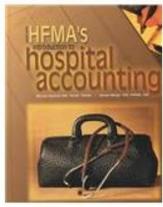


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By Healthcare Financial Mgmt Association Hfma, Steven H. Berger, Michael Nowicki, L. Vann Seawell

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Editorial Review

About the Author

Michael Nowicki, Ed.D., FACHE, FHFMA, is a professor of health administration and director of graduate studies in the department of health administration at Texas State University. Dr. Nowicki is a frequent contributor to numerous journals, including HFM (the journal of the Healthcare Financial Management Association) and HealthLeaders. Dr. Nowicki has presented financial management seminars to audiences worldwide.

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