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The Vanderburgh County Medical Society is an Alliance of Physicians dedicated to the promotion of the Art and Science of medicine, to the continual improvement of Community Health, and to the Advocacy and Protection of the Patient Physician Relationship. The purpose of this organization shall be to unite and strengthen the local medical community, to inform the public on matters of health and medical care, and to promote the best in medical care in our community.

Welcome New Members!

Will Escala, MD
Caleb Frey, MD
Iraj Hassan, MD
Mitch McCord, DO
Ivy Paw, MD
McKenzie Schaefer, DO
Tiffany Strong, MD
Grant Turley, DO

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Greetings! I am pleased to introduce myself as your new VCMS president. I am a family doctor with Deaconess Clinic, located on the westside. I look forward to the challenges of helping to move this organization forward, particularly in regard to advocating for physicians both legislatively and personally. I am excited about our new physician wellness program. Read on for more comments regarding wellness and burnout!

There is a lot of talk and well-written information about physician well-being AND burnout. What are the conditions, exactly? Is well-being defined by satisfaction with lifestyle, home, personal health, and work? Is wellness the opposite of burnout?

The WHO has added a definition and ICD-11 code for physician burnout. The WHO characterizes burnout as a “syndrome” that results from “chronic workplace stress that has not been successfully managed.”1 The AMA estimates most physicians spend 30% of their time documenting progress notes, 3.17 hours daily on a computer, and 86 minutes nightly with Electronic Health Records. The AMA also estimates that physicians use only 27% of a day meeting one-on-one with patients.2

Dr. Edward Ellison, Executive Medical Director and Chairman of the Southern California Permanente Medical Group, said in an editorial,” Physicians find practicing medicine harder than ever because it is harder than ever. Nearly everything a physician does in 2019 is monitored, rated, assessed, and reported.”3 To wit: productivity is monitored, rapid turnaround of hospital admissions and discharges is expected, quality of care is assessed by patients and organizations, etc. Is it any wonder that physicians are feeling stressed or burned out?

Approaching burnout/wellness can involve both hospital and individual approaches. What is the culture of hospital/medical practice today? A traditional hospital approach to dealing with aberrant physician behavior is to wait until a physician shows signs of distress, difficulty with caring for patients, substance abuse, or other red flags of problematic behavior. Should we wait that long? What about supporting physicians in a kind, helpful way? One suggestion might be for hospital administration to recognize achievements, show empathy, and express gratitude for a job well done. What if doctors took the time to get to know one another? What if your medical group met socially once in a while?

What about preventive measures? What can individual physicians do to help themselves?

The AMA suggests six ways to protect against burnout:
1) Put yourself on your own schedule. Identify your values and how they contrast to how you spend your time.
2) Write down your personal mission statement.
3) Find meaning outside of work.
4) Find support and guidance in outside groups. Seek professional help if you need it.
5) Think about the bigger picture when you decide how to spend your free time.
6) Try to schedule (and keep) time to enjoy for yourself.4

The VCMS created Wellness 360. The program is confidential and was designed to treat not only burnout but also prevent it. Wellness 360 has no affiliation to any local health systems. Details can be found on the website: https://vcmsdocs.org/about/ or by calling the VCMS at 812-475-9001. All calls to the VCMS wellness program are confidential.

My sincerest wish is for your good health and well-being. As the newly appointed VCMS President, I challenge you to get involved, meet a colleague for dinner, golf, or a movie next week.

References:
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What is the value of a partnership?

How would you define partnership? According to the Google on-line dictionary, it is defined as the state of being a partner or partners. Synonyms are cooperation, association, collaboration, coalition, alliance, union, affiliation, relationship, fellowship, connection. So you get the idea – all for one and one for all.

Since 1845 the VCMS has built essential partnerships. These partnerships have been with you, our members, but also with local businesses in our community. Partnerships foster leadership, bringing a shared understanding of our organization. This understanding blossoms into a drive to have a purpose in services and programs while improving culture. Through partnerships, we can develop both short term and long term goals for success. Communication is enhanced, and voila, we have a tight-knit community that works well together.

Through our partnerships, we have built trust, received education, obtained good advice, and had some good laughs at social events. Our partners not only support us, but we should also support them. The VCMS values these relationships and believes that such relationships should be recognized.

As you read through the Monitor, you will notice the local and sometimes not local businesses who advertise or sponsor our events. As we continue to expand our inner circle, I ask that you reach out to those who support us. Patronize their business, seek their professional advice, explore what they have to offer.

One of my personal goals for 2020 is putting together an attractive package of services or discounts that will be favorable for our members. If you know anyone personally that would like to be a part of this, please reach out to me so we can connect.

In the months to come as 2019 will begin to wind down be on the lookout for a survey that we would like for you to complete. The VCMS would like to know what we can do to help make your life easier. We strive first and foremost to be your partner by advocating for your best interests while bringing valuable services to your membership.

I encourage you to attend our upcoming first-ever Membership drive on September 22 at The Bauersg groove. It will be a fun day to have a picnic in a beautiful setting with delicious food, indoor/outdoor games for all ages and just good old fashioned time to spend within your medical community. Your children and grandchildren are encouraged to attend. Please invite your colleagues that are not yet members of the VCMS as we would love to meet them and share what all we have to offer.
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A new Alliance year has begun, and we hope you will again renew or join as a new member. Since 1929, the VMA has served medical families through fellowship, friendship, and membership and has supported quality healthcare and medical education in our community. Local dues are $50 and may be paid by visiting the VMA website, vanderburghmedicalalliance.org, or by contacting a VMA member.

On July 13th, we enjoyed partnering with the Vanderburgh County Medical Society for the third annual “Just For the Health of It” event, at the Children’s Museum of Evansville. The event was a fun and informative day emphasizing overall health and wellbeing attended by almost 500 visitors.

Please save the date for our first major fundraiser of the upcoming new year, “Wine, Dine, and Comedy Time.” This year’s show brings back comedienne, Leanne Morgan, a crowd favorite. The show is on Thursday, September 12th, at the Pavilion at Tropicana. There will be a cocktail hour with live music, dinner, a comedy routine, and a silent and live auction to add to the enjoyment. Tickets are $60 and may be purchased on our website www.vanderburghmedicalalliance.org/events.

We thank you and look forward to a great year!

Joann Elfar and Sabrina Koleilat
VMA 2019-2020 Presidents
I have been reading some articles that really impact my thinking about medical training.

The chart, the medical information were described as sacrosanct or at least were in the past. It was noted the first weeks in training that utmost honesty was the best policy in dealing with patients. Admitting mistakes early and trying to correct those mistakes when possible, almost always made for the best outcomes for patients and physicians.

So I recently read an article about Lance Armstrong, who feels like the most recent years of his life “have sucked.” He is unsure as to why he has not been forgiven as readily as Alex Rodriguez, who also admitted to using PED’s. He has raised over one half-billion dollars for Cancer research and maintains that everyone was doing it. He is unsure as to why the criticism has been so harsh.*1

Maybe it is because he appears not to have accepted his part in the ongoing lies and fraud, and it is everyone else who he was emulating.

The next article involves Oberlin College, who to this day continue the lies about a local business after recently losing a 44 million dollar lawsuit.*2

The dean of Students, M. Raimondo, was one of the persons at the heart of the smear campaign handing out fliers detain years of racial profiling and discrimination.

It is interesting in the article in the WSJ to note that the students involved in the incidence all pleaded guilty to shoplifting and did not feel that they were the subject of discrimination but got what they had deserved.

While this may sound like preaching, perhaps, honesty is the best policy. Lance Armstrong would still be racing, Gibson’s Bakery would still be providing baked goods for Oberlin College kids. There would be less turmoil in the world, and HIPPA would not be necessary. Everyone should treat each other like a patient with respect and honesty.

I believe others with far more stature have said the same thing, but maybe we are now ready to hear the message again from another perspective.

---

*1 courier press 12/7/2018 4B Scott Gleeson USA Today
July 13, 2019, marked our 3rd Annual Just For The Health Of It, an interactive children’s health event. With just under 500 in attendance, the day was a huge success. We look forward to you joining us next year with your fun and interactive exhibits.
How many men and women in healthcare or other helping professions develop compassion fatigue, secondary trauma, and burnout? The truth is that nearly all of them do, to one degree or another.

There’s no shame in this, and it’s a nearly inevitable part of the job. Especially if you aren’t vigilantly guarding against these things and doing what you need to do to mitigate the stressors you face every day. First, let’s define a few terms.

According to Francoise Mathieu, a mental health counselor with the Canadian Counseling and Psychotherapy Association and compassion fatigue specialist, compassion fatigue (CF) is the “cost of caring” for others in physical and emotional pain. It “refers to the profound emotional and physical exhaustion that helping professionals and caregivers often develop over the course of their career.” It is a gradual erosion of our empathy, hope, and compassion, not only for others but also for ourselves. (Franciose Mathieu, The Compassion Fatigue Workbook p. 8)

When suffering from compassion fatigue, you may become dispirited, frustrated and increasingly bitter at work; be more prone to clinical errors; lose respect, compassion, and empathy for patients; violate patient boundaries; become short-tempered with patients and loved ones or feel guilt or resentment at the never-ending demands on your personal time. (Mathieu p. 8) You may feel completely physically and emotionally exhausted and find it hard to muster the energy to exercise or enjoy time with family and friends.

Vicarious or secondary trauma (VT) describes “the profound shift that workers experience in their world view when they work with clients who have experienced trauma.” Helpers notice that their fundamental beliefs about the world are altered by repeatedly being exposed to traumatic stories from patients, clients and even debriefings from co-workers, which are transferred onto us in a way that we too are traumatized by the details and images of the events. (Mathieu p. 9) VT is “a human consequence of knowing, caring and facing the reality of trauma” and is a cumulative process that occurs over time (Mathieu p 9, quoting Laurie Ann Pearlman & Karen Saakvitne) Past experiences of primary trauma, depression or anxiety puts you at even higher risk for secondary trauma.

If you experience secondary trauma, you may find you’re becoming increasingly numb to the pain and suffering of patients, feel a profound sadness and anger at the unfairness of the world, or simply feel completely overwhelmed. You may even have symptoms of PTSD, an anxiety disorder that can develop after exposure to traumatic events that is characterized by re-experiencing the trauma, avoidance of triggers, chronic tension and irritability, insomnia, difficulty with concentration, focus and memory and numbing. (Mathieu at 13-14)

Burnout is a term that is more widely used to describe “the physical and emotional exhaustion that workers may experience when they have low job satisfaction and feel powerless and overwhelmed at work.” (Mathieu at p. 10). Burnout is so widespread the World Health Organization has recently added it to its International Classification of Diseases as an occupational hazard. According to the WHO, burnout is “a syndrome resulting from chronic workplace stress” characterized by “(1) feelings of energy depletion and exhaustion; (2)
increased mental distance from one’s job, or feelings of negativism or cynicism related to one’s job and (3) reduced professional efficacy."

While burnout certainly isn’t limited to health care, physicians are at high risk for burnout. Tremendous job pressures and stress levels, long hours, challenging working environments, and poor work-life balance are all contributors to physician burnout. Research shows that an average of 1 in 3 doctors suffer from symptomatic burnout on any given day. Some surveys show burnout rates at over 70%. Burnout and its complications are the number 1 threat to a physician’s medical career.

Burnout also makes physicians much more vulnerable to compassion fatigue and vicarious trauma.

Think of these three terms as overlapping circles on a Venn diagram. It is entirely possible to experience one or two without the others. It is also quite common to experience all three at the same time.

"Ironically, helpers who are worn down, fatigued and traumatized tend to work more and work harder. As a result, they go further and further down a path that can lead to serious physical and mental health difficulties, such as depression, anxiety, substance abuse, chronic pain, other stress-related illness, and even suicide." (Mathieu p. 9)

Again, there is absolutely no shame in experiencing any of these. And as health care providers, it is almost inevitable that you are experiencing one or all three, at least to some extent. The key is to identify where you are on the spectrum of compassion fatigue, vicarious trauma and burnout and then to take steps to guard against moving further along the spectrum.

If any of these terms or definitions resonate with you (and even if they don’t!), I encourage you to assess your own levels of compassion fatigue, secondary trauma, and burnout. To help you do this, Beth Stamm and Charles Figley have developed a terrific free tool called the ProQol (Professional Quality of Life). Go to http://www.pro-qol.org/PrQol_Test.html to download and take this free assessment and see where you fall.

Awareness is absolutely critical. Once you have identified and understand your own levels of compassion fatigue, secondary trauma, and burnout, you’ll be able to develop an effective plan to address them.

We’ll talk more about what to do about compassion fatigue, secondary trauma, and burnout in the next issue. But the most critical first step is to seek out support. And this is precisely what the VCMS Wellness 360 program was designed to provide.

Wellness 360 is a free and 100% confidential service offering physicians holistic support to help mitigate burnout. As a certified functional wellness coach, I give my clients tools and support to help them reduce the impact of stress, compassion fatigue, secondary trauma, and burnout so they can be their healthiest and best – for themselves and everyone they love and serve.

If you’re interested in learning more, go to https://vcmsdocs.org or call our private Wellness 360 Line at (812) 475-9001 to speak with me directly about the program and how it can help you.
Thank you to the Bauerhaus for hosting our 2019 First District/VCMS Annual Meeting, along with our wonderful guest speaker, Jennifer Wiggins from Aegis Malpractice Solutions, and to all who attended.
We are extremely pleased to announce a valuable new alliance with Lifetime Financial Growth, a member of the Guardian Network, for VCMS members. The alliance has been established specifically to meet an array of needs within the medical community.

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Visit http://tristatemedicalalliance.org to learn more about our organization.
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Changing of the Guard

Immediate Past President
Dr. Chris Chacko
congratulates Dr. Darla
Grossman on her position
as VCMS President.

Congratulations Dr. Grossman!
On April 18, 2017, Dr. David and Jami Carlson received the terrible news that Jami’s daughter Allison had been murdered. Allison was carrying her 8 month old unborn son, Parker, and his life was ended as well.

There are no words to adequately express the horror, sorrow, and disbelief such an event encompasses. At this writing, the trial for the alleged killer, Allison’s estranged boyfriend and father of Parker has yet to take place.

Family and friends have gathered around Jami, David, Allison’s father, and Allison’s two brothers and created The Allison Tenbarge Criminal Justice Scholarship Fund.

The scholarship will be an endowed scholarship through the Vanderburgh Community Foundation. The VCF, established in 1992, is comprised of a collection of endowed assets totaling more the $20 million held in named funds that support a variety of causes in our county. Created by caring local donors, these funds are invested to generate earnings that are distributed to deserving organizations and students in the form of grants and scholarships annually. The Foundation currently administers over 145 funds.

The Allison Tenbarge Criminal Justice Scholarship Fund has received two different matching gift opportunities and we are pleased to share them with you.

The Lilly Endowment offers a 1:2 or 50 cents for each dollar donated.

The Vanderburgh Medical Alliance (VMA) has offered an additional matching gift opportunity to this fund. A match of 1:1 for the first $5,000 donated to the endowment is in place. The two match opportunities allow your gift of each dollar to be valued at $2.50.

Gifts should be made to the Vanderburgh Community Foundation with an indication on the memo or attached note regarding The Allison Tenbarge Criminal Justice Scholarship Fund, 401 SE 6th St., Suite 203, Evansville, IN 47713. For questions, please contact Sarah Wagner, swagner@communityfoundationalliance.org, 812-422-1245, ext. 101, 812-499-4026.
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Bob’s Gym’s role in the Wellness 360° program will be to lead the exercise and accountability component. Each participant will be given a three-week (6 appointments) with a personal trainer. The personal trainers will create an individualized exercise regimen based on each participant’s needs.

Financial Wellness
Lifetime Financial Growth will offer a variety of strategies and products along with educational workshops to help you maximize your financial potential. Workshops will vary by topic such as Financial Education, Asset Allocation and Management, Retirement Planning, Individual Disability Income Protection with Specialty Own Occupation.

Colleague to Colleague
Everything looks darker when you’re experiencing it alone — or worse, when you feel like you can’t talk with the colleagues around you. Each week, I hold time to offer a few calls with colleagues. My goal for this 60-minute call with you is to help you find a pinprick of light, no matter how dark your situation feels. Even if you’re not interested in working with me beyond this call, I would love to talk with you, hold space for you, and be an ear to listen. As a doctor, — I have been where you are! Click HERE (https://bit.ly/2xqMc8s) to schedule your time with me to talk, get help or practice skills to better advocate for yourself at work.

Additional Services Available to VCMS Members at a 15% Discounted Rate

Physician Burnout Coaching
The physician burnout coach is both a physician (not local) and an experienced executive coach. The coach will be your success partner who keeps you focused on your vision, support you, and create a plan of action together with you to reduce burnout. This service will be provided to VCMS members at a discount.

Benefits of Wellness 360°
• Improved overall health
• Stress reduction and life balance
• Improved relationships professionally and personally
• Improved patient satisfaction
• Motivation to be well
• Participants will be equipped to deal with the pitfalls of their profession
• Gained support system
• Financial Wellness

Schedule Your Appointment
To schedule an appointment, please call our Private Wellness 360° Line at (812) 475-9001.

The VCMS Wellness 360° program is for members only. If you are a non-member seeking help, there is a fee schedule. Please contact the private Wellness 360° phone line or visit vcmsdocs.org/wellness-360-2/ for more information.

The Program
The Wellness 360° program offers Vanderburgh County Medical Society physicians and medical professionals a confidential support system that provides whole person care and helps to mitigate any stage of burnout. The Wellness 360° program provides a safe, supportive environment where physicians and medical professionals can receive the care they need and deserve.

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Chris Melton (812) 492-8265
As I’m sure most of you know, June was the month of the Annual Meeting of the House of Delegates of the American Medical Association in Chicago. I am happy to say that I have returned from that noble and troubled city where over twelve hundred delegates and alternate delegates, and hundreds state and specialty society members convened, to set new policy and affirm old policy for the AMA. As always, it was quite an experience. I want to relate a few of the highlights of the meeting, not including the Naked Bicycle Ride, (not an AMA sanctioned event,) which always seems to happen in Chicago on the first day of the AMA meeting. We were honored to have Seema Verma, the Administrator of the Centers for Medicare and Medicaid Services, address the House. You should be heartened to know that she believes that there is little in health care that is not made worse by more government intrusion. She is also a strong advocate of the patient-physician relationship. I am sure you remember that Ms. Verma was instrumental in developing Medicaid expansion in Indiana. She also developed the reform program which allowed states to pursue customized programs which diverged from the Affordable Care Act’s standard guidelines. She was kind enough to meet with your Indiana AMA delegation before speaking to the House. It was quite an honor. Also in attendance was the Surgeon General of the United States, Dr. Jerome Adams. Dr. Adams, an anesthesiologist from Indianapolis, and former Indiana Health Commissioner has strong roots in the Indiana State Medical Association and the AMA. He attended the entire meeting, and his wisdom and experience were integral in influencing the deliberations of the House. His chief objective as Surgeon General is to control the opioid crisis in the country and to decrease the staggering number of opioid-related deaths we are now seeing. He also is trying to deal with the measles epidemic, and is concerned with the rapid acceptance of recreational marijuana, without adequate safeguards and controls. He found a very receptive audience in the physicians of the AMA. He is an impressive young man, and I am proud to call him my friend. I hope you will be glad to know too that the AMA continues to reject physician-assisted suicide. It seems that the subject comes up about every year or two, this time proffered by the Medical Student Section. I’m happy to report that an overwhelming number of AMA delegates still think that killing our patients is not consistent with the Hippocratic Oath, or with the principle of doing no harm. The AMA will continue to fight for fair payment for services rendered out-of-network and demands that Medicaid Advantage programs honestly represent who and what specialties are on their panels. We demand that physicians not be hindered by any gag rules that would prevent us from offering patients (any and all) medically appropriate options for their care, or any other constraints that would interfere with the patient-physician relationship. The AMA, despite the sentiments of a few members, does not believe that a single-payer (read “taxpayer-funded”) system would be useful for patients or doctors.

Space limits me from further details. In all, over three hundred resolutions, dealing with everything from LGBTQ issues to guaranteed annual income for all Americans, were introduced and discussed. I find it amazing that we get the work done at all, let alone done well. You really should come to Chicago and see the whole operation yourself. All AMA members are welcome. Not a member? Email me now at mhoovvandy@gmail.com.
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Sept. 13-15, 2019  Embassy Suites  Noblesville

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## Calendar of Events

### Save The Dates

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
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</thead>
</table>
| September | September 13<sup>th</sup> – 15<sup>th</sup> | ISMA Convention  
Embassy Suites • Noblesville, IN |
| September | September 17<sup>th</sup> | VCMS Executive Board Meeting  
VCMS Offices • 6:00 pm |
| September | September 22<sup>nd</sup> | Family Picnic at the Bauerhaus  
12:00 - 5:00 pm |
| October  | October 24<sup>th</sup> | Workshop – Protecting Your Income.  
Are you prepared for when life happens?  
Location & Time TBD |
| November | November 19<sup>th</sup> | VCMS Executive Board Meeting  
VCMS Offices • 6:00 pm |
| December | December 6<sup>th</sup> | VCMS Holiday Party  
First Federal Operations Center • 6:00 – 10:00 pm |

More exciting events to come!  
Stay updated on future events and visit the VCMS website at [http://vcmsdocs.org/events/](http://vcmsdocs.org/events/)
### August Birthdays

<table>
<thead>
<tr>
<th>Name</th>
<th>Month/Day</th>
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<tbody>
<tr>
<td>Dwight A. Silvera, MD</td>
<td>8/1</td>
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<tr>
<td>Mary E. Tisserand, MD</td>
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<tr>
<td>Edward P. Daetwyler, MD</td>
<td>8/3</td>
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<tr>
<td>Drew N. Sommerville, MD</td>
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<tr>
<td>Jamie L. Mull, MD</td>
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<tr>
<td>Stephen E. Braun, MD</td>
<td>8/5</td>
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<tr>
<td>Jeffery R. Chandler, MD</td>
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<tr>
<td>Aaron J. Pugh, DO</td>
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<tr>
<td>Dhruvin Mehta, MD</td>
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<tr>
<td>Edward DeVerre Gourieux, MD</td>
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<td>Young S. Lim, MD</td>
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<tr>
<td>Duane H. Kuhlenschmidt, MD</td>
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<td>W. Michael Crecelius, MD</td>
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<tr>
<td>Paul E. Perry, MD</td>
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<td>Alifia M. Khan, MD</td>
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<td>Robert N. Sauer, MD</td>
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<td>Alan H. Johnson, MD</td>
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<td>Jossh R. Schultz, DO</td>
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<td>Ashley E. Cobb, DO</td>
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<tr>
<td>Mitchell McCord, DO</td>
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<tr>
<td>Michael K. Drake, MD</td>
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<tr>
<td>Rick E. Crawford, MD</td>
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<td>Timothy D. Almquist, MD</td>
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<tr>
<td>Julie M. Franz, MD</td>
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<td>Lindsey D. Ellerbrook, MD</td>
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<td>James R. Krueger, MD</td>
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<td>Janine E. Morris, MD</td>
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<td>Tony E. Hood, MD</td>
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<td>Raymond L. Brown, MD</td>
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<td>Edwin E. Kasha, Jr., MD</td>
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<td>Mark E. Nunge, MD</td>
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<td>William R. Penland, MD</td>
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<td>John P. Sutkowski, MD</td>
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### September Birthdays

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<tr>
<td>Erik B. Throop, MD</td>
<td>9/1</td>
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<tr>
<td>Tony A. Findley, MD</td>
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<tr>
<td>Terry W. Talley, MD</td>
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<tr>
<td>Sarah J. Volkman, DO</td>
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<tr>
<td>Cornelius E. Healy, MD</td>
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<tr>
<td>Jessica M. Cox, DO</td>
<td>9/7</td>
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<tr>
<td>Ryan D. Meyer, MD</td>
<td>9/6</td>
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<tr>
<td>Dale W. Drake, MD</td>
<td>9/10</td>
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<tr>
<td>Matthew T. Langenberg, MD</td>
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<tr>
<td>Michael J. Malchioni, MD</td>
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<td>M Adam Hubbard, MD</td>
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<tr>
<td>Brett T. Weinzapfel, MD, PhD</td>
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<tr>
<td>Mary A. Bieker, MD</td>
<td>9/13</td>
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<tr>
<td>Roozbeh Mansour, MD</td>
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<td>William D. Ritchie, MD</td>
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<td>Bruce W. Schneider, MD</td>
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<td>Anthony L. Funke, MD</td>
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<td>Samuel L. Fitzsimmons, MD</td>
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<td>Kristi K. Peck, MD</td>
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<td>Herman M. Blanton, MD</td>
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<td>Tiffany Strong, MD</td>
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<tr>
<td>Randall J. Krystosek, MD</td>
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<td>Stewart P. Smith, Jr., MD</td>
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<td>Irvin L. Heimburger, MD</td>
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<tr>
<td>William H. Allen, MD</td>
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<td>Ned P. Rule, MD</td>
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