism, Northern Illinois University College of Law, DeKalb, Illinois, April 1, 2011
- **“The Role of IT in the American Healthcare Delivery System”** – Visiting Lecture Series, Northern Illinois University College of Business, DeKalb, Illinois, October 20, 2010.
- **“Healthcare 2010 and Beyond”** – Nationally Web-Cast Health Care Symposium, University of St. Francis College of Business and Health Administration, Joliet, Illinois, August 10, 2010. A one-on-one discussion with Senator Richard Durbin, Senior Senator of Illinois.
- **“Beyond Ownership: Improving Your Bottom Line through Internal Enhancement”** – Physician Hospital of America Conference, Dallas, Texas, May 7, 2010.
- **“The Chaos of Health Reform: Where Are We Now and Where Are We Going?”** – *“Back on the Beat”* Live Radio Program with Dick Kay, WCPT-AM/FM, a CNN Affiliate, Chicago, Illinois, February 20, 2010
- **“Health Care Reform Complexity”** – Joliet Chamber of Commerce, Joliet, Illinois, December 15, 2009
- **“Healthcare, Data Governance and Information Integrity Legal Issues”** – Panel at the 2009 Annual Information Integrity Conference, Northern Illinois University – Naperville Campus, Naperville, Illinois, November 17, 2009
- **“Health Care Reform”** – *“Back on the Beat”* Live Radio Program with Dick Kay, WCPT-AM/FM, a CNN Affiliate, Chicago, Illinois, September 12, 2009
- **“The Political Environment and Its Impact on Proton Therapy”**, Symposium on Recent Advances in Proton Radiation Therapy Research (Keynote Speaker), Northern Illinois University and NIU Proton Treatment and Research Center, University of Texas M.D. Anderson Cancer Center, Rice University, NIU Naperville, Campus, Naperville, Illinois, June 23, 2009
- **“Overcoming the Struggle: HealthCare’s Journey Through the EpiCenter of Change”**, University of St. Francis, College of Business and Health Administration, Joliet, Illinois, June 11, 2009
- **“American Health Care Delivery System 2009 – 2020”**, Scott & White Memorial Hospital, Government Affairs Committee, Temple, Texas, May 6, 2009

- **“Overcoming the Struggle: Thriving in Tumultuous Times”**, CARF 2009 Medical Rehabilitation Conference, Tucson, Arizona, April 20, 2009
- **“Information Systems and Organizations”**, College of Business, Northern Illinois University, DeKalb, Illinois, February 4, 2009
- **“Leadership & Governance – Roles & Responsibilities in Times of Crisis”**, CARF, Glendale, Arizona, Glendale, Arizona, December 5, 2009
- **“EMR ROI: The Effects for Quality and Core Measure in the Pay for Performance Model”**, First Annual Medsphere Collaborative Healthcare Forum, New York, New York, October 2, 2008
- **“Medicare and Medicaid Key Changes and Topics for 2008”**, UIC Grand Rounds, Chicago, Illinois, February 27, 2008
- **“Conversation with a CEO”**, Executive Speaker Series, College of Engineering & Engineering Technology and the College of Business, Northern Illinois University, DeKalb, Illinois, September 25, 2007
- **“Common Errors in Documentation and Coding Affecting Reimbursement”**, UIC Grand Rounds, Chicago, Illinois, August 30, 2006
- **“How Will CMS Define Surgical Hospitals after the Administrative Moratorium?”**, American Surgical Hospital Association, October 28, 2005
- **“Mandated National Quality Indicators and Their Impact on Physicians”**, UIC Grand Rounds, Chicago, Illinois, August 17, 2005
- **“Risk Management & Corporate Compliance Defined”**, CARF, Las Vegas, Nevada, June 7, 2005
- **“Finance & Compliance Issues: Conflict & Compliment”**, Louisville Bar Association, Louisville, Kentucky, December 20, 2004
- **“Risk Management & Corporate Compliance”**, CARF, Phoenix, Arizona, December 7, 2004
- **“How to Renegotiate Better Private Payer Contracts & When to Break Them”**, Medi-Serve, Arlington Heights, Illinois, September 17, 2004
- **“Interface of Financial & Compliance Issues: Conflict & Compliment”**, Kentucky HFMA, Louisville, Kentucky, July 29, 2004
- **“Multi-Venue Opportunities for Orthopedic Programs”**, ACI’s 4<sup>th</sup> Orthopedic Services Conference, Chicago, Illinois, April 30, 2004

- **“Risk Management & Corporate Compliance for CARF”**, CARF, Las Vegas, Nevada, April 27, 2004
- **“Risk Management & Corporate Compliance for CARF”**, CARF, Phoenix, Arizona, December 9, 2003
- **Risk Management & Financial Management “Risk Management”**, CARF, Tucson, Arizona, June 18, 2003
- **HIPAA & Regulatory Compliance Issues “Medical Legal Ethics”**, UIC Grand Rounds, Chicago, Illinois, June 11, 2003
- **“HIPAA in the Rehab Setting: Critical Analysis for Successful Implementation”**, CARF, Chicago, Illinois, May 9, 2002
- **“How to Train Your Staff on HIPAA Privacy”**, Eli Research, Audio Teleconference, February 27, 2002
- **“Revenue Generation: An Alternative Care Site Strategy”**, South Carolina Chapter HFMA, Columbia, South Carolina, February 1, 2002
- **"How is Medical Necessity and Fraud Related?"**, American Academy of Pain, Arlington, Virginia, September 7, 2001
- **"Remaining Current with a Centralized Case Management System"**, Case Management Society of America, June 8, 2001
- **"A 20 Year Renaissance of Rehabilitation"**, Indiana Hospital and Health Association Rehabilitation Conference, Indianapolis, Indiana, April 20, 2001
- **"Revenue Generation, an Alternative Care Site Strategy"**, North Carolina Healthcare Financial Management Association, Pinehurst, North Carolina, March 1, 2001
- **"Physicians, The OIG and Compliance"**, Iroquois IPA, Watseka, Illinois, October 12, 2000
- **"Revenue Generation"**, Healthcare Financial Management Association, -2000 Annual National Institute, Orlando, Florida, June 28, 2000
- **“Compliance in the Health Care Setting”**, Kentucky Organization of Nurse Executives, Louisville, Kentucky, October 27, 1999
- **“Quashing Organizational Gridlock Though Vision, Leadership and Tenacity”**, American College of Healthcare Executives Conference, Philadelphia, Pennsylvania, July 29, 1999
- **“Post Acute – A Regulatory Review after the Balanced Budget Act (BBA)**, Healthcare Financial Management Association, Anaheim, California, June 23, 1999

- **“Compliance Watch”** Kentucky Organization of Nurse Executive, Louisville, Kentucky, May 19, 1999
- **“Strategies for Servicing the Balanced Budget Act”**, American College of Healthcare Executives, Chicago, Illinois, March 8, 1999
- **“Modifying Outsourcing Arrangements in an Altered Contract Therapy Market”**, AIC Worldwide, Orlando, Florida, November 18, 1998
- **“Impact of the 1997 Balanced Budget Act and the Status of Managed Care in a Reformed Health Care Environment”**, Kentucky Organization of Nursing Executives, Louisville, Kentucky, November 6, 1998
- **“Compliance in the Post Acute Setting”**, Audio Conference, October 14, 1998
- **“The Financial Impact of the 1997 Balanced Budget Act”**, American Association Healthcare Administration Management, Ottawa, Illinois, September 18, 1998
- **“Balanced Budget Act: Impact on Social Services and the Health Care Industry”**, Society for Social Work Administrators in Healthcare, Monticello, Illinois, September 1, 1998
- **“Post Acute Care Reimbursement Issues”**, Premier National Rehabilitation Network Meeting, Atlanta, Georgia, May 12, 1998
- **“Develop a Strategic Response to Change Affecting PPS-Exempt Providers and CORFs”**, Healthcare Financial Management Association, Audio Teleconference, December 17, 1997
- **“The Hospital of the Future”**, IV Congreso International, Mexico City, Mexico, November 14, 1997
- **“Defining a System of Centralized Case Management”**, McGraw-Hill Education Group, Chicago, Illinois, July 24, 1997
- **“Building Revenues in Post Acute Care”**, Healthcare Financial Management Association, Orlando, Florida, June 30, 1997
- **“Maximizing Reimbursement for Physicians / CPT Coding”**, Alden Nursing Home, Naperville, Illinois, May 14, 1997
- **“Managing Managed Care: Ethical Considerations”** The Rehabilitation Institute, Kansas City, Missouri, May 2, 1997
- **“Reengineering II - The Revenue Enhancement Phase,”** American Rehabilitation Association, Chicago, Illinois, April 11, 1996; Washington, D.C., May 2, 1996; Dallas, Texas, October 3, 1996

- **“Health Care Directions,”** Association of Worker’s Compensation Board of Canada Congress Committee, Edmonton, Alberta, Canada, June 24 & 25, 1996
- **“Effective Return-To-Work Strategies,”** Center for Labour-Management Development, Inc., Chicago, Illinois, April 19, 1996
- **“The Role of Small Business Within the International Marketplace,”** *Keynote Address*, Notre Dame University, South Bend, Indiana, February 24, 1996
- **“Healthcare Without Representation: The New Boston Tea Party?”** *Keynote Address*, Case Management Society of America, Anaheim, California, February 16, 1996
- **“The Case Manager and Biotechnology: Balancing Duty, Cost and Expectation,”** Case Management Society of America, Anaheim, California, February 16, 1996
- **“Effective Integration of Subacute Care Within a Continuum of Care,”** Comprehensive Therapeutics, Ltd., Lisle, Illinois, November 13, 1995
- **“Developing Alternative Venues of Care - A Financial, Legal, and Regulatory Framework,”** Business Network, Inc., Nashville, Tennessee, October 24 - 26, 1995
- **“Subacute Care: A Viable Alternative,”** Michigan Hospital Association, Lansing, Michigan, September 28, 1995
- **“Operational Restructuring: Rehabilitation’s Response to Reform,”** American Rehabilitation Association, Washington, D.C., September 21, 1995
- **“Reaching New Customers Through Effective Marketing Techniques,”** Ohio Council for Home Care, Columbus, Ohio, September 12, 1995
- **“Financial Management and Cost Analysis for Subacute Care,”** Rehab Management Expo, Fort Lauderdale, Florida, September 8, 1995
- **“Rehab’s Positioning Within Emerging Networks and Alliances,”** Rehab Management Expo, Fort Lauderdale, Florida, September 8, 1995
- **“Outpatient Rehabilitation Programs: New Concepts and Trends,”** Marianjoy Rehabilitation Foundation, Inc., Wheaton, Illinois, August 18, 1995
- **“Operational Restructuring: Rehabilitation’s Response to Reform,”** American Rehabilitation Association, San Francisco, California, August 15, 1995
- **“Operational Restructuring: Rehabilitation’s Response to Reform,”** American Rehabilitation Association, Nashville, Tennessee, July 17, 1995

- **“Managed Care Follow-up,”** Marianjoy Rehabilitation Hospital and Clinics, Wheaton, Illinois, June 20, 1995
- **“Health Care Reform,”** Curative Rehabilitation Center, Milwaukee, Wisconsin, June 16, 1995
- **“Reaching New Customers Through Effective Marketing Techniques,”** Home Health Care Dealers/Suppliers, Orlando, Florida, April 7, 1995
- **“Gaining Insight Into Subacute Care,”** Home Health Care Dealers/Suppliers, Orlando, Florida, April 7, 1995
- **“Operational Restructuring: Rehabilitation’s Response to Reform,”** American Rehabilitation Association, Chicago, Illinois, March 16, 1995
- **“Operational Restructuring: Rehabilitation’s Response to Reform,”** American Rehabilitation Association, Orlando, Florida, February 9, 1995
- **“Financial Restructuring Within a Reformed Health Care System,”** Rehab Today Magazine Convention, Chicago, Illinois, October 14, 1994
- **“Effective Integration of Subacute Care Within a Continuum of Care,”** Rehab Today Magazine Convention, Chicago, Illinois, October 13, 1994
- **“Evaluating the Evaluators: Choosing A Functional Outcome Management,”** Illinois Hospital Association Conference, Naperville, Illinois, October 6, 1994
- **“Subacute - A Viable Alternative,”** IAHA - State Conference, Peoria, Illinois, October 5, 1994
- **“Financial Analysis and Cost Accounting for Subacute Care,”** Rehab Management Magazine Expo, Fort Lauderdale, Florida, September 30, 1994
- **“Rehab’s Positioning Within Emerging Networks and Alliances,”** Rehab Management Magazine Expo, Fort Lauderdale, Florida, September 30, 1994
- **“Establishing Functional Outcomes,”** Lutheran Social Services of Illinois, St. Charles, Illinois, August 19, 1994
- **“Rehabilitation Re-engineering,”** National Association of Rehabilitation Facilities Seminar, Los Angeles, California, June 16, 1994
- **“Effective Integration of Subacute Care Within a Continuum of Care,”** Rehabilitation Today Magazine Convention, New York City, New York, June 2, 1994
- **“Financial Restructuring Within a Reformed Health Care System,”** Rehabilitation Today Magazine, New York City, New York, June 3, 1994

- **“Rehabilitation Re-engineering,”** National Association of Rehabilitation Facilities Seminar, New York City, New York, May 19, 1994
- **“Rehabilitation Re-engineering,”** National Association of Rehabilitation Facilities Seminar, Chicago, Illinois, April 21, 1994
- **“Rehabilitation Re-engineering,”** National Association of Rehabilitation Facilities Seminar, Houston, Texas, February 24, 1994
- **“Seizing the Opportunity of Health Care Reform - Effective Strategies in an Explosive Market,”** APTA, Atlanta, Georgia, December 2, 1993
- **“Getting Into Subacute Care,”** Rehab Today / Club Industry Conference, Chicago, Illinois, November 11, 1993
- **“Managing Organizational Change,”** Rehab Today / Club Industry Conference, Chicago, Illinois, November 10, 1993
- **“Legal Implications Related to Rehabilitation,”** Kansas Association Rehabilitation Facilities, Wichita, Kansas, November 4, 1993
- **“Seizing the Opportunity of Health Care Reform - Effective Strategies in an Explosive Market,”** APTA, Phoenix, Arizona, October 21, 1993
- **“Developing Program Evaluation Systems for the Full Rehab Continuum,”** The Rehabilitation Institute of Northeast Georgia Medical Center, Atlanta, Georgia, October 1, 1993
- **“Rehab in the 90's,”** The Rehabilitation Institute of Northeast Georgia Medical Center, Atlanta, Georgia, October 1, 1993
- **“Subacute Care - Rehabilitation’s Emerging Opportunity or Future Nemesis,”** NARF Summer Conference, Seattle, Washington, June 15, 1993
- **“Getting Into Subacute Care,”** Rehabilitation Today ‘93 Conference, New York City, New York, June 3, 1993
- **“Managing Organizational Change: A Guide for the Future,”** Rehabilitation Today ‘93 Conference, New York City, New York, June 2, 1993
- **“The Role of Protocols in Quality Assurance in the Field of Rehabilitation,”** Rehabilitation and Quality Revalidatie Centrum Amsterdam, Amsterdam, The Netherlands, March 25, 1993
- **“Legal Implications of Rehabilitation,”** Kansas Association of Rehabilitation Facilities, Kansas City, Kansas, November 12, 1992

- **“Organizational Structuring and Competitive Markets, Only the Strong Survive,”** Rehab Today Convention, Chicago, Illinois, November 5, 1992
- **“Accentuate the Positive with ADA,”** National Rehabilitation Center, Inc., Nashville, Tennessee, October 16, 1992
- **“Polish Your Product: Beyond Basic Program Development,”** National Rehabilitation Centers, Inc., Nashville, Tennessee, October 15, 1992
- **“Accountability Measurement Systems, The Key to Privatization of European Health Care,”** Ravalidatiecentrum Kastanjehof, Apeldoorn, The Netherlands, September 24 and 25, 1992
- **“Setting Up An Organizational Hierarchy,”** Rehab Today Convention, New York City, New York, June 5, 1992
- **“Managing Organizational Change: A Guide for the Future,”** Rehab Today Convention, New York City, New York, June 4, 1992
- **“Program Evaluation - Key to Outcome Management,”** Rehabilitation Center Amsterdam, Amsterdam, The Netherlands, March 9, 1992
- **“Market-Based Planning for Work Hardening,”** University of Arizona and Commission on Accreditation of Rehabilitation Facilities (CARF), 1991 Work Hardening Seminar, Tucson, Arizona, October 25, 1991
- **“Legal Considerations in Work Hardening Programs,”** University of Arizona and Commission on Accreditation of Rehabilitation Facilities (CARF), 1991 Work Hardening Seminar, October 24, 1991
- **“Trends and Application in the Development of CORFs,”** Midwest Coalition of Hospital Chief Executive Officers, Minneapolis, Minnesota, September 6, 1991
- **“Managing by Product Line,”** American Speech Language and Hearing Association, 1991 Directors Conference, Rockville, Maryland, June 28 - 30, 1991
- **“Integrated Management Systems Meeting the Challenges of a New Decade,”** World Trade Center, Amsterdam, The Netherlands, February 20, 1991
- **“Market-Based Planning: Medical Rehabilitation,”** Commission on Accreditation of Rehabilitation Facilities (CARF) Conference, Tucson, Arizona, February 3 - 6, 1991
- **“Patient Outcome Assessment Systems as a Key Management Tool for Hospital and Health Care Organizations,”** Republic of China, 1990 International Medical and Pharmaceutical Symposium, Taipei, Taiwan, November 16, 1990
- **“Internationalization of Health Care - An American Perspective,”** Rijksuniversiteit Utrecht, University of Utrecht, The Netherlands, October 22, 1990

- **“Innovative Techniques in the Recruitment and Retention of Allied Health Professional,”** California Association of Rehabilitation Facilities (CALARF), Annual Conference, Oakland, California, September 25, 1990.

## ***Employment History***

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- **The Murer Group, Joliet, Illinois**

*Position:* Founder and President / CEO  
February 1985 to Present

The Murer Group is a fully matrixed organization integrating resources and staff fully responsive to the health care industry and its' national as well as international client base.

- **Northwestern Memorial Hospital, Chicago, Illinois**

*Position:* Administrative Director, Department of Rehabilitation Medicine  
May 1982 to September 1984

900-bed teaching hospital affiliated with Northwestern University

- **Rehabilitation Center, Joliet, Illinois**

*Position:* Executive Director –  
Responsible to 17-member Board of Directors  
May 1976 to April 1982

Directly responsible for the day-to-day operation and management of a Comprehensive Outpatient Physical Medicine and Rehabilitation Center (CORF)