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AUGUST 2015

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President
Gayle E. Woodson, MD
Executive Vice President, CEO, and Editor of the Bulletin
James C. Denny III, MD
Managing Editor
Jeanne McIntyre, CAE
bulletin@entnet.org

INQUIRIES AND SUBMISSIONS
bulletin@entnet.org

MAILING INFORMATION

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Ascend Integrated Media, LLC
Suzee Dittbner
6710 West 121st St., Ste 100
Overland Park, KS, 66209
Phone: 1-913-344-1420
Fax: 1-913-344-1492
sdittbner@ascendintegratedmedia.com

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Gender bias affects all of us

I have been invited on a couple of recent occasions to speak on “women in otolaryngology.” The talks raised some interesting conversations, and it occurred to me that I have not touched on this issue in prior columns. I have nearly reached the end of my term, so here goes.

I was very happy to be elected as your president, particularly since there had not been another woman president of the Academy, since the first one, **M. Jennifer Derebery, MD**. And then, the year after my election, you chose another woman, **Sujana S. Chandrasekhar, MD**, to be my successor. So, it looks like we have no more gender issues, in our field, right?

Actually, not. I don’t want to sound whiney or ungrateful, but the playing field is not yet level. **Jonas T. Johnson, MD**, published an excellent review in 2014, reporting that male physicians earn \$60,000 more per year and that the proportional representation of women in upper ranks has remained unchanged for more than 35 years. Otolaryngology is not alone among specialties with regard to gender bias, although we rank near the bottom in terms of the percentage of department chairs held by women. A recent study found that 23 percent of the men, but only 5 percent of women appointed as assistant professors reached the rank of full professor within a decade.

Women usually assume more responsibility in the home and this, undoubtedly, contributes to the lower rate of publication by women in earlier years of their careers and lower pay. But even after controlling for hours worked, women earn less.

I personally don’t believe that the problem is a “glass ceiling,” nor do I believe in any conspiracy of males to repress females in our specialty. In my own career, all of my mentors have been men, and I have been very fortunate to have their guidance and support. But it is true that the pathway is still steeper for women than men. According to Charlotte Whitton, the first female mayor of a major Canadian city, “Whatever women must do they must do twice as well as men to be thought half as

good,” and there is good evidence that this is true.

Let’s consider the five women who currently chair otolaryngology programs in the United States. I will throw in myself, as a recently retired chair, to increase the sample size to six women. A 2013 survey of otolaryngology chairs in the U.S. found that eight of 95 had active NIH funding. This is interesting because three of six women have current NIH funding and two were funded in the very recent past.

A major issue is unconscious bias. Randomized trials have documented that credentials with a masculine name are consistently rated significantly higher than those with a feminine name. This is true whether the reviewer is a male or a female. I challenge you to go online to www.implicit.harvard.edu to test your own gender bias. I have taken the test myself, and I learned that I have “a strong association of Male with Career and Female with Family compared to Female with Career and Male with Family.”

The issue of unconscious gender bias is not just a “women’s issue.” Like ethnic and racial bias, it affects all of us. Beyond the issue of fairness to individuals, our society loses when talents and enthusiasm of people do not come to fruition. So what can be done? In his book *Blink* Malcolm Gladwell cites the experience of a black man who was frustrated that his “bias test” always indicated he was pro-white. Then, one day, his result on the test flipped. Why? He had watched Olympic track and field events the day before! Unconscious bias is our response to what society and culture feed us.

We have definitely come a long way from the ’70s when women were first admitted to medical school in significant numbers, and I am confident that progress will continue, but it would be nice to accelerate things. It has been said that “nothing succeeds like success.” The most effective antidote to unconscious bias is exposure to positive images. In order to achieve diversity, we must celebrate diversity. And any selection process should always involve a conscious effort to include female and minority as well as all qualified candidates in consideration. ■



Gayle E. Woodson, MD
AAO-HNS/F President

“Beyond the issue of fairness to individuals, our society loses when talents and enthusiasm of people do not come to fruition.”

”



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Matching capacity to demand

I recently attended the digitalNow 2015 conference and had the good fortune to hear one of the most dynamic speakers and innovative thinkers that I have come across in many years. Rachel Botsman, co-author of *What's Mine Is Yours: The Rise of Collaborative Consumption*, gave a revealing presentation on how “collaborative consumption” is changing the way business is being done worldwide through a collaborative economy that seeks to unlock value in different ways from existing assets. She described cultural changes such as a trend toward access over ownership. Both individuals and corporations are evolving from asset-heavy entities to asset-light situations. The overall trust of organizations is declining, however, trust of members within organizations is increasing. Consumers as well as providers of service are seeking two-way engagement in their interactions. The overall economy, including healthcare, has significant idle capacity. Innovative ways to match this capacity to demand have fostered a number of successful business ventures such as Uber, Airbnb, and Zipcar.

Ms. Botsman says that traditional sources and markets can be disrupted by five major things. First, **complex experiences** can create opportunity. Most consumers favor simplicity in their dealings and want transactions to be as simple as possible. Second, **waste** within a system gives impetus to modify that system. Third, **broken trust** between the participants involved in any interaction can stimulate change. Fourth, **redundant intermediaries** lead to the desire for direct exchanges. Lastly, **limited access** is a primary driver for alteration. Any one of these drivers can lead to significant change in the way business is done. When looking at the healthcare system, one can clearly identify that each of these “disruptors” comes into play on a daily basis and thus the healthcare industry and even medical associations may see significant changes in the way business is transacted.

The term “value” is dominating the discussions for the evolution of healthcare. This value is defined in a quality and cost paradigm. However, based on what is happening in the consumer world, we should also be looking at simplifying the process

one must go through to get care, increase access to the care that patients want, and facilitate more direct opportunities to receive care. As has been shown in multiple industries, “peer trust” is essential to optimizing these new relationships. The value and necessity of “peer trust” is evident in the two-way rating system used by many new companies as well as the patient satisfaction rating systems used for healthcare-related activities.

In combination, these trends have a propensity to bypass traditional organizations and create non-traditional communities based on needs and availability of services. Organizations that are successful will find different and novel ways to “be in customers lives.” When disruption takes place, there are three possible, typical reactions organizations can take. They can act like an **ostrich** and pretend nothing is happening, they can **fight** the change taking place, or they can be **pioneers** in changing their own destiny. The pioneers who recognize the change and embrace the opportunity to change with it can be very successful. They will figure out how new value will be created for their customers, how they can scale that value, and how best their customers can consume their product.

In the healthcare industry, this revolution has not taken off yet and opportunity abounds to alter the way we deliver care, evaluate and improve care, educate both providers and the public, communicate with patients and each other, and accomplish all of these in a very transparent fashion. We have already seen and will continue to see major changes in the education field with more “on-demand” and web-based content produced and consumed. As entrepreneurs focus on the healthcare industry we will likely see hybrid solutions with multiple sources of money driving them. New ideas for **Alternative Payment Models** will likely surface from smaller scale local experimental pilot models. Given the role of **peer trust** in a collaborative consumption system, it will be essential that healthcare providers maintain transparency and quality to gain consumer buy-in as the system evolves. This **reputation capital** will be what drives successful integrated systems and why it is essential that the house of otolaryngology works together through these changes. ■



James C. Denneny III, MD
AAO-HNS/F EVP/CEO

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

—Jack Welch

”

Journal earns highest ever impact factor



The 2014 Editorial Board Meeting was well attended even at 6 am.

Otology—Head and Neck Surgery, the official journal of the AAO-HNSF, received an impact factor of 2.020 in Thomson Reuters 2014 Journal Citation Reports®. This is the highest the journal has ever received and a 17 percent increase from last year.

The 2014 impact factor measures the frequency with which articles the journal published in 2012 and 2013 were cited in 2014.

“A journal’s impact factor in many ways is a proxy for its degree of importance in its field,” said Editor-in-Chief **John H. Krouse, MD, PhD, MBA**. “It examines how frequently a jour-



AAO-HNS FOUNDATION-SPONSORED CODING AND PRACTICE MANAGEMENT WORKSHOPS AND WEBINARS

AAO-HNSF is proud to partner with AAPC, a leader in medical coding education, to offer a series of live workshops, webinars, and eCourses. AAPC is the nation’s largest training and credentialing organization for medical coding, billing, auditing, and compliance — with two decades of experience in training and credentialing more than 130,000 professionals.

ARRIVE EARLY!

**The First Live Workshop Will Take Place at the 2015 Annual Meeting & OTO EXPOSM in Dallas, Texas
Friday, September 25 and Saturday, September 26**

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nal's papers are cited by other authors in their published work and, therefore, represents the usefulness of that journal's articles to other clinicians and scientists."

A higher impact factor is a positive sign that the journal is achieving its stated mission of publishing contemporary, ethical, clinically relevant information to help otolaryngologists, scientists, clinicians, and related specialists improve patient care and public health. Moreover, an increasing impact factor may further support this mission by attracting more high-quality submissions in the future.

"Many academic physicians look at the impact factor when deciding where to submit their manuscripts," Dr. Krouse said. "This is true both in the United States and abroad, and many international universities place even more weight on impact factors. An impact factor greater than 2.0 should encourage a higher volume of submissions, as well as submissions of higher quality and value to the journal, especially from the international community." ■

Bigger and better: New AcademyU® coming soon

The Foundation is bringing you a bigger and better learning experience with the launch of the new AcademyU® learning platform. The new AcademyU® will be:

- **learner-focused**, with features designed to optimize your experience to search, discover, and share knowledge.
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Two-step to the Advocacy Booths at this year's Annual Meeting

With the AAO-HNSF 2015 Annual Meeting & OTO EXPOSM approaching, now is the time to learn more about advocacy-related programming available at the upcoming meeting in Dallas. Similar to last year's meeting, the presence of two legislative advocacy booths will provide attendees with greater access to information regarding the Academy's legislative, political, and grassroots programs. The legislative advocacy booths will be easily accessible in the Kay Bailey Hutchison Convention Center near Lobby D (level 2) and outside the Omni Dallas Hotel's Dallas Ballroom.

Stop by one (or both) of the booths to learn more about our various program offerings and to:

- Receive updates on bills impacting your practice and your patients.
- Join the ENT Advocacy Network for timely updates on political and legislative issues impacting the specialty and a free subscription to a biweekly e-Newsletter, *The ENT Advocate*.
- Volunteer to be a "state tracker" for the specialty.
- Learn how to schedule local meetings with your legislators via the Academy's "I-GO" program.
- Obtain information on becoming a 2015 ENT PAC Investor* and help celebrate the PAC's 20th anniversary!

In recognition of our 2015 PAC Investors and advocacy leaders, the ENT PAC Board of Advisors and staff have also scheduled various events during the meeting. Please mark your calendars to join these events.

ENT PAC's 20th Anniversary Celebration

Help celebrate 20 years of political advocacy



via ENT PAC. Visit the Legislative Advocacy booths for cake and goodies, and to learn more about our 20th anniversary campaign.

For more information regarding the above-mentioned advocacy-related events, contact govtaffairs@entnet.org. We look forward to seeing you down in Texas.

Advocacy Leadership Luncheon (invitation only)

The luncheon, hosted by the ENT PAC Board of Advisors, is a unique opportunity

to learn about the Academy's political strategy and decision-making process, while also networking with fellow colleagues. This year's luncheon will be held on Monday, September 28, from 11:30 am to 1:00 pm.

Annual ENT PAC Investors 'Thank-You' Reception

This popular event is scheduled for the evening of Monday, September 28. U.S. AAO-HNS Members who make contributions of \$100 or more to ENT PAC (prior to, or during, the meeting) are invited to the event. Residents are invited to attend for a donation of \$50 or more. ■

*Contributions to ENT PAC are not deductible as charitable contributions for federal income tax purposes. Contributions are voluntary, and all members of the American Academy of Otolaryngology-Head and Neck Surgery have the right to refuse to contribute without reprisal. Federal law prohibits ENT PAC from accepting contributions from foreign nationals. By law, if your contributions are made using a personal check or credit card, ENT PAC may use your contribution only to support candidates in federal elections. All corporate contributions to ENT PAC will be used for educational and administrative fees of ENT PAC, and other activities permissible under federal law. Federal law requires ENT PAC to use its best efforts to collect and report the name, mailing address, occupation, and the name of the employer of individuals whose contributions exceed \$200 in a calendar year.

Practice management: learning, future forward

Two Physician Payment Policy Workgroup (3P)-supported Miniseminars and a Board of Governors Instruction Course have been included in the robust Annual Meeting schedule to provide exciting learning opportunities: Business of Medicine for Residents and Fellows: Planning for the Future; New Payment Models: Effects on Otolaryngology Reimbursement; and Board of Governors' Hot Topic 2015: Practicing Otolaryngology in 2025. Please mark your calendars so you don't miss these sessions.

Business of Medicine for Residents and Fellows: Planning for the Future

Monday, September 28, 2015

11:00 am – 12:00 pm

Room: D161

Once the residency and fellowship training period ends, the focus shifts to the various practical questions surrounding providing quality care to patients and how to navigate everyday life as a practicing otolaryngologist.



Educational sessions at the Annual Meeting will provide attendees with information about practice management and alternative payment models.

This course has been designed to prepare residents and fellows to tackle the important decisions they will need to make from choosing a place to practice and interviewing for a position, to selecting maintenance of certification courses and advancing their practice. All residents and fellows are encouraged to attend.

to participate in the new value-based payment system and receive credit for participation in alternative payment models (APMs), such as the 5 percent incentive CMS will give to providers participating in APMs in 2019-2024 under the Medicare Access and CHIP Reauthorization Act of 2015 (MACRA).

CT-related Miniseminars, Instruction Courses

There will be more than 100 courses related to CT imaging—with many courses specific to imaging—available as part of the 2015 AAO-HNSF Annual Meeting & OTO EXPOSM. These CT-related



Miniseminars and Instruction Courses are included as a part of the meeting's enhanced,

all-inclusive learning program and require no additional registration fees. Participation in any or all of these courses can provide credit toward the CME requirement for accreditation and reimbursement by CMS. Explore the courses and plan your schedule today with our comprehensive list of imaging-related Miniseminars and Instruction Courses. ■

New Payment Models: Effects on Otolaryngology Reimbursement

Monday, September 28, 2015

1:00 – 2:00 pm

Ballroom C Four, Kay Bailey Hutchison

Convention Center

The Academy, through the Ad Hoc Payment Model Workgroup, continuously analyzes the trends and developments in current payment reform efforts. We work to keep well-informed of the payment reform trends to let you know how current alternative payment models changes will affect our profession and our patients in the near future.

Join a panel of Academy payment reform experts as they share their personal experiences with alternative payment models, focusing on the potential benefits and risks for otolaryngologists. Additionally, Ad Hoc Payment Model workgroup leaders will discuss recent Academy efforts to work with private payers and CMS to develop potential models that would allow for otolaryngologists

Board of Governors' Hot Topic 2015: Practicing Otolaryngology in 2025

Tuesday, September 29, 2015

11:00 am – 12:30 pm

Room: D167

With the evolution of hospital employment, mergers, and subspecialization, expert panelists, consisting of Academy leaders in private practice and academics, will discuss the challenges faced by today's otolaryngologists and what the practice of otolaryngology in 2025 may look like. Presentations will be made on hospital mergers and acquisitions, hospital employment versus independent practice, academic employment models, and subspecialization trends.

Can't wait for the Annual Meeting to learn more about APMs in otolaryngology or share your own experience? Come read and contribute anytime to the discussion on ENTConnect at www.entconnect.org. ■

AAO-HNS, AIUM create accreditation pathway

For the past three years the AAO-HNS has been working closely with the American Institute for Ultrasound in Medicine (AIUM) to develop a mutual accreditation pathway in head and neck ultrasound. We are proud to announce that this pathway has been completed and is now available. This pathway illustrates the value and importance of continuing medical education.

Individuals who have completed and passed the American College of Surgeons' (ACS) postgraduate course in head and neck ultrasound can now use that as one of the pathways to meet the "training guidelines for physicians who evaluate and interpret ultrasound examinations of the head and neck," a necessary requirement for practices or institutions to begin the

accreditation process through the AIUM. Ten case study submissions are required from each interpreting physician listed on the accreditation application.

A Review Board of otolaryngologists experienced in performing ultrasound and teaching at various ACS courses will assess the images as part of the application review process. Thyroid/parathyroid accreditation can be accomplished as part of the global head and neck project or as a focused interest in this clinical area alone. For more information on this opportunity or to begin your accreditation, visit www.aium.org/accreditation/accreditation.aspx.

The AIUM, the association for medical ultrasound, is a multidisciplinary medical association of more than 10,000 physicians, sonographers, scientists, students, and



other healthcare providers. The AIUM is dedicated to advancing the safe and effective use of ultrasound in medicine through professional and public education, research, development of guidelines, and accreditation. For more information, visit www.aium.org. ■

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Dennis H. Snyder, MD

A year after completing his residency training at the Tufts University/Boston University combined otolaryngology program, **Dennis H. Snyder, MD**, founded Medical Missions for Children (MMFC), a Boston-based charity that focuses on the surgical care of children with cleft lip, cleft palate, burn injuries, and microtia. Since 1991, MMFC has sponsored more than 350 missions worldwide. Dr. Snyder, MMFC's chairman since its inception, has been a surgical volunteer/team leader in more than 130 missions in 15 different countries.



Due to Dr. Snyder's dedication to provide quality surgical and dental services to poor, underprivileged children and young adults throughout the world, he is a role model for the specialty and will be honored with this award.

Dr. Snyder also has volunteered with a number of other medical charitable organizations, including Por Cristo, Project Perfect World, Healing the Children, and The Smile Train.

Dr. Snyder's personal involvement inspired one colleague to note, "His fervor is contagious as evidenced by the numerous colleagues that have supported his missions by directly volunteering or with financial support."

Dr. Snyder is on the faculty at Harvard Medical School and Tufts Medical School, and he is the senior partner in a large single specialty practice in Massachusetts. He has contributed to the education and training of more than 200 otolaryngology residents from 12 different training programs in cleft care, craniofacial deformities, and international pro bono medicine. In 2006, he spearheaded the establishment of a comprehensive cleft lip and palate program at Tufts Medical Center. ■

2015 HOLT LEADERSHIP AWARD

The Holt Leadership Award is given to a resident or fellow who best exemplifies the attributes of a young leader—honesty, integrity, fairness, advocacy, and enthusiasm.

Nikhila P. Raol, MD, MPH

Nikhila P. Raol, MD, MPH, received her bachelor of arts degree at Rice University in Houston, TX. She went on to get her MD at the University of Texas Southwestern Medical Center at Dallas and subsequently completed her residency in the Bobby R. Alford Department of Otolaryngology at Baylor College of Medicine. She is currently in her third year of her pediatric otolaryngology fellowship at the Massachusetts Eye and Ear Infirmary at Harvard Medical School. She is also a Cabot fellow at the Center for Surgery and Public Health at the Brigham and Women's Hospital, where she is studying and conducting health services research. During her fellowship, she completed her Master of Public Health at the Harvard School of Public Health.



Dr. Raol is receiving this award for serving as vice-chair, chair, and immediate past chair of the Section for Residents and Fellows and for her unwavering support and promotion of the AAO-HNS mission and goals.

Dr. Raol has published more than 20 peer-reviewed articles and book chapters, has served as a book editor, has participated in humanitarian outreach, and has won awards for leadership and teaching. She has been active in the Academy for the past five years, beginning as a third-year resident, serving in a number of leadership roles in the Section for Residents and Fellows. She aspires to continue her career in academic pediatric otolaryngology with a special interest in health services research. ■

2015 JEROME C. GOLDSTEIN, MD PUBLIC SERVICE AWARD

The Jerome C. Goldstein, MD Public Service Award recognizes Members for commitment and achievement in service, either to the public or to other United States' organizations, when such service promises to improve patient welfare.

Charles E. Moore, MD

Charles E. Moore, MD, received a bachelor's of science degree from Union College and his medical degree from Harvard Medical School. He subsequently completed residency training in otolaryngology-head and neck surgery and fellowship training in craniomaxillofacial-cranial base, facial plastic and reconstructive surgery at the University of Michigan. Dr. Moore is currently the Chief of Service in the Department of Otolaryngology-Head and Neck Surgery at Grady Health System and a faculty member at Emory University. His research focus has been in the investigation of factors involved in healthcare disparity with a particular focus on head and neck cancer incidence in medically underserved communities. He is also actively involved in research of craniomaxillofacial trauma and anterior cranial base tumor pathology.



Dr. Moore's dedication, passion, and long-standing service to improve the lives of others, specifically through the Health Education Coalition of Atlanta, which gives free medical care to communities in need, has earned him this award.

Dr. Moore is the president and founder of Health Education, Assessment and Leadership (HEAL), Inc. In this position, he has created a free and affordable health center for underserved areas. Dr. Moore is the recipient of the AMA Foundation Pride in Profession, Excellence in Medicine Award, and the 2011 Gold Foundation Award for Humanism in Medicine. He is also the recipient of the Zenith Award for Community Activism from the City of Atlanta for his work in impoverished communities. ■

BOARD OF GOVERNORS

The latest and greatest: the commitment to keeping current

■ **Susan R. Cordes, MD,**
Chair, BOG Legislative
Affairs Committee



In the 18th century, the head mirror was new technology, allowing the physician to visualize areas previously inaccessible. Now, when I take out my head mirror, children snicker and adults comment, “I didn’t know doctors used those anymore.” The head mirror isn’t the only otolaryngology staple that has been replaced by more sophisticated technology. Endoscopes and related instruments, in-office imaging systems, electronic health records—the list goes on and on. It can be daunting enough to try to keep up with the latest in medical knowledge, let alone with technological advances. Fortunately, the Annual Meeting combines these tasks by offering the OTO EXPOSM in addition to the myriad educational activities.

OTO EXPOSM is like Disneyland for otolaryngologists. Just walking into the EXPO inspires a sort of wonder and awe. OTO EXPOSM presents the opportunity to evaluate

and experience advances in otolaryngology technology hands-on and to make side-by-side comparisons. Aisle after aisle, one can evaluate everything from textbooks to surgical instruments to nasal packing. It is an incredible opportunity not to be missed. As I reflect, some of the most valuable additions to my own practice are the result of my visits to the OTO EXPOSM.

'Do you use this?' 'Have you tried that?' 'How do you do this?'

Newer is not necessarily better, though. Some technologies will not prove to be useful assets to our practices or our patients. As physicians, we have the responsibility of evaluating new technologies and determining whether they are safe, cost effective, and appropriate alternatives that will improve patient care. Our patients trust us to educate ourselves and make the best decisions on their behalf, and that includes the adoption of new technology. In addition to having products on display in the OTO EXPOSM, the Annual Meeting is the opportunity to hear from leaders in the specialty and to discuss tools and techniques



with colleagues in order to make the best decisions. Between educational sessions, one often hears: “Do you use this?” “Have you tried that?” “How do you do this?” These exchanges are invaluable and part of what makes the Annual Meeting such an exciting and unique event.

Medicine is a science, an art, and a profession. As professionals, we have committed to putting the interests of our patients at the forefront and keeping ourselves educated in the latest advances in our field. Some technologies come and go, never to be heard again; others change our specialty and our lives forever. In this world of rapidly evolving technology, there will always be a need for a balance of the old and new, and there will always be a role for the physician using good, solid judgment to determine what is in the best interest of his or her patients. Though I have replaced my head mirror with a powerful electric headlight, at least for now I will keep my head mirror right here in my pocket, if for no other reason than to remind me of the art of being an otolaryngologist. ■



Bringing otologic, audiologic services to Nicaragua

■ **Theodore McRackan, MD,**
Humanitarian Travel Grant
Awardee
Dr. McRackan and Ilka Naumann, MD, point to a pre-operative patient's CT with the residents at Lenin Fongesca, the public teaching hospital in Managua, as a part of a mission trip with Mayflower Medical Outreach.

[➔ READ MORE ONLINE](#)

2015 BOG Awards announced

Each year, the AAO-HNS Board of Governors (BOG) highlights outstanding individualized efforts of its state societies and Members. Below are the results of the 2015 BOG Awards. Congratulations!

BOG Model Society Award

The Model Society Award recognizes outstanding local/state/regional societies that exhibit effective leadership. The 2015 Model Society Award is based on activities from February 1, 2014, through January 31, 2015.

The Pennsylvania Academy of Otolaryngology-Head and Neck Surgery (PAO-HNS)

is the recipient of the 2015 BOG Model Society Award. The PAO-HNS is well represented on the BOG by **Karen A. Rizzo, MD**, Governor, **Jeffrey P. Simons, MD**, Legislative Representative, and **Jason G. Newman, MD**, BOG Socioeconomic & Grassroots Representative.

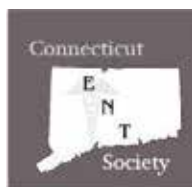
The PAO-HNS had a major legislative victory in 2014 after a 12-year effort to battle legislation that would inappropriately expand the scope of practice of audiologists and speech-language pathologists. All otolaryngologists in Pennsylvania benefit from PAO-HNS representation on the Pennsylvania Medical Society's Specialty Leadership Cabinet and the region's Medicare Contractor Advisory Council. This representation gives the specialty a voice on issues impacting all of medicine and in the development of local carrier determinations for Medicare reimbursement.



BOG Model Society Honorable Mention Award

The **Connecticut Ear, Nose & Throat Society (CENTS)** is recognized with the 2015 BOG Model Society Honorable Mention Award.

David S. Boisoineau, MD, Governor, **Raymond E. Winicki, MD**, Legislative Representative, and **Ken Yanagisawa, MD**, Socioeconomic & Grassroots Representative, are the CENTS representatives.



In 2014, CENTS participated in several public awareness activities, including, but not limited to, a Doctor's Day at the Capitol, the organization of seven free statewide head and neck cancer screenings during Oral, Head, and Neck Cancer Awareness Week, and a World Voice Day proclamation/resolution in their General Assembly.

BOG Practitioner Excellence Award

The Practitioner Excellence Award recognizes the prototypical clinical otolaryngologist one wishes to emulate. The Practitioner Excellence Award is open to AAO-HNS Members in

good standing and requires that within the past 10 years, the physician nominated has practiced medicine in an exemplary manner and is sought out by other physicians because of his or her personal and effective care. In addition to clinical skills, the nominee must possess one or more of the following attributes: civic leadership; charitable activity; leadership involvement with local, state, regional, or national medical organizations; community education; or engagement in local civic and/or community activities.

The 2015 BOG Practitioner Excellence Award is presented to **Robert J. Stachler, MD**.

Dr. Stachler is in academic practice at Henry Ford, helping to shape our future colleagues. He is strongly committed to the success of our specialty and has



been an active member of the AAO-HNS and Michigan Otolaryngology Society for many years. As noted in his nomination application, Dr. Stachler "is the kind of work-horse individual that jumps into projects with his sleeves rolled up and ready to work. He does not shy away from difficult proj-

ects, rather he seeks them out. His hard work and reliability are what merits the appropriate recognition of Practitioner Excellence Award." ■

SAVE THE DATE

Arrive Early to the Annual Meeting to Participate in the

BOARD OF GOVERNORS COMMITTEE MEETINGS

Saturday, September 26, 2015

11:00 am - 4:45 pm

Please join the BOG to honor the award recipients during the BOG General Assembly meeting, 5:00-7:00 pm, Monday, September 28, in Dallas.

■ candidate statements ■ **bog candidate: chair-elect**



Stacey L.
Ishman, MD, MPH

What are your qualifications and what is your experience?

My 13 years of BOG service have been modeled upon the principles of commitment to excellence, understanding of the issues affecting medicine, integrity, and passion to carry out this important work.

My qualifications include:

BOG:

- Current chair of the Rules & Regulations Committee
- Executive Committee member since 2008
- Member-at-Large
- Vice-chair of the Legislative Representative Committee
- Regular attendance at biannual meetings since 2003

Academy and Foundation

- Scientific presenter
- Course instructor
- Author of independent research
- Journal reviewer
- Dynamic member of multiple committees and initiatives including:
 - General Otolaryngology Education (Chair-elect)
 - Education Steering
 - Sleep Disorders
 - Outcomes Research and Evidence-based Medicine
 - Guideline Taskforce
 - Development

- ENT PAC Board (twice)
- Hal Foster Society Founder
- Millennium Society

Local/Regional

- President of the Maryland Society of Otolaryngology
- BOG representative for the Cincinnati ENT Society.

Otolaryngologists make a difference in people's lives every day. There is no bigger honor than to represent such a talented and caring group of individuals.

Given the Academy's strategic plan, outline and prioritize your goals for the Board of Governors.

I feel passionately that the BOG must help otolaryngologists combat the loss of individual autonomy coupled with decreasing reimbursement and increasing expenses/mandates. As BOG Chair, I will work with Academy leadership to aggressively respond to these challenges.

My focus will be on action-oriented **advocacy** programs including the ENT Advocacy Network, I-GO program, and ENT-PAC. Similarly, **communication** with our societies and education regarding the changing landscape of healthcare will be priorities.

I will champion grassroots input as we roll out the ENT data **registry** in order to address national quality reporting system requirements and establish data to benchmark our personal quality ratings.

Moreover, **society engagement** is imperative and I will expedite creation of an online toolbox for member societies.

Lastly, I will focus on **inclusion** and engagement of all otolaryngologists so that our BOG represents the concerns of trainees, young physicians, experienced Members, generalists, and subspecialists. ■



Sanjay R.
Parikh, MD

What are your qualifications and what is your experience?

I have been a long-term dedicated supporter and leader of our Academy's mission. I am currently the elected BOG Secretary, BOG Executive Committee member, and past Vice-chair of the BOG Socioeconomic & Grassroots Committee. I have previously served as a member of the Academy's Board of Directors and chair of the Academy's Young Physician's Section. I have also served on the BOG Legislative Affairs and Public Relations committees. I have been a presenter, instructor, journal reviewer, Millennium Society member, and Honor Award recipient for the Academy. On behalf of all surgeons, I have lobbied for healthcare and liability reform on Capitol Hill on several occasions. I have also held leadership positions in the American College of Surgeons, American Medical Association, Northwest Academy of Otolaryngology, American Rhinologic

Society, and American Society of Pediatric Otolaryngology. Through these leadership experiences, I feel ready and prepared for the role of BOG Chair.

Given the Academy's strategic plan, outline and prioritize your goals for the Board of Governors.

The AAO-HNS strategic plan has outlined goals for advocacy, education and knowledge, research and quality, Member engagement and unity, and sustainability. We are at a crossroads in medicine with reimbursement changes, liability threats, and healthcare reform. Fortunately, our Academy's strategic plan proactively creates programs to address these challenges.

As BOG Chair, my utmost priority would be to listen to our Members as individuals or as Members of state and specialty societies to convey the state of our specialty. I would ensure that our Academy comprehends the current practice climate to heighten and facilitate implementation of the strategic plan. More specifically, I would set goals of developing programs in quality, safety, and optimizing reimbursement.

The Board of Governors was established to provide a broad and diverse voice for its membership. As your BOG Chair, I will do my best to make sure our Academy hears that voice. ■



Phyllis B.
Bouvier, MD

What are your qualifications and what is your experience?

I joined the BOG in 2007 as the representative for the Diversity Committee of the AAO-HNS. Through this committee, I helped create the AAO-HNSF Harry Barnes Society Endowed Leadership Grant. I also helped develop and present an Instruction Course and AcademyU[®] Module on Culturally Competent Care of the Deaf and Hard of Hearing Patient and a Miniseminar on Culturally Competent Care.

I am the Chair of the Otolaryngology Section of the National Medical Association (NMA). My chief responsibility is the development of the CME program for Otolaryngology for the Annual Meeting of the NMA.

I participate in several Academy committees: WIO Programs Committee; WIO Development/Endowment Committee; and WIO Nominating Committee. I am the Region VIII Representative to the Socioeconomic &

Grassroots Committee of the BOG.

For 16 years, I have been the Colorado Representative to the Kaiser National Diversity and Inclusion Council. Our accomplishments include developing policies regarding language and demographic data collection for minority patient cohorts.

Given the Academy's strategic plan, outline and prioritize your goals for the BOG.

Our role as political advocates is extremely important, and because of our strong grassroots efforts, it has led to legislative milestones. However, we also have a role as advocates for the Academy. Many are not Members or have allowed their membership to lapse because they feel the Academy is a distant body that does not appreciate their concerns. The BOG can increase awareness and recognition of the Academy's efforts for otolaryngologists. Through our continued efforts to engage our local and regional societies and in helping to develop connections in remote areas of the country, we can make sure that each voice is heard and communicate through various social media platforms that the Academy has to offer. Continually updating our educational platforms is essential to helping practices thrive.

Increasing Member engagement also involves actively pursuing and mentoring our young physicians. They are our true hope for sustaining our organization. ■



Ken
Yanagisawa, MD

What are your qualifications and what is your experience?

I have been actively involved with the AAO-HNS/F for 22 years and the BOG for more than eight years. Recently, in my roles as president of the CT ENT Society and the New England Otolaryngological Society; section chief of otolaryngology, Saint Raphael Campus, Yale New Haven Hospital; and currently chair of the BOG Socioeconomic & Grassroots Committee (SEGR), I have embraced the value and importance of effective communication and dialogue with Members. Organization and prioritization have been my hallmarks in leadership positions.

Within the BOG, I have participated actively in all three branches of the organization: chair and vice chair of SEGR, an active State Tracker, perennial ENT PAC Chairman's Club donor, I-GO volunteer, and legislative activist in Connecticut; and strong advocate of state society engagement, participation, and growth. All of these valuable relationships will serve me well in fulfilling the role of

BOG Secretary in Miniseminar development and continued BOG advancement.

Given the Academy's strategic plan, outline and prioritize your goals for the BOG.

Simply stated, the BOG leaders and Members are the heartbeat of our Academy. Reflecting the concerns and views of all otolaryngologists in this country, we continue to nurture strong relationships with the BOD, specialty societies, and Physician Payment Policy (3P) Workgroup, and actively encourage the Section for Resident and Fellows-in-Training (SRF), Young Physicians Section (YPS), and Women in Otolaryngology Section (WIO) participation. Every Member has an audible voice in the BOG. The robust regionalization plan is blessed with dedicated regional representatives canvassing all 10 national regions, facilitating direct accessibility for all Members. Such engagement and expansion of BOG participants will increase the strength and value of our organization.

As BOG Secretary, I will identify pertinent topics for Annual Meeting Miniseminars and Leadership Forum presentations that provide highest educational value (including continuation of CME credits) to address the mounting challenges confronting our specialty such as federal mandates and regulations, and specialty unity. I will seek improved avenues of communication to broadcast awareness of our valuable BOG offerings. ■

OTO





EXPOSM

is the place to be

'Do you use this?' 'Have you tried that?'
'How do you do this?'

See new tech and trusted resources in Dallas



There are many ways to learn and our Annual Meeting & OTO EXPOSM presents many options to establish a connection to the knowledge you're seeking. There's education in the session rooms and developing professional relationships through networking in associated activities, but most exciting is the hands-on education you can experience by visiting the OTO EXPOSM show floor, where you can see how the products, devices, and services can be utilized to improve your practice.

We have learned that you were asking for more unopposed time to visit the show floor. This is clearly the place to be. Whether you're a loyal participant with many years of attendance or looking to explore our event for the first time, this OTO EXPOSM will be new for all parties involved. This year we have

reformatted the schedule of the educational sessions to allow you more time to visit the OTO EXPOSM in order to see the products and technology discussed in those sessions. Imagine learning about advancements in throat surgery in one of our sessions and then easily heading to the show floor and seeing firsthand the products used in live demonstrations or hands-on for that surgery. With the OTO EXPOSM spread out from Hall C through Hall E of the Kay Bailey Hutchison Convention Center, here is a breakdown of what can be found throughout the halls.

Exhibit Hall C features
ENTCONNECT
ENGAGE NETWORK TRANSFORM

AAO-HNSF is always looking to enhance your Annual Meeting experience. This year your Academy has added a booth to help



Above: Product Theater gives attendees the opportunity to receive otolaryngology product training on the show floor. Center: More than 230 exhibitors will share products and services at the 2015 OTO EXPOSM. Far right: The Kay Bailey Hutchison Convention Center in Dallas will host the 2015 AAO-HNSF Annual Meeting & OTO EXPOSM.

engage with our Members and display ENTConnect, the official online community of AAO-HNSF. Visit Hall C of the convention center to check in at the ENTConnect booth, start your profile, and have a free headshot taken by professional photographers. Join the conversation with ENTConnect.

ENT Careers Live!

Residents and fellows-in-training: Don't miss ENT Careers LIVE! at Booth #339 in Hall C. Our partners at HealthCareers are providing free CV reviews by healthcare professionals to benefit those entering the workforce. View more than 200 otolaryngology jobs and prepare for the AAO-HNS Career Fair on Monday, September 28, 6:00 – 8:00 pm to meet face-to-face with more than 30 employers hiring otolaryngology specialists like you.

Posters

Poster Presentations during the Annual Meeting provide a snapshot of the scientific research and case studies for our presenters to communicate to attendees with visual displays. This year's Poster Presentations are intended to engage attendees in dialogue while providing a summary of the presentation that will encourage attendees to learn more. Posters will be on display in Hall C, Sunday, September 27, through Tuesday, September 29.

Exhibit Hall E features

Hands-On Training

In its debut last year, the Hands-On Training venue proved to be an incredible learning opportunity for attendees. Participating physicians receive product training in otolaryngology, led by company representatives and faculty who designed the instrumentation. These two-hour training sessions allow participants to preview the newest innovations in otolaryngology surgical tools on cadaveric specimens. Space is limited, so, make it a point to register for these sessions in advance of the show by contacting David Buckner at dbuckner@entnet.org.

Product Theater

Now in its third year, the AAO-HNSF Product Theater provides attendees the opportunity to extend learning beyond the session rooms with AAO-HNSF corporate sponsors. In various intervals you can review recent scientific studies and information or watch a live demonstration performed by a leader in the field of otolaryngology. Sessions are booked in conjunction with OTO EXPOSM hours and will be prominently displayed around the Exhibit Hall.

All Exhibit Hall features

Quality exhibitors

You want to get your hands on the latest

products to help you deliver better patient care. Throughout halls C, D, and E you will find quality companies that deliver innovative surgical instruments, scopes, electronic billing services, robotics, and an array of medical devices for our industry. It's imperative that you take a walk through these halls to get caught up on the latest advancements and catch great deals on many of the products you would like to use in your practice.

The food

You have to eat. Come to the exhibit hall to redeem your food vouchers and enjoy meals in the OTO EXPOSM. Every Full or Daily conference registrant will receive a \$15 meal voucher for each day they are registered to attend the conference. Vouchers can be redeemed at any concession stand in the hall during OTO EXPOSM hours, Sunday through Tuesday.

Join us

Get ready for Dallas this September. When you arrive for the Annual Meeting remember to plan time to visit the award-winning OTO EXPOSM. Our exhibitors are there to showcase the products and services that can be used to enhance your practice. It's truly "the place to be" for an engaging experience that you will want to take full advantage of. ■



VISIT THESE 2015 OTO EXPOSM EXHIBITORS IN DALLAS (AS OF JULY 7, 2015)

A

Acclarent www.acclarent.com	1433	Arches Natural Products Inc. www.tinnitusformula.com	1954	Blue Tree Publishing Inc. www.bluetreepublishing.com	1010	Castle Biosciences Inc. www.castlebiosciences.com	1967
Acumed Instruments Corp. www.e-acumed.com	710	ASL-Sinus Dynamics-TAG www.aslrx.com	1443	Boston Medical Products www.bosmed.com	1642	Cenefom Corp. www.cenefom.com	636
Advanced Bionics www.advancedbionics.com	1017	Association of Migraine Disorders www.migrainedisorders.org	2073	BR Surgical/OPTOMIC www.brsurgical.com	2065	Checkpoint Surgical LLC www.checkpointsurgical.com	1559
Advanced Endoscopy Devices www.aed.md	2244	ATMOS Inc. www.atmosmed.us	916	Braebon Snoring and Sleep Apnea www.braebon.com	1856	CHEER Practice-Based Research Network www.cheerresearch.org	1659
Advanced Monitors Corp. www.admon.com	2045	Atos Medical www.atosmedical.us	1749	Brazilian Association of ENT www.aborlccf.org.br	2043	ClaroNav Inc. www.claronav.com	818
ALCON www.alcon.com	433	Audio Technologies Srl www.audiotechnologies.it	627	Brazilian Association of Otorhinology www.aborlccf.org.br	2041	Clear Optix www.clearwaterclinical.com	2066
ALK Inc. www.alk.net/us	717	Audiology Management Group Inc. www.audiologymanagementgroup.com	2155	BreatheXperts www.breathexperts.com	1759	Clearwater Clinical www.clearwaterclinical.com	1965
AllMeds EHR (AA-Partner) www.allmeds.com	1833	Auris Medical AG www.aurismedical.com	840	Brilliant www.tonsil-fire-extinguisher.com	2422	ClientTell www.clienttell.net	726
Amenity Health www.amenityhealth.com	2264	Bausch + Lomb www.bausch.com	2426	Bryan Medical Inc. www.bryanmedical.net	838	Clinicon Corp. www.clinicon.com	2149
American Board of Otolaryngology www.ABOto.org	721	BCCNS Life Support Network www.bccns.org	2351	Cape Fear Valley Health www.capefearvalley.com	2064	Cobalt Medical Supply Inc. www.cobaltmed.com	1139
American Hearing Aid Associates www.ahaanet.com	633	Beijing Fanxing Guangdian Medical Treatment Equipment Co. Ltd. www.bjfxgd.com.cn	2347	CaptionCall www.captioncall.com	2256	Cochlear Americas www.cochlear.com	1910
American Journal of Rhinology and Allergy www.AJRA.com	2148	Beutlich LLC www.beutlich.com	2436	Carestream www.carestream.com/ent-allergy	1843	Compass Asset Management LLC www.compassam.net	1043
American Medical Endoscopy Inc. www.straussurgical.com	1523	BFW Inc. www.bfwinc.com	1955	Carl Zeiss Meditec www.meditec.zeiss.com	1110	Compulink Business Systems Inc. www.compulinkadvantage.com	2356
Anthony Products/Gio Pelle www.anthonypproducts.com	1423	Bien-Air Surgery www.bienair.com	1754	Carillion Clinic www.carillionclinic.org	624	Cook Medical www.cookmedical.com	2233
Apdyne Medical Co. www.apdyne.com	2258	Biomet Microfixation www.biomet.com/microfixation	1849	Carnegie Surgical LLC www.carnegiesurgical.com	1939	CRC Press/Taylor & Francis www.crcpress.com	2355

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DePuy Synthes www.depuyssynthes.com	1439
Designs for Vision Inc. www.designsforvision.com	2432
Doc's Proplugs Inc. www.proplugs.com	1626
Doctus Equipamentos Medicos www.doctus.med.br	1040
Dr. Kim Co. www.dr-kim.net	2443

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Ecleris www.ecleris.com	1124
Ellman, A Cynosure Company www.ellman.com	1859
Elmed Incorporated www.elmed.com	1957
Elsevier Inc. www.elsevier.com	2325
Endoscopy Support Services Inc. www.endoscopy.com	1958
ENT Billing Associates, LLC www.entbilling.com	2424
ENT-Cloud www.ENT-Cloud.com	2433
ENTCONNECT entconnect.entnet.org/home	324
ENT Journal-Vendome Media www.entjournal.com	434
Entellus Medical www.entellusmedical.com	2010
EPIC Hearing Healthcare www.epichearing.com	1656
ETHICON US LLC www.ethicon.com	1539
Eyemaginations Inc. www.eyemaginations.com	1543

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Fiagon NA www.fiagon.com	722
Firefly Global www.fireflyglobal.com	2055
Fuel Medical Group www.fuelmedical.com	2423

G

GE Healthcare www.gehealthcare.com	2359
General Surgical Company (India) PVT LTD www.gescoindia.com	2054
Genesis HealthCare System www.genesischs.org	2159
Genzyme a Sanofi Company www.genzyme.com	611, 634



Hands-on Training, which made its debut in 2014, was popular with attendees.

Global Medical Endoscopy www.globalmedicalendoscopy.com	2254
Global Surgical Corp. www.globalsurgical.com	2317
Grace Medical Inc. www.gracemedical.com	924
Grason-Stadler www.grason-stadler.com	1919
Greenway Health www.greenwaymedical.com	641
H	
Health eCareers/ENTCareers Live! www.healthecareers.com	339
Healthworld International Inc. www.healthworldintl.com	2150
Heine www.heine.com	2267
Hemostatix Medical Technologies www.hemostatix.com	1648
Hill Dermaceuticals Inc. www.hillderm.com	2437
Holston Medical Group www.holstonmedicalgroup.com	2446
Hood Laboratories Inc. www.hoodlabs.com	1949
I	
InHealth Technologies www.inhealth.com	1525
Inspire Medical Systems Inc. www.inspiresleep.com	2341
Instrumentarium www.instrumentarium-online.com	1742
Integra www.integralife.com	1138
Integris www.integrisok.com/recruitment	2435

Intelligent Hearing Systems www.ihsys.com	921
Interacoustics www.interacoustics-us.com	1240
Interamerican Assoc. of Ped. Otorhinolaryngology www.iapo.org.br	2042
Intersect ENT www.PROPELOPENS.com	1449
Intuit Endoscopy LLC www.IntuitEndoscopy.com	2440
Intuitive Surgical Inc. www.intuitivesurgical.com	2018
Invotec International Inc. www.invotec.net	1241
Itamar Medical www.itamar-medical.com	2447
J	
JEDMED Instrument Co. www.jedmed.com	2111, 2217
Johns Hopkins Medicine Otolaryngology-HNS www.hopkinsmedicine.org/otolaryngology	332
JP Medical Publishers www.jpmedpub.com	2021
JULLSURG www.jullsurgonline.com	1643
K	
KAH Medical Supplies LLC www.kahmedical.com	2072
Kaiser Permanente - TPMG/SCPMG www.physiciancareers.kp.org	2350
KARL STORZ Endoscopy America Inc. www.ksea.com	2133
KARL STORZ Endoscopy- Latino America www.karlstorz.com	2241

Kirwan Surgical Products Inc. www.ksp.com	2020
KLS Martin www.klsmartinnorthamerica.com	711
Kugler Publications www.kuglerpublications.com	2357
Kurz Medical Inc. www.kurzmed.com	2225
L	
Lannett Company, Inc. www.lannett.com	1547
Leica Microsystems www.leicamicrosystems.com	1649
LifeLine Sciences LLC www.tmjnextgen.com	2050
LiNA Medical www.lina-medical.com	2167
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Lumenis www.lumenis.com	1633
M	
Maico Diagnostics www.maico-diagnostics.com	1011
Marina Medical Instruments www.marinamedical.com	2051
McKeon Products Inc. www.macksearplugs.com	1848
MED-EL Corporation www.medel.com	1933
Medical Digital Developers (MDDev)	2219
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To learn more about **exclusive AAO-HNS member discounts**, contact David Buckner, 703-535-3718 or email: dbuckner@entnet.org



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As of August 2015



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MicroTransponder Inc. www.microtransponder.com	743
Mizuho America Inc. www.mizuho.com	625
MobileOptx www.mobileoptx.com	2183
Modernizing Medicine www.modmed.com	733
Morita USA Inc. www.morita.com/usa	2140
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N	
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NeilMed Pharmaceuticals Inc. www.neilmed.com	1811
Neurosign Surgical www.neurosignsurgical.com	642
New York Head and Neck Institute www.NYHNI.org	712
NIDCD National Temporal Bone Registry www.tbregistry.com	2442
Nova Surgical Innovations Inc. www.nsiweb.com	741
NTENT www.ntent.org	1973
Nupur Technologies www.nupurtech.com	623

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Otomed Inc. www.otomed.com	1943
Otometrics/Audiology Systems www.gnotometrics.com	734
Otonomy Inc. www.otonomy.com	1555
OtoSim Inc. www.otosim.com	2144
OTOTRONIX www.ototronix.com	1924
Otto Trading Inc. www.irestmassager.com	816
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Pan American Congress of Otolaryngology www.panamorl.com.ar/Ingles/homeingles.htm	1956
Parker Medical www.parkermedical.com	334
Parnell Pharmaceuticals Inc. www.parnellpharm.com	920
Passy-Muir Inc. www.passy-muir.com	1858
PENTAX Medical www.pentaxmedical.com	1233
PeriOptix, a DenMat Co. www.perioptix.com	2049
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Prescott's Inc. www.surgicalmicroscopes.com	1016

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R	
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Hsc

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2015 HOME STUDY COURSERegistration deadline
September 9, 2015

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Registration closes September 9, 2015

A \$200 registration penalty will be applied to all registrations after September 9, 2015.

Annual Meeting AFTER 5

Make the most of your time at the Annual Meeting & OTO EXPOSM with these evening events

Receive after five with energizing events continuing. The evenings offer an array of opportunities to round out the daily programming. Several are even included in your registration. And, *if you register by Friday, August 21*, your conference registration will be discounted.

You already know that changes have been made to the Annual Meeting to increase the value of your attendance. This includes all the activities that surround the meeting. For example, the AAO-HNS Career Fair and the Otolaryngology Historical Society meeting and reception times have been updated to better align with other scheduled activities. And, the First-Timers Networking event, now a breakfast, and the New Member Welcome Reception have been separated and will be held as individual sessions to better focus on each audience's needs.

So, before heading to your hotel, plan to top off your day with one or several evening events.

Sunday

New Members

Sunday, September 27, 5:30 – 6:00 pm
This session will give you insights on how to maximize your membership with AAO-HNS by taking advantage of all Member benefits and opportunities. Come to this session to learn about the value of the AAO-HNS, meet key leaders, and ask questions of our knowledgeable staff.

Presidents Reception

Sunday, September 27, 6:00 – 7:30 pm
The President's Reception is open to all Annual Meeting & OTO EXPOSM attendees, including registered guests. One of our most popular events, this reception honors the outgoing president and provides an opportunity for you to enjoy a relaxing celebratory atmosphere with your peers. Badges are mandatory, so please be sure your guest is registered, should you be bringing one.

Monday

BOG General Assembly

Monday, September 28, 5:00 – 7:00 pm
The BOG is the grassroots Member network of the AAO-HNS and is made up of local, state, regional, and national otolaryngology societies from across the U.S. and Canada. Members of the BOG are primarily community practitioners, but all Members are invited and encouraged to attend.

ENT PAC Reception

See page 8 for more information.

Career Fair

Monday, September 28, 6:00 – 8:00 pm
The AAO-HNS Career Fair, hosted by ENT Careers and HEALTHeCAREERS Network, will take place at the Omni Dallas Hotel. The AAO-HNS Career Fair provides the opportunity for candidates in all otolaryngology specialties and levels of

training to speak face-to-face with hiring representatives. Employers can leverage this opportunity to personally engage with numerous qualified job seekers at one time. Job seekers, visit <http://sgiz.mobi/s3/registration> to register and upload your resume. Employers can take full advantage of the emerging talent by contacting assocbizdev@healthcareers.com.

Otolaryngology Historical Society Meeting

Pre-registration required

Monday, September 28, 6:00 – 8:00 pm

Join fans of the history of our specialty at the Annual Meeting reception for an evening of papers and networking. Tickets can be purchased when you register.

Corporate Satellite Symposia

Corporate satellite symposia are conducted by our corporate partners in conjunction with the Annual Meeting & OTO EXPOSM. Program content is directed by the corporate sponsor and must be approved by AAO-HNSF.

Tuesday

Corporate Satellite Symposia

Alumni Reception

Tuesday, September 29, 6:30 – 8:00 pm
Visit with your friends and colleagues from other institutions, enjoy a lavish selection of delicious appetizers and treats, and be entertained by local talent. Check our website frequently at www.entnet.org/annual_meeting to see the latest list of Alumni Receptions.

International Reception

Tuesday, September 29, 8:00 – 10:00 pm
Registered international attendees and their spouses are invited to this reception, where AAO-HNS/F President **Gayle E. Woodson, MD**, will welcome international attendees, including International Guests of Honor: Czech Republic, Panama, Slovakia, Taiwan, and Tanzania. Celebrate with a DJ, dance, and enjoy delicious hors d'oeuvres. We encourage international visitors to wear national dress or a lapel pin with their country's flag or society emblem. ■

The Academy's New Technology Pathway process

Here's how to apply for a new or revised CPT code

The AAO-HNS New Technology Pathway starts by completing the “New or Revised CPT Code Application,” an internal Academy document available at www.entnet.org/CPT-Code-Application.

The AAO-HNS has updated its policies and procedures to address requests to create a new code, revise an existing code, or receive guidance on how to code for new technology. For the AAO-HNS statement on new technology and information about communication procedures and lobbying policies, please see the “AAO-HNS New Technology Pathway Requests Policies and Procedures” document at www.entnet.org/New-Tech-Policies-and-Procedures. The policies and procedures document requires the AAO-HNS New or Revised CPT Code Application be submitted to the Academy 180 days prior to the AMA deadline for submission of CPT proposals. For consideration at the May 2016 CPT Meeting, the Academy would need to receive the application no later than December 29, 2015.

Requests are reviewed by **Jane T. Dillon, MD, MBA**, Coordinator for Socioeconomic Affairs, and Co-chair for the Physician Payment Policy Workgroup (3P), who oversees the new technology pathway process, and the Academy’s CPT and RUC teams. Dr. Dillon then shares the application with the 3P workgroup, which is the senior advisory body to Academy leadership and staff on issues related to socioeconomic advocacy, regulatory

activity, coding/reimbursement, and practice services/management. The 3P workgroup, including the Academy’s CPT and RUC physician leaders, evaluates inquiries. If 3P approves the application to move forward, the Academy will support the application as it moves through the CPT and RUC processes (for more information on the CPT/RUC process access: www.entnet.org/Practice/Applying-for-CPT-codes-and-Obtaining-RVU.cfm).

We are confident the AAO-HNS New Technology Pathway addresses such requests in a manner that is clearly defined, consis-

tent with AMA CPT and RUC guidelines, accounts for the interests and perspectives of all parties involved in submitting and reviewing applications, and protects against undue influence of any group or individual, encourages the collection of reliable data, and promotes efficient, fair reimbursement for our members and appropriate access to new procedures and services for patients.

Inquiring parties, including physicians and industry representatives, should send the completed package to the Academy's Health Policy team. at www.entnet.org/content/practice-management-tool. ■



FROM THE AAO-HNS MEDICAL DEVICES AND DRUGS COMMITTEE

Developing digital-health technology

What otolaryngologists should consider when adopting, creating, or developing these 21st-century tools

by **Manan Shah, MD, KJ Lee, MD,**
and **Anand K. Devaiah, MD**

In 2013, venture capital funding for new healthcare IT and digital-health companies outpaced investment in all other healthcare sectors, reaching nearly \$2 billion.¹ As the industry grows, otolaryngologists, like all physicians, will increasingly need to navigate and incorporate digital-health technologies. Whether you are creating a digital-health application or are looking to adopt new technology for your practice, it is important to understand how this technology is developed, and the attendant rules and regulations.

While the process of creating digital-health devices and technologies is somewhat similar to developing traditional medical devices, there are critical nuances to look out for. This article outlines how to begin the development process, how digital-health intellectual property is protected, ways to address HIPAA requirements, and what the unique FDA considerations pertaining to mobile-health applications are.

To give their perspective on this topic, the founders of two digital-health startups were interviewed: Shameet Luhar, CEO of Vheda Health, and Kyle Samani, CEO of Pristine. Vheda Health focuses on diabetic care for high-risk patients via telehealth, and Pristine creates software for telehealth using Google Glass.

What is digital-health technology?

When we hear the term “digital-health technology,” we often envision devices paired with smartphones. For example, CellScope is an iPhone case that converts your phone into an otoscope, and AliveCor is a case that transforms an iPhone into a heart monitor. But digital-health technologies encompass more than just your smartphone. Some digital-health applications focus on electronic health records, for example, focusing on organizing and storing information, sharing information across different platforms, and data encryption. Other applications analyze clinical data, and some offer clinical decision-making support or the ability to



FDA regulation and digital-health technology

The FDA has been reviewing mobile medical applications since 1997, but only recently did it publish final guidelines on how it will approach the regulation of digital-health technology. These guidelines have strengthened the market and eliminated much of the uncertainty for developers and investors. In short, technology that functions as a medical device—be it an application on a mobile device or a device that pairs with a mobile device—may be subject to FDA oversight if it is intended for use in the diagnosis, cure, treatment, or prevention of a disease. Read on for examples at www.entnet.org/bulletin.

The effect of HIPAA on digital-health technology

Physicians are acutely aware of the Health Insurance Portability and Accountability Act, but determining whether HIPAA applies to a digital-health concept can be challenging. HIPAA regulations apply to technology that involves protected health information (PHI). Read the rest at www.entnet.org/bulletin.

track outcomes. Digital-health technology also includes wearable and bio-sensing technology, such as Fitbit (a wearable device that tracks daily activity). Digital-health technology can also encompass population health-management tools for large, at-risk populations, like Vheda Health, or telehealth, of which Pristine is an example.

How can physicians get involved in developing digital-health products?

As physicians, we have an intimate understanding of what types of digital-health technology clinicians and patients need most. As more physicians become interested in creating or customizing their own digital-health products, more and more service providers have made themselves available to assist them.

One interesting aspect of digital-health entrepreneurship is that a physician can conceive of a concept and often outsource the actual creation of that concept to a software developer. The problem for most physicians, however, is locating a developer. Mr. Luhar of Vheda Health suggests that physicians start with the basics. Explore your own network by searching LinkedIn, using a simple Google search, or try other specialized networking sites such as Meetup.com.

Manan Shah, MD, is a resident in otolaryngology at the University of Connecticut School of Medicine. He worked previously at an early-stage, venture-capital fund. He writes about healthcare innovation at MananMD.com. Please feel free to contact him with any questions at manan.Shah.umd12@gmail.com.

KJ Lee, MD, is chief scientific officer at IQ-EQ Systems LLC. Please feel free to contact him with any questions at KJLeeMD@aol.com.

Anand K. Devaiah, MD, is associate professor of otolaryngology, neurological surgery, and ophthalmology, and the chair of the Medical Devices and Drugs Committee for the AAO-HNS and editor for the *Bulletin* article series from this committee.

Please feel free to direct any questions to Dr. Devaiah at anand.devaiah@bmc.org, or to the Medical Devices and Drugs Committee liaison, Harrison Peery (hpeery@entnet.org). Have a suggestion on a future article? Let us know.

Disclosures: Drs. Shah, Lee, and Devaiah do not have a financial relationship with any commercial entities discussed in this article.

Disclaimer: The discussion of services and products above does not constitute an endorsement of their products or services by the authors or the AAO-HNS.

Physicians who want to take a more hands-on approach and want to seriously pursue their digital-health concept might consider joining organizations that promote and nurture companies, called “accelerators.” These organizations provide access to initial funding, graphic designers, programmers, and mentors for creating technology. Mr. Luhar emphasizes their utility, “[An accelerator] allows a startup to accomplish within 12 weeks what might take a company two years.” Mr. Luhar’s company recently joined a healthcare-focused accelerator, StartUp Health of New York City. Other popular healthcare-focused accelerators include Rock Health, Healthbox, and Blueprint Health. For a more comprehensive list of healthcare accelerators, visit <http://storyofdigitalhealth.com/startups>.

Mind your IP

Obtaining patent protection is an essential first step. Yet, protecting your intellectual property (IP) can be more complex for digital-health technology than for traditional medical devices. Historically, copyright was a method of protecting software code; however, there is a risk of inadequate protection. Copyright protects the code in its fixed form, but does not protect the underlying idea of the work. Consequently, a competitor may only infringe your copyright if its software code is deemed “substantially similar.” Because the guidelines for what qualifies as “substantially similar” are vague, there is often opportunity for competitors to work around the copyright.²

Software patents can provide broader protection for a general digital-health concept, but recently software patents have become a center of debate. Currently software can be patented, but there is much talk in the legal community about changes that may alter the patent landscape.^{3,4}

Different types of patents can be used to help protect your IP. The graphical user interface (GUI) for a digital-health tool can be protected through design patents and can include the design of the application, the home screen, and generally whatever the user sees when interacting with the device. The appearance of novel hardware can also be protected through design patents. Utility patents can cover methods of using a device. For example, using an iPhone as an otoscope or other add-on device can be protected this

way. Finally, methods of doing business can be patented as well, such as novel ways of interacting with patients or insurance companies or streamlining clinic workflows. However, the law regarding business method patents is currently in flux, so it is important to seek an experienced IP attorney for these types of innovation.

It is just as important, if not more important, to make sure that producing your concept will not violate someone else’s intellectual property rights. Just because you haven’t seen your innovation on the market doesn’t mean that someone else has not already patented it. Because it is often difficult to determine whether your technology infringes existing patents, we recommend using a qualified patent attorney. While some software entrepreneurs forego patents completely, Mr. Samani of Pristine notes that patents are vital in the healthcare space. Having patents can positively affect later fundraising opportunities. “As an entrepreneur, it is worth the investment to at least file a provisional patent application, because a significant amount of investors won’t even invest without IP protection,” advises Mr. Samani. ☞

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Otolaryngology
Head and Neck Surgery

The Division of Otolaryngology - Head & Neck Surgery at Penn State Milton S. Hershey Medical Center seeks a full-time BC/BE Laryngologist. Appointment will be at the Assistant/Associate Professor level. Qualified candidates must have completed an approved residency program and be fellowship-trained to provide clinic and hospital-based laryngology care for patients. This will include treatment of the professional voice, endoscopic surgical procedures, voice restoration, and airway reconstruction.

The Penn State Milton S. Hershey Medical Center is a tertiary care facility that serves central Pennsylvania and northern Maryland. We are a part of a non-profit health organization that provides high-level patient services. Our division is part of a state-of-the-art, 551-bed medical center, a Children's Hospital, Cancer Center, research facilities, and outpatient office facilities. Penn State Hershey is the only Level I Trauma Center in Pennsylvania accredited for both adult and pediatric patients.

Join a growing team of clinical providers with the resources of one of the leading academic medical centers in the nation. Competitive salary and benefits.

For immediate consideration, please send curriculum vitae to:

David Goldenberg, M.D., F.A.C.S.
Chief, Division of Otolaryngology - HNS
Penn State Milton S. Hershey Medical Center
500 University Drive, MCH091
Hershey, PA 17033-0850
E-mail: jburchill@hmc.psu.edu



Equal Opportunity Employer. Minorities/Women/Veterans/Disabled.



University of California
San Francisco

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Multiple Positions

Department of Otolaryngology-
Head and Neck Surgery

Division of Pediatric Otolaryngology-
Head and Neck Surgery

Pediatric Otolaryngologist-Peds Benioff SF

The University of California, San Francisco (UCSF) Medical Center, the Department of Otolaryngology-Head and Neck Surgery is seeking a fourth fellowship-trained Pediatric Otolaryngologist at the Assistant Professor level to join our busy quaternary care practice. The UCSF Benioff Children's Hospital, a 180 bed dedicated pediatric hospital, opened in February, 2015, providing additional practice growth opportunities for the qualified candidate. The candidate will be responsible for providing excellent clinical care, for teaching all levels of trainees, and for contributing to a research program. This position is full-time. The candidate should demonstrate collaborative leadership skills, teaching proficiency, clinical expertise in pediatric otolaryngology and a strong interest in building a productive academic career.

UCSF seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence. UCSF is an Equal Opportunity/Affirmative Action Employer. The University undertakes affirmative action to assure equal employment opportunity for underutilized minorities and women, for persons with disabilities, and for covered veterans. All qualified applicants are encouraged to apply, including minorities and women.

If you are interested please send your cv and a cover letter indicating your interest to: Kristina Rosbe, M.D., Chair, Search Committee (Kristina.Rosbe@ucsf.edu) UCSF Dept. of Otolaryngology-Head and Neck Surgery, 2233 Post Street, San Francisco, CA 94115 Phone: 415- 514-6540 Fax: (415) 885-7546.

Associate or Full Professor - Pediatric Otolaryngologist UCSF Benioff Children's Hospital-Oakland

The University of California, San Francisco Division of Pediatric Otolaryngology-Head and Neck Surgery is seeking a new mid or senior level physician team member to provide leadership, program direction, and clinical care, at UCSF Benioff Children's Hospital - Oakland. The hospital has a long history of excellent pediatric care in the East Bay and this is an opportunity for a candidate interested in expanding and growing excellent pediatric otolaryngology services in the East Bay of the San Francisco Bay Area. In addition, there will be opportunity for collaboration with the UCSF Benioff Children's Hospital -San Francisco which opened a brand new, free-standing facility in February, 2015. Together, the two campuses are one of the premier children's hospitals in the country with the hope of providing a full range of primary to tertiary specialty care.

We are recruiting a fellowship trained pediatric otolaryngologist at either the Associate Professor or Full Professor level. Prior leadership experience desirable. Clinical research and dedication to education are prerequisites. Candidates with basic science investigation as part of their career interest are also encouraged to apply.

Basic Qualifications:

- MD from an accredited program
- Completed accredited residency program in Otolaryngology-Head and Neck Surgery
- Completed fellowship in Head and Neck Oncologic Surgery
- Board certified or eligible in the American Board of Otolaryngology, Head and Neck Surgery
- California medical license or the ability to obtain a California medical license

All applicants must apply online with CV, cover letter, statement of research and two references at: <http://apptrkr.com/609389>

UCSF seeks candidates whose experience, teaching, research, or community service has prepared them to contribute to our commitment to diversity and excellence. UCSF is an Equal Opportunity/Affirmative Action Employer.



OTOLARYNGOLOGY

DARTMOUTH-HITCHCOCK MANCHESTER, NH (CLOSE TO BOSTON)



The Dartmouth-Hitchcock Manchester Department of Otolaryngology is seeking a BC/BE ENT to join its collaborative and collegial team of three physicians, one PA and three audiologists. This is a new position due to the rapid expansion of our practice. Our premier group delivers a broad range of ENT, allergy and surgical services.

Opportunity Highlights:

- Dartmouth-Hitchcock has a substantial, well established and growing primary care patient base and you will be busy immediately.
- Your patients will have easy access to DH tertiary medical care when appropriate.
- You will experience a physician friendly work environment, flexible schedules and exceptional clinical and administrative support allowing you to make the most of your time professionally while providing for a balanced lifestyle.
- Excellent compensation and benefits package with relocation

Consistently in the top 5 most livable states (CQ Press), New Hampshire has no state income or sales tax and a cost of living that is among the lowest in New England. Our practice locations are less than an hour from Boston, the sea shore, lakes and mountain regions. Four-season living with year round recreation, a myriad of cultural events and venues and highly-ranked schools offer something for everyone.

The ideal candidate will have excellent communication skills and enjoy working in a busy, highly collaborative environment.

To apply- please send CV with letter of interest to:

Frances.Lannan@hitchcock.org

www.DHProviders.org

Dartmouth-Hitchcock is an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, veteran status, or any other characteristic protected by law.

Division of Otolaryngology -
Head and Neck Surgery
Children's Hospital Los Angeles

Department of Otolaryngology
Keck School of Medicine
University of Southern California

Full-Time Pediatric Otolaryngologist at the Assistant/Associate Professor level with the University of Southern California at Children's Hospital Los Angeles.

The candidate must be fellowship trained and either board eligible or certified. A demonstrated specialty interest and training in outcome measures, quality, meta-analysis, and/or velopharyngeal insufficiency/palate surgery would be preferred. The candidate must obtain a California medical license.

CHLA is ranked 7th in the nation and 1st in California for children's hospitals according to the US News and World Report. Our 'state-of-the-art' 317 bed hospital building with 85% private rooms opened in 2011. Our group has a nice mix of academic and private practice. Both clinical and basic science research opportunities are available and supported.

Excellent benefits are offered through USC. USC and CHLA are equal opportunity and affirmative action employers. Women, men, and members of all racial and ethnic groups are encouraged to apply.

Academic appointment through USC Keck School of Medicine is available at a level appropriate to training and experience.

Please forward a current CV and two letters of recommendation to:

Jeffrey A Koempel MD, MBA

Chief, Division of Otolaryngology - Head and Neck Surgery
Children's Hospital Los Angeles

4650 Sunset Blvd MS #58 • Los Angeles, CA 90027

jkoempel@chla.usc.edu • (323)361-5959

Academic Otolaryngologist

UMassMemorial Medical Center, the clinical partner of the University of Massachusetts Medical School in Worcester, MA, is seeking BC/BE

1) General Otolaryngologist

Join an established group of 6 physicians in a busy tertiary care referral center. Responsibilities include clinical care as well as student and resident education. Opportunities exist for clinical and basic science investigation and research. An academic appointment commensurate with education and training is offered. We are looking for dynamic new or recent graduates with energy, desire, and drive to jump start their careers and help expand our scope and presence. UMassMemorial Medical Center is situated in Worcester, MA, a community rich in history. Worcester is the second largest city in Massachusetts and New England, and has a very large patient referral base. Worcester and the surrounding area have a strong and diverse economic base with family oriented communities and excellent school systems. Boston and Providence are only forty miles away, and beaches, lakes, and mountains are all easily accessible.

For consideration and/or additional details, please submit your CV and Letter of Introduction to:

Daniel Kim MD

Department of Otolaryngology-Head and Neck Surgery

UMassMemorial Medical Center

c/o Jennifer Pappas,

Physician Recruiter

Email: jennifer.pappas@umassmemorial.org

Phone: 774-312-0483

UMass Memorial Medical Center and the University of Massachusetts Medical School are equal opportunity employers.

Assistant, Associate or Full Professor of Comprehensive Otolaryngology Division Stanford University School of Medicine Department of Otolaryngology-Head and Neck Surgery

The Division of Comprehensive Otolaryngology in the Department of Otolaryngology-Head and Neck Surgery at Stanford University School of Medicine seeks a board-certified Otolaryngologist to join the department as an Assistant Professor, Associate Professor or Full Professor in either the Medical Center Line or the Clinician Educator Line. Faculty rank will be determined by the qualifications and experience of the successful candidate.

The predominant criteria for appointment for faculty in the Medical Center Line shall be excellence in the overall mix of clinical care, clinical teaching, scholarly activity that advances clinical medicine and institutional service appropriate to the programmatic need the individual is expected to fulfill. The major criteria for appointment for faculty in the Clinician Educator Line shall be excellence in clinical care and clinical teaching.

The successful applicant should be board eligible or board certified in

Otolaryngology-Head and Neck Surgery.

We expect the successful candidate to develop an active clinical practice in general otolaryngology, be an active teacher of medical students and residents, oversee the clinical program, and (for MCL) maintain an excellent clinical and/or translational research program.

Qualified applicants, based on merit and experience, will also be considered for the position of division chief. The successful applicant will have proven leadership and research potential, as well as sound clinical judgment and surgical expertise.

Stanford University is an equal opportunity employer and is committed to increasing the diversity of its faculty. It welcomes nominations of and applications from women, members of minority groups, protected veterans and individuals with disabilities, as well as from others who would bring additional dimensions to the university's research, teaching and clinical missions.

Submissions will be reviewed beginning March 3, 2015 and accepted until position is filled.

Submit curriculum vitae, letter of inquiry and the names and addresses of three references to:

Lori Abrahamsohn
Faculty Affairs Administrator
Department of Otolaryngology-Head and Neck Surgery
801 Welch Road, Stanford, CA 94305
labrahamsohn@ohns.stanford.edu
650-725-6500 (phone) 650-725-8502 (fax)



Pediatric Otolaryngology



OPPORTUNITY IN SOUTH FLORIDA

The Division of Pediatric Otolaryngology—Head and Neck Surgery at Joe DiMaggio Children's Hospital—seeks a motivated BC/BE fellowship-trained pediatric otolaryngologist interested in growing our rapidly expanding tertiary care division. This is a robust outpatient and hospital-based program with dedicated pediatric audiology, mid-level practitioners and a diverse patient population. Our services include an established aerodigestive team, a Cochlear Implant Center, pediatric videostroboscopy and the busiest Craniofacial Center in Florida. Qualified candidates should have an interest in head and neck surgery, airway, vascular malformations or otology. Excellent opportunities exist for interdisciplinary collaboration, program development, research and teaching. We also have a new affiliation with a four-year allopathic medical school. Emergency room call is 1:7. This is a full-time employed position within the multi-specialty Memorial Physician Group. The position offers competitive benefits and a compensation package that is commensurate with training and experience. Professional malpractice and medical liability are covered under sovereign immunity.

ABOUT JOE DIMAGGIO CHILDREN'S HOSPITAL

Joe DiMaggio Children's Hospital, a 204-bed facility, opened in 1992 and is located in Hollywood, Florida. This premier provider of tertiary-level pediatric care has a 64-bed Level II & III NICU, 22-bed PICU and 12-bed intermediate care unit. As South Florida's newest freestanding children's hospital, we are redefining the pediatric healthcare experience. The only Level 1 Pediatric Trauma Center in South Broward County, JDCH combines cutting-edge excellence with a commitment to patient- and family-centered care. JDCH has earned the distinction of being the leading children's hospital in Broward and Palm Beach Counties. Further, our South Florida location is known for its high quality of life. In addition, Florida has no state income tax. To learn more, please visit JDCH.com.



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IN SOUTH FLORIDA



memorialphysician.com

**Private Practice
North Carolina**

Busy six physician single-specialty ENT private practice is currently seeking a Board Certified/Board Eligible otolaryngologist to join the practice. The practice focuses on quality care and an excellent patient experience at our well-equipped center.

Our physician owned practice is the Otolaryngology Head & Neck Surgery department for Vidant Medical Center and has an affiliation with the Brody School of Medicine at East Carolina University. Ownership interest in SurgiCenter and numerous academic and clinical programs are available at our 900-bed tertiary teaching hospital, the James and Connie Maynard Children's Hospital, the East Carolina Heart Institute and a new Cancer Center currently under construction at Vidant Medical Center.

With a long-standing practice, there is a broad referral base and great opportunity for the physician. Head and neck fellowship is desired but not required. We offer a competitive salary, productivity bonus incentive, generous benefits package, along with partnership opportunities and possible loan forgiveness.

Modern, spacious office includes allergy, audiology, video stroboscopy with speech language pathology and onsite CT. A large university in town offers numerous performing arts events as well as other activities. The proximity to the coast makes for easy and frequent opportunities to explore and enjoy.

Please send letter of inquiry to:

Office Manager
Eastern Carolina Ear, Nose & Throat – Head & Neck Surgery, PA
P.O. Box 5007
Greenville, NC 27835

**Are you more interested in building a legacy
than just finding a job?**

The Department of Otolaryngology at West Virginia University is seeking a **pediatric otolaryngologist** to join a thriving academic practice. Applicants must be board certified/eligible by the American Board of Otolaryngology. Responsibilities include teaching of residents and medical students, patient care and clinical/basic research.

You'll join a highly skilled team making an extraordinary difference in the lives of patients across our entire state. Ours is a collaborative atmosphere that encourages you to grow and evolve as you practice advanced medicine in a highly satisfying academic setting.

The department currently has thirteen physician faculty members and fourteen residents and has an active NIH-funded research division with three PhD members.

U.S. News & World Report ranked West Virginia University Hospitals in Morgantown #1 in the state for the last two years. Forbes recently ranked Morgantown as one of the Best Small Metros in America. Our area offers the cultural diversity and amenities of a large city in a safe, family-friendly environment. There is also an excellent school system and an abundance of beautiful homes and recreational activities.

Build your legacy as you serve, teach, learn and make a difference from day one. To learn more, visit <http://medicine.hsc.wvu.edu/otolaryngology/Home> or submit your CV directly to Laura Blake, Director of Physician Recruitment, at blakel@wvuhealthcare.com.



WVU is an AA/EEO employer and is the recipient of an NSF ADVANCE award for gender equity. Position will remain open until filled.

FULL TIME ACADEMIC FACULTY POSITIONS

The Indiana University School of Medicine (IUSM) Department of Otolaryngology-Head & Neck Surgery in Indianapolis, Indiana is seeking full time BC/BE faculty physicians to join its comprehensive and growing department. Our department is dedicated to providing the highest quality medical care; educating students, residents, fellows, and physicians in the field of Otolaryngology-Head & Neck Surgery and related disciplines; and performing research regarding disorders within our specialty. The IUSM Department of Otolaryngology-Head & Neck Surgery is renowned as one of the best in the nation. Our faculty physicians are nationally and internationally recognized as clinical experts, and our scientists and clinician-investigators perform a broad range of research including infant speech perception, stem cell research in the auditory system, neurofibromatosis pathophysiology, and peripheral nerve regeneration. Our future goals include expansion of our clinical programs across Indiana, and building on the strengths of the IU otolaryngology program in hearing, as well as furthering the department's translational programs in head and neck cancer.

Head and Neck Oncologic Surgeon

Candidate must be fellowship-trained in head and neck surgery. Responsibilities include participation in an established and robust practice that emphasizes multidisciplinary management of complex head and neck cancer patients.

General Otolaryngologist-Head and Neck Surgeon

Candidate must be trained in all aspects of otolaryngology-head and neck surgery.

Responsibilities include participation in an active general otolaryngology practice.

In additional to clinical duties, responsibilities for both positions include the teaching of surgical residents and medical students in an institution committed to education excellence. Rank and salary will be commensurate with level of experience.

Indiana University is an EEO/AA employer, M/F/D/V.

Interested candidates should submit CV and arrange to have three letters of reference sent to:

Marion Everett Couch, MD PhD MBA
Richard T. Miyamoto Professor and Chair
Department of Otolaryngology – Head & Neck Surgery
Indiana University School of Medicine
Gatch Hall • 1120 W. Michigan St, Suite 200 • Indianapolis, IN 46202 • smaxwell@iupui.edu



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Chief, Otolaryngology

OPPORTUNITY IN SOUTH FLORIDA

Memorial Healthcare System is seeking a Chief for the Division of Otolaryngology. The Memorial Physician Group currently employs two otolaryngologists supporting an established otolaryngology outpatient practice, inpatient hospital consults and emergency room call.

Successful candidates will meet the following criteria:

- Fellowship trained in head and neck surgery
- Minimum of five (5) years leadership experience
- Board certified in otolaryngology
- Experienced in evidence-based medicine
- Excellent communication, interpersonal and team-leadership skills
- Demonstrated success in new program development and the establishment of policies and guidelines to monitor patient progress, evidence-based clinical outcomes and the effectiveness of medical care

This is a full-time employed position with the multi-specialty Memorial Physician Group. The position offers a highly competitive and desirable compensation/benefits package that is commensurate with training, experience and market demand. Professional malpractice and medical liability are covered under sovereign immunity.

ABOUT MEMORIAL HEALTHCARE SYSTEM

Memorial Healthcare System is the third-largest public healthcare system in the country. It is a national leader in quality care and patient satisfaction and has been ranked on *Modern Healthcare* magazine's list of Best Places to Work in Healthcare. Memorial Healthcare System's facilities include Memorial Regional Hospital, Memorial Regional Hospital South, Joe DiMaggio Children's Hospital, Memorial Hospital West, Memorial Hospital Miramar, Memorial Hospital Pembroke and Memorial Manor nursing home. Our facilities are located throughout South Florida, a region known for its high quality of life. In addition, Florida has no state income tax. For more information, visit mhs.net.



LIVE. WORK. PLAY.
IN SOUTH FLORIDA

Memorial
Healthcare System

memorialphysician.com



JOIN THE PROMEDICA FAMILY

Otolaryngologist Opportunity in Toledo, Ohio

ProMedica Physicians Ear, Nose and Throat is seeking highly motivated, personable BC/BE otolaryngologists to join their progressive and expanding practice. The practice consists of six ENT physicians and is the only ENT practice in Toledo with fellowship-trained otolaryngologists in head and neck surgical oncology and neurotology. We offer a full range of services including allergy testing and treatment, and complete audiology and vestibular services including ENG, rotary chair, posturography, and cochlear implantation and mapping.

We are seeking candidates who excel at general ENT or with advanced subspecialty interest and fellowship-trained in head and neck surgical oncology and laryngology.

- Full employment with ProMedica Physicians
- "Built in" referral base and high volume
- Call shared equally among all members (currently 1:6)

- Trauma call is optional and paid separately
- Opportunity for teaching residents and medical students
- All members participate in weekly board meetings
- Competitive compensation and generous benefits package
- Relocation paid up to \$10K
- Perfect balance of work and lifestyle

Toledo, Ohio is home to an extensive Metropark system, Toledo Zoo, Toledo Museum of Art, and excellent institutions of higher education.

Contact: Denise Johnston, physician recruiter, at 419-824-7445, denise.johnston@promedica.org.

ProMedica is a tobacco-free employer. EOE

© 2014 ProMedica



The Division of Rhinology, Sinus, and Skull Base surgery in the Department of Otolaryngology - Head & Neck Surgery at Emory University School of Medicine, Atlanta, GA seeks to add a fellowship-trained Rhinologist at the rank of Assistant or Associate Professor. Duties will include resident and fellow teaching, academic productivity, and a tertiary care clinical Rhinology practice involving primary and revision inflammatory sinus disease and endoscopic skull base surgery with a very busy endoscopic transsphenoidal skull base surgery practice.

Our current practice features two full-time Rhinologists at our state-of-the-art Rhinology and Allergy clinic on the campus of Emory University Hospital Midtown. This position involves stepping into a recently vacated faculty position that will be immediately busy. Applicants must be Board Certified or Board Eligible.

Compensation will be commensurate with experience.

Interested applicants should forward letters of inquiry and curriculum vitae to:

John M. DelGaudio, MD
Vice Chair and Gerald S. Gussack, MD Endowed Professor
of Otolaryngology- Head and Neck Surgery
Chief of Rhinology and Sinus Surgery
Director- Emory Sinus, Nasal and Allergy Center
Department of Otolaryngology - Head & Neck Surgery
550 Peachtree Street, Medical Office Tower, Suite 1135
Atlanta, Georgia 30308
Fax: 404-778-2109 • Email: jdelgau@emory.edu

An Equal Opportunity / Affirmative Action Employer.
Qualified minority and female applicants are encouraged to apply.
EOP # 34944BG



Baylor
College of
Medicine

The Division of Pediatric Otolaryngology at the Children's Hospital of San Antonio-Baylor College of Medicine seeks an energetic, fellowship-trained **Pediatric Otolaryngologist** interested in building an academic program in a community-hospital setting. The qualified applicant will join three fellowship-trained Pediatric Otolaryngologists at the only free standing children's hospital in San Antonio and will serve an integral role in developing clinical programs, teaching residents, and providing exceptional care to the children of South Texas.

Assistant and Associate Professor levels preferred, and any area of pediatric otolaryngology subspecialty interests are encouraged.

Interested applicants should send CV and letter of intent to:

Lisa Buckmiller MD, Chief Pediatric Otolaryngology
Children's Hospital of San Antonio
315 N. San Saba, Suite 1003
San Antonio, TX. 78207
(210) 704-3391

Lisa.Buckmiller@christushealth.org



SCHOOL OF MEDICINE

Full Time Academic Faculty Position Available

PEDIATRIC OTOLARYNGOLOGIST

The Department of Otolaryngology-Head and Neck Surgery is seeking a fellowship trained pediatric otolaryngologist. Applicants must be board certified in Otolaryngology. The Division of Pediatric Otolaryngology provides otolaryngology services at St. Louis Children's Hospital and our new ambulatory Children's Specialty Care Center just 10 miles west of St. Louis Children's Hospital opening June 1, 2015. Clinical responsibilities will include inpatient and outpatient responsibilities within the Department of Otolaryngology at St. Louis Children's Hospital. Clinical program highlights include the Cochlear Implant Program which is one of the two largest in the country. U.S. News and World Report named St. Louis Children's Hospital to its Honor Roll of America's Best Children's Hospitals and recognized by U.S. News for seven consecutive years. Applicants are invited to send their curriculum vitae to: Keiko Hirose, M.D., Chief of Pediatric Otolaryngology, Washington University School of Medicine, 660 S. Euclid, Box 8115, St. Louis, MO 63110, Phone: 314-454-4033, Fax: 314-454-2174, hirosek@ent.wustl.edu.

Washington University is an affirmative action and equal opportunity employer.





The Ear, Nose, Throat & Plastic Surgery Associates

- **Head and Neck Surgeon**
- **Pediatric Otolaryngologist**
- **General Otolaryngologist**

The largest otolaryngology group in Central Florida, which offers a full array of subspecialty care including emphasis in general otolaryngology, pediatric and head and neck surgery, is seeking several partners. We offer the best of private practice with opportunities for academic pursuits. Integrity, quality and camaraderie are our core values.

We offer an excellent salary, benefits, partnership and the opportunity to teach residents and medical students.

Orlando is a world destination offering a variety of large city amenities and is a short drive to both the East and West Coasts of sunny Florida.

For more information, visit us online at www.entorlando.com.

Interested candidates should send CV to or may contact:

Debbie Byron, Practice Administrator

Phone: 407-342-2033

E-Mail: dbyron@entorlando.com

Otologist/Neurotologist

FULL-TIME BE/BC FACULTY

The Department of Otolaryngology at UTMB Health in Galveston, Texas is actively recruiting enthusiastic candidates for a full-time position. This job entails opportunities to participate in all aspects of clinical practice, as well as resident and medical student teaching. UTMB Health is undergoing rapid growth as exemplified by the building of two cutting-edge surgical hospitals and the acquisition of a third. With a light call schedule and generous benefits, this is an outstanding opportunity in one of the fastest growing geographic regions in the country. Clinical research is encouraged but not mandatory.

Please direct your Letter of Interest and CV to:

Vicente Resto, MD, PhD, FACS

Chair, Department of Otolaryngology

The University of Texas Medical Branch,

301 University Boulevard, Galveston, TX 77555-0521

Email: varesto@utmb.edu

Phone: 409-772-2701 Fax: 409-772-1715



UTMB is an equal opportunity, affirmative action institution which proudly values diversity. Candidates of all backgrounds are encouraged to apply.

FULL TIME ACADEMIC FACULTY POSITIONS

The Indiana University School of Medicine (IUSM) Department of Otolaryngology-Head & Neck Surgery in Indianapolis, Indiana is seeking full time BC/BE Fellowship trained faculty physicians to join our comprehensive and growing department. Our department is dedicated to: providing the highest quality medical care; educating students, residents, fellows, and physicians in the field of Otolaryngology-Head & Neck Surgery and related disciplines; and performing research regarding disorders within our specialty. The IUSM Department of Otolaryngology-Head & Neck Surgery is renowned as one of the best in the nation. Our faculty physicians are nationally and internationally recognized as clinical experts and our scientists and clinician-investigators perform a broad range of research including infant speech perception, stem cell research in the auditory system, neurofibromatosis pathophysiology, and peripheral nerve regeneration. Our future goals include expansion of our clinical programs across Indiana, and building on the strengths of the IU otolaryngology program in hearing as well as furthering the department's translational programs in head and neck cancer.

Pediatric Otolaryngologist

Candidate must be fellowship-trained in all aspects of pediatric otolaryngology surgery.

Responsibilities include participation in an active pediatric otolaryngology practice, and teaching residents and medical students. Rank and salary will be commensurate with level of experience.

Laryngologist

Candidate must be fellowship-trained in treating all aspects of voice, swallowing and airway disorders.

Responsibilities include participation in an active laryngology practice, and teaching residents and medical students. Rank and salary will be commensurate with level of experience.

Indiana University is an EEO/AA employer, M/F/D/V.

Interested candidates should submit CV and arrange to have three letters of reference sent to:

Marion Everett Couch, MD PhD MBA

Richard T. Miyamoto Professor and Chair

Department of Otolaryngology – Head & Neck Surgery

Indiana University School of Medicine

Gatch Hall • 1120 W. Michigan St, Suite 200 • Indianapolis, IN 46202 • smaxwell@iupui.edu



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

South Florida ENT Associates, P.A.

South Florida ENT Associates, a fifty-two physician group practice in Miami-Dade, Broward and Palm Beach has immediate openings for full-time ENT Physicians. South Florida ENT Associates is the second largest ENT group in the country and the largest in the state of Florida. We provide full service ENT including Audiology, Hearing Aid Sales, Allergy, Facial Plastics, Robotics and CT services.

We offer an excellent salary/bonus with partnership track, health insurance, paid vacation time, malpractice insurance and CME reimbursement, plus other benefits.

Candidate must have strong clinical knowledge, excellent communication skills, be highly motivated and hardworking.

This position will include both office and hospital settings.

Requirements:

Board Certified or Eligible preferred
MD/DO from approved medical/osteopathy school and graduation from accredited residency program in ENT
Current Florida license
Bilingual (English/Spanish) preferred
Excellent communication and interpersonal skills
F/T - M-F plus call
For more information about us, please visit www.sfenta.com.

Contact Information:

Contact name: Stacey Citrin, CEO
Phone: (305) 558-3724 • Cellular: (954) 803-9511
E-mail: scitrin@southfloridaent.com

University of Missouri

Department of Otolaryngology—
Head and Neck Surgery

Seeks clinicians, teachers, and researchers who are personable, energetic and innovative to join a rapidly growing and collaborative group of physicians. Faculty opportunities at all academic levels (Assistant/Associate Professor or Assistant/Associate Professor of Clinical Otolaryngology) are available in **General Otolaryngology with an interest in Pediatrics or Allergy**. Title, track, and salary are commensurate with experience.

- Competitive production incentive
- Research interests encouraged and supported
- New outpatient clinic with state-of-the-art equipment and ancillary services
- Well established and expanding hospital system
- Live and work in Columbia, ranked by *Money* magazine and *Outside* magazine as one of the best cities in the U.S.

For additional information about the position, please contact:
Robert P. Zitsch III, M.D.

William E. Davis Professor and Chair
Department of Otolaryngology—Head and Neck Surgery
University of Missouri—School of Medicine
One Hospital Dr MA314 DC027.00
Columbia, MO 65212
zitschr@health.missouri.edu

To apply for a position, please visit the MU web site at
hrs.missouri.edu/find-a-job/academic/

The University of Missouri is an Equal Opportunity/Access/Affirmative Action/Pro Disabled & Veteran Employer.

A position is available at the Assistant or Associate Professor level in the Department of Otolaryngology/Head & Neck Surgery



NEUROTOLOGIST/OTOLOGIST

- Rank commensurate with experience
- Excellent resources are available in this rapidly expanding program
- Fellowship training required

To apply and receive additional information about the support associated with this opportunity, please contact:

Stil Kountakis, MD, PhD, Professor and Chairman
Department of Otolaryngology-Head & Neck Surgery
1120 Fifteenth Street, BP-4109 Augusta, Georgia 30912-4060

Or email skountakis@gru.edu

GRU
GEORGIA REGENTS UNIVERSITY
AUGUSTA

GRU is an Equal Opportunity, Affirmative Action, and Equal Access employer.



Rush University Medical Center, Chicago Rhinologist

The Department of Otorhinolaryngology Head & Neck Surgery at Rush University Medical Center located in downtown Chicago is seeking applicants for a faculty member to join our Section of Rhinology, Sinus Surgery, & Skull Base Surgery. The selected individual will have an opportunity to join a department of 11 full-time faculty spanning the entire spectrum of otolaryngology subspecialties. Qualified candidates must have completed a fellowship in Rhinology as well as possess a strong commitment to patient care, resident education, and research. The individual will be a key part of the Sinus, Allergy and Asthma institute at Rush as well as a vital member of the Rush Center for Skull Base and Pituitary Surgery. Previous proven research experience in these subspecialty areas is preferred. Consistent with Rush's mission, the University and Department place a premium on high quality teaching, therefore, it is expected that this candidate would also be devoted to participation in supervision and education of residents and medical students. Candidates should be eligible for faculty appointment at the Assistant or Associate Professor level.

Rush University Medical Center is a large tertiary academic medical center located in downtown Chicago that encompasses a 664-bed hospital serving adults and children, including the Johnston R. Bowman Health Center and a new 376-bed hospital building known as the Tower. The Medical Center offers more than 70 highly selective residency and fellowship programs in medical and surgical specialties and subspecialties. Rush is consistently ranked as one of the nation's top hospitals by U.S. News & World Report. Rush is ranked in 7 of 16 categories in U.S. News & World Report's 2014-2015 "America's Best Hospitals" issue, and is one of the two top-ranked hospitals in Illinois overall. Rush was the first hospital in Illinois serving adults and children to receive Magnet status – the highest honor in nursing – and the first in Illinois to earn a third four-year designation.

For further inquiries, please contact:

Pete S. Batra, MD, FACS
Professor and Chairman
Pete_Batra@rush.edu

Darrell Sparkman
Faculty Recruiter
Darrell_Sparkman@rush.edu



Rush is an Equal Opportunity Employer



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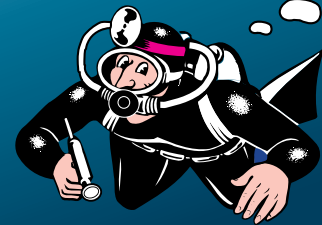


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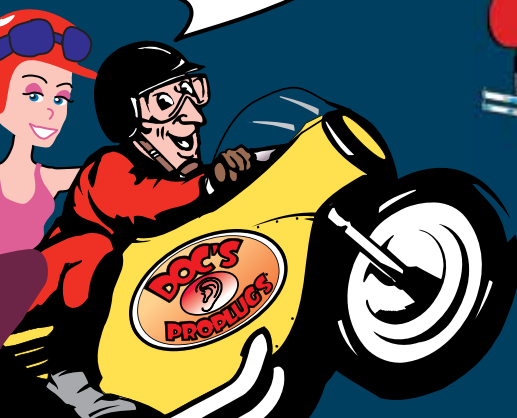


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"Proplugs or bust, cold water and wind gives me Surfer's Ear."



"Less high-frequency wind & engine, can hear girlfriend's voice."



"I can whack at my drums and still hear the singer."

