

Medical Model a Path to Growth

O.D. will bring third office to speed using proven strategies

Earlier this year **Steve Nelson, O.D.**, took over another Walmart-affiliated practice. It's his third in Corpus Christi, TX. To make it successful, he's doing what he did with his first two—develop the medical model. He's using three proven strategies: he's acquiring new instrumentation; he's using it to diagnose and manage medical conditions; and he's coding the encounters appropriately for medical billing.

He starts by improving quality and improving the scope of services. Patients come to Walmart-affiliated O.D.s in large part because of the convenience. Dr. Nelson leverages that to enhance patient health by providing more medical services. "When I used to refer patients out to specialists, many didn't follow through on their visits. When I treat them for medical conditions, the follow-up rates are very high. They pass my office many times each week. Or they're in the store, and they remember that they have an upcoming appointment," he says.

To start offering medical model care, however, a cycle has to start. Buy new equipment to detect and monitor disease; uncover health problems among patients who become medical patients in addition to refractive care pa-



Dr. Nelson

tients, and watch both categories grow.

He wants patients to be wowed—even by the non-clinical aspects of the practice. From seeing the 42-inch plasma screen TV in the reception area to the high-tech instrumentation in the exam and pretesting lanes, patients are impressed with the efficiency of the staff and the quality of the exam. Dr. Nelson has installed a new fundus camera visual field analyzer, a GDx, another anterior segment camera and a new slit lamp in his office. He plans to purchase a topographer in the near future.

He also has made the decision to raise his fees a little. He did so with some concern that patients would complain. None have, he says. "Several times a day, people thank me for providing such a thorough exam." He says that the quality of the exam makes people realize they're getting an even greater value. And he's detecting more cases of disease or other ocular conditions.

That's why it's important to obtain vision insurance and medical insurance information from every patient. Dr. Nelson can make the determination how best to help patients

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Advisory Panel O.D.s Eager to Enhance Walmart's Reputation for Trusted Eye Care

The 10 Walmart-affiliated O.D.s selected for the Walmart Advisory Panel are unanimous in their view that Walmart's reputation over the years has changed. As the company pursues its goal to be the trusted eye care provider, each of these O.D.s believes he or she can help both affiliated O.D.s and the company work toward that goal.



Dr. Uhler

Eric Botts, O.D., Maccomb, IL, and **Mark J. Uhler, O.D.**, Pittsburgh, PA, plan to be a collective voice for their regions and all Walmart optometrists. "I will present any issues and ideas my colleagues

bring to me to the other advisory board members," Dr. Botts says.

Christopher Envani, O.D., Pewaukee, WI, also agrees that this panel can improve re-



Dr. Nephew-Spencer

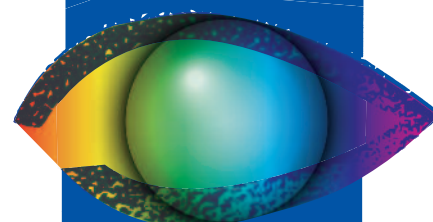
lationships and communications between doctors, as well as boost the quality of patient care and education that patients receive. **Melantha Nephew-Spencer, O.D.**, Dallas, TX, would like to see better education that increases patients' awareness of the closely linked connection between eye and general body health.

But the panel will unite more than just a network of O.D.s—it will link to improved communication with Walmart, as well. "In today's competitive market, the doctors and Walmart both have to work together," says **Dr. Neal Pithwa, O.D.**, Knoxville, TN. "By understanding both of our needs, we can

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THIRD QUARTER 2008
FORESIGHT

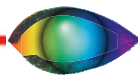
For optometrists in practices located next to or inside Walmart Vision Centers and SAM'S CLUB Optical



We Always Care

Walmart





A Switch in Perspectives

Two top managers switch positions, bringing new insights to roles

Matt Herlevic and **Mark Travis, O.D.**, traded places. Herlevic, who had been managing the optical operations division since 2004, became the division's manager of professional services in April. Dr. Travis, who held that management job, stepped in to fill Herlevic's role.

It's no arbitrary shift, but a decision on Walmart's part to increase the communication and effectiveness of the various components of the optical division by bringing each man's perspective to the new role.

Herlevic says his years in the operations end makes him understand the logistics of how to put initiatives in place. He cites the associate training program as an example. "We're preparing to roll out the second phase, and we know from our conversations with affiliated doctors that it's very important, with 97 percent saying a well-trained staff is a high priority. Yet only

four percent believe they have it. There are a lot of logistics and operational issues to make sure that training reaches 13,000-plus associates, and that it sticks," he says.

Herlevic can leverage his operational management experience in helping devise programs and initiatives that can help the affiliated O.D.s build their practices.

Dr. Travis takes his experience in professional services, as well as his experience from working as a Walmart-affiliated O.D., and brings that to operational management where he can stand in for affiliated O.D.s when business decisions and strategies are being created.

For example, as Walmart devises a pro-



(l-r): Matt Herlevic and Dr. Travis

motion, Dr. Travis can provide the clinical input that ensures the promotion provides Walmart customers an excellent value and an appropriate product solution that will please the O.D.s. He expects management, including re-

gional and district managers, will use him as a sounding board for how O.D.s may respond to new initiatives or strategies.

Both men say that the shift is another indication that Walmart is putting a priority on health and wellness. Although their managerial roles are different, they both want to streamline communications, education and program integration. It's all a part of making Walmart Vision Centers and Walmart-affiliated O.D.s trusted eye care providers in their communities. ★

THE DIRECTOR'S CHAIR

Your Voices Shine

When we decided to appoint a Professional Advisory Panel, I didn't expect it to be such a challenging task. The first surprise was that 170 Walmart- and SAM'S CLUB-affiliated O.D.s sent in applications. The comments were impressive and touching. Most said they thought the panel could allow them to help other O.D.s grow their practices and build their careers. I thank all of those who felt so passionately that they could give back to Walmart in some way.

Selecting only 10 of these talented O.D.s to serve was a difficult decision. But I'm proud to introduce you to the new panel in this issue. They are savvy business people and skilled clinicians. We asked them to share some of their goals for themselves, their colleagues and the company. I believe their input will enhance decisions made at the corporate level. Walmart's Optical Division wants to support you. O.D.s are the cornerstone to our success as the trusted eye care provider.

As we make plans for the year ahead, it's a good time to reflect on how we can all finish the year strong. Walmart's back-to-school promotion remains in full swing, and there's just a brief lull between that and people rushing to use their managed care benefits before the end of the year. Talk with your Vision Center manager to learn how Vision Center promotions and advertising can drive business to your practice. ★

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Dr. Patel

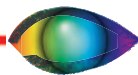
Office Communications...

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maximize their insurance coverage for needed services.

Dr. Nelson recommends that O.D.s just starting with medical coding visit caqh.org, an online starting point for broad credentialing. "This gets your feet wet so you know what to expect," Dr. Nelson says. It won't automatically put O.D.s on the panels for all insurance providers, but it's a great place to begin. And once an O.D. is listed in a directory for a particular insurance provider, it will bring in patients, he adds.

Start with what you know. Many O.D.s still are giving away their services for treating dry eye or ocular allergies. Other practitioners are properly coding for these services, he points out. Learn how to code these simple procedures to obtain the established reimbursements. Bringing your own and your staff members' skills up to par to deliver high quality, comprehensive eye care is good for your medical patients and your refractive patients, he says. ★



GUEST COLUMN FROM COOPERVISION

Avaira™, Third-Generation Silicone Hydrogel Lens, Having an Impact



By **Mark Lindsey**

It has been only a few months since CooperVision launched its newest lens, Avaira™, but it already is making an impact in Walmart and SAM'S CLUB locations.

Mark Lindsey

Doctors across the country are impressed and pleased with the comfort,

performance and ocular health benefits in this two-week replacement lens.

"The Avaira lens is quickly becoming one of my favorite lenses," says **Umar Ishaque, O.D.**, in Atlanta, GA. "The low modulus [0.50MPa, approaching that of standard hydrogel lenses] makes it by far more comfortable than other silicone hydrogel lenses," he says, adding that this prevents mechanical and physiological



complications such as SEAL and CLPC.

"Its aspheric design provides excellent vision, and it is highly wettable," Dr. Ishaque says. The combination of high water content

(46 percent) and AQUAFORM™, CooperVision's patented material technology, creates a naturally hydrophilic contact lens that retains water within the lens, minimizing dehydration. There are no additives, coatings, wetting agents or surface treatments. Dr. Ishaque also is satisfied with the high oxygen transmissibility (Dk/t=125) that helps maintain healthy corneal physiology.

Shirley Ruth, O.D., Clarion, PA, says about half of her new fits are moving into Avaira. "The comfort, movement and positioning of the Avaira lens is good, as is the clarity of vision with the benefit of UV protection. The price point, fitting fee and four-box rebate are great. Bottom line: I'm giving my patients the best product at the best price."

Perry Christopher, O.D., Uniontown, PA, began fitting the lens as a problem solver, but it quickly became his lens of choice for daily wear patents. "It's a better lens, and it has a better price point. The rebate for new fits or refits makes it even better."

Kim Raharja, O.D., Atlanta, GA, agrees. "My doctors and I have tried it, and it's an instant hit with our patients," she says. "We tell our patients how healthy Avaira is, but all they can think about is how comfortable the lens feels." Dr. Raharja looks forward to using the expanded powers (beyond the current -0.25D to -6.00D) that will be available in early 2009.

For more information, contact your CooperVision rep or visit coopervision.com. ★

COMPLIANCE CORNER

Tamper-Resistant Prescription Pads

By **Miranda Burris, J.D.**

Beginning October 1, 2008, all prescriptions that Medicaid patients will fill at a pharmacy are required to have three tamper-resistant features. This means that the prescriptions you write for contact lenses and eyeglasses are not required to be on a tamper-resistant prescription pad. However, if you write prescriptions for medications that are filled at a pharmacy, such as antibiotics or ointments, and you have patients whose prescriptions are paid by Medicaid, then you need to have tamper-resistant prescription pads.

To be considered tamper-resistant, a prescription must contain the following three characteristics:

1. One or more industry-recognized features designed to prevent unauthorized copying of a completed or blank prescription form

(Examples: high-security watermark on reverse side of blank; thermochromic ink technology; blue or green background ink on the prescription blank that resists reproduction; copied pre-



Miranda Burris

scription blanks show the word "copy", "illegal" or "void")

2. One or more industry-recognized features designed to prevent the erasure or modification of information written on the prescription by the prescriber

(Examples: tamper-resistant background ink shows erasures or attempts to change written information; protection that prevents alteration by chemical washing)

3. One or more industry-recognized features designed to prevent the use of counterfeit prescription forms

(Examples: duplicate or triplicate blanks; description of security features included on each prescription blank; watermark that is visible at a 45-degree angle)

Please contact your State Medicaid Office to ensure that your prescription pads meet the requirements for your state. For additional information, visit the National Association of State Medicaid Directors web site (www.nasmd.org) and look under Key Issues, or the CMS FAQ on the topic. ★



Advisory Panel O.D.s...

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both provide better eye care to our patients. Gone are the days of simple refraction and the 'us versus them' mentality." **Dmitry Gutkovich, O.D., M.B.A.**, Islandia, NY, also wishes to help bridge this gap with his clinical and business experience.



Dr. Gutkovich

The Advisory Panel members represent a range of experience within the Walmart and SAM'S CLUB setting. Yet even those who have been affiliated with the company for only a few years are seeing a change in the direction, especially in terms of medical coding. **Jennifer Geertz, O.D.**, Hodgkins, Batavia and St. Charles, IL, says that medical billing is becoming the norm, rather than the exception.

Dr. Botts has also seen positive changes. "I have joined the panel of every medical insurance plan in my area to allow my patients to utilize their medical coverage in my practice," he says. "This has made it easy



Dr. Botts

to afford the new equipment [two retinal cameras with optic nerve and retinal scanning lasers] I have purchased for my practices. BCBS, Medicare and Medicaid are all plans for which I am a provider, and medical care makes up more than 30 percent of my gross fees."

Medical insurance should not be a reason to lose patients. Dr. Envani says that opening up to a variety of companies can avoid making patients with ocular diseases and emergencies feel excluded.

The O.D.s see Walmart's commitment to O.D.s in the support the company provides. This includes programs to bring more advanced technology into the practice, a comprehensive staff training program and practice manage-

ment sessions designed specifically for affiliated O.D.s.

Instrumentation

Naheed Ahmad, O.D., Roswell, GA, enjoys the excitement generated when Walmart O.D.s get together to discuss new technology and what someone else is doing with it. Today's corporate-based practices, she says, are at an even par with private ones.

Plus, Walmart's discounts aren't just for customers. "Partnering with Walmart allows doctors to practice better medicine due to the advanced instrumentation provided and the ability to purchase additional technology at a significant discount," Dr. Gutkovich says.



Dr. Geertz

Negotiation for better pricing allows doctors just starting out, as well as those who are 10 years into their practice, to buy into the latest technology, Dr. Ahmad says. Adding instrumentation, including retinal cameras and visual field analyzers, impresses patients.

There's a wow factor, she says, and patients are so impressed that they're having such a comprehensive, high-tech exam at such a great value.

The panel members agree that these and other initiatives are enhancing the reputation of Walmart- and SAM'S CLUB-affiliated providers in their communities and within the profession. As **Clay Mattson, O.D.**, Nicholasville, KY, says, "By providing the highest level of care and the most advanced technology inside the Walmart setting, our patients and colleagues



Dr. Mattson

Associate Training

have taken notice that this can be an extremely effective practice model. Any pre-conceived negative bias is resolved quickly when a patient experiences the level of care that we provide."

One simple step toward improvement has already started. "Now there's a better effort to hire more qualified



Dr. Van

associates who are professional and motivated," says **Dawn Van, O.D.**, Pembroke Pines, FL. It is also efficient and productive to find new ways for doctors and Vision Center associates to have more harmony in the work place. "This will create a more professional environment, hence change the public's image of

Walmart Vision Center from a one-stop shop to an actual health care facility," she says.

Dr. Ahmad agrees, saying, "I've always had a great relationship with Vision Center managers, and I've taken a personal interest in training staff." Now with Walmart's staff training initiative, more O.D.s will benefit because associates in Vision Centers have solid core knowledge. "It helps me when the associates have greater knowledge because the process becomes more



Dr. Ahmad

seamless for the patient. If I recommend a product with great confidence and the associates don't have the training on the product, that reflects on me," she says. "Now I know what they know, and we're giving the same message."

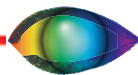
Enhanced Reputation

Dr. Geertz says, "My goal is to develop our reputation as the destination of choice for optometrists looking for long-term career opportunities." She wants to include more levels of management in the hiring process, to ensure that the best candidates fill open positions.

Dr. Nephew-Spencer hopes to lessen the stigma that sometimes comes with being a corporate doctor partner. "I want to show the public how very involved we are in medical eye care and not just prescribing glasses and contacts," she says.

The panel's power can only strengthen

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Advisory Panel O.D.s...

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the Walmart name and future for its vision centers, says Dr. Pithwa. "If we

can advance our level of service and what we can provide to our patients, whether that be better technology, scope of practice or better practice management, our reputation will change for the better." ★

Emphasizing Annual Exams

New advisory panel on board with annual eye health exams

Walmart- and SAM'S CLUB-affiliated O.D.s who have been recommending that patients return annually for an eye health exam have found support from Alcon. Alcon has added a banner, reminding patients to see their doctor yearly for healthy vision, on its starter kits and retail-size boxes of OPTI-FREE® RepleniSH® MPDS.

"In my practice we put great emphasis on yearly comprehensive examinations," says **Dr. Neal Pithwa**. "One of our main responsibilities is to maintain ocular health. I applaud Alcon for taking steps to make our patients more aware of this important practice. Making our patients realize that eye health is much more than simply glasses and contacts should be our daily mission," he says.

Dr. Jennifer Geertz agrees. "Alcon is always a great supporter helping us to drive home the need for regular eye care exams. Alcon provides us with both written and DVD contact lens instructions; and now the company has incorporated written reminders for annual eye exams on its OPTI-FREE RepleniSH retail cartons," she says, noting she's grateful for the educational support. The more reminders patients have about the importance of eye health, the more they will rely on her for their primary eye care needs. "I believe that with consistent instruction, my patients will live happier and healthier with their contact lenses," she says.

Enhancing patients' contact lens-wearing experience is Alcon's forte, says **Dr. Clay Mattson**. He cites Alcon's "high-quality line of products as well as its efforts in educating patients about the need for eye care and promoting our practices. The more frequently the message of yearly eye exams is communicated and reiterated to patients, the more likely they are to be compliant."

Dr. Melantha Nephew-Spencer says she supplements patient discussion about the need for annual eye health exams with recall postcards and contact lens prescriptions that are valid for one year.

The banner on the boxes is such a simple strategy, but it's an important one, says **Dr. Dmitry Gutkovich**. "The 'See Your Doctor Yearly' banner on OPTI-FREE RepleniSH cartons is an innovative way of emphasizing the need for annual exams," he says. Other panel members, too, expressed their appreciation of Alcon's educational efforts directed at patients—and optometry's part in the process. "Alcon has always highlighted optometry as an integral part of the primary care delivery team," says **Dr. Mark J. Uhler**.

Repetition and reinforcement of the message is vitally important, they say. "I think Alcon's contribution does help us draw attention to the yearly exams, because not only do patients hear it from the doctors, they actually can read it on the box as they purchase the solution," says **Dr. Dawn Van**.

Dr. Naheed Ahmad says she's come to expect this kind of support from Alcon. "Alcon is a company that specifically has made a commitment to optometry. Any time I've needed anything, Alcon has delivered it," she says, citing the pharmaceutical and MPDS samples the company provides as well as its humanitarian outreach and impressive research and development. "In addition, Alcon has been a supporter of optometry by encouraging all O.D.s to practice the full scope of care," she says. ★



Walmart Selects O.D. as Regional Manager

Before **Steve Reinhart, O.D.**, joined Walmart, he was the commanding officer of a shock trauma field hospital in northern Iraq. When he retired, as a U.S. Air Force Colonel in 2007, he joined Walmart as a senior manager for health and wellness recruiting. He spent 14 months managing recruiting efforts in the western half of the U.S. for O.D.s and pharmacists.



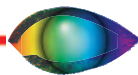
Dr. Reinhart

This summer, Dr. Reinhart became the first O.D. to serve as a Regional Manager for Walmart's Optical Division. "My expertise is in running health care organizations," he says. "With Walmart's inroads into health and wellness, my experience makes sense. We're working to increase access to care for the underinsured and uninsured."

Dr. Reinhart says the Vision Centers serve as a model for how Walmart can have an impact. "We provide cost-effective care to those who might not otherwise seek it." Walmart's \$4 pharmacy offerings and the QuickCare clinics opening in some Walmart locations are other examples. "There's a population of Walmart customers who also need healthcare at a reasonable fee structure. We can provide that."

Dr. Reinhart adds that while he is the first O.D. to serve as a Regional Manager, he's not the first health care provider in a managerial position. (See story on page 2.) That message should reassure O.D.s that Walmart "recognizes that O.D.s are important to the health and wellness division's business plan. Eye health is not just saying, 'Which is better: one or two?' It's a part of health care, and Walmart understands where affiliated O.D.s fit in."

In many ways, Dr. Reinhart's current position is very different from commanding a battlefield trauma unit. But 30 years in the military, in the U.S. Navy and the Air Force have also taught him a valuable skill. "I've managed organizations with multi-million-dollar budgets and hundreds of people who needed to work together toward the same goal." ★



IMPLEMENTING THE TOTAL PATIENT CARE MODEL

The High Cost of Complacency



Dr. Rumpakis

By John Rumpakis, O.D., M.B.A.

"New Report Shows CMS Pilot Program Saving Nearly \$700 Million in Improper Medicare Payments" screams the headline. There's a temptation to read it casually and think it doesn't apply to your practice. If you think you're not at risk for an audit because optometry is small potatoes, you're wrong; that kind of complacency is a dangerous thing.

Getting paid for an improperly filed claim often creates a false sense of confidence. Payment doesn't necessarily mean CMS determined the accuracy of that particular claim or that it cannot be reviewed again. So don't develop a false sense of confidence; be vigilant continually for proper coding, using all of the resources available to you.

I have identified five common billing errors that O.D.s commit every day, so you can double-check your billing practices.

The Top Five Mistakes O.D.s Make

1. Failing to establish medical necessity
2. Unbundling services
3. Billing for non-covered services
4. Filing duplicate claims
5. Filing claims with incomplete or invalid group number

In this section, I'll address the top three.

Failing to establish medical necessity properly in the medical record is far and away one of the biggest issues O.D.s face. There is a very specific definition of medical necessity (available at medicare.gov) that must be met for each and every examination/procedure that you perform on a patient. If you fail to meet this standard, that payment you received for the particular service/procedure is at risk.

Secondly, some services are to be performed together. Breaking them apart to gain a higher reimbursement is verboten. Make sure that you adhere every day to the CPT guidelines, the CCI guidelines and the rules of your local carriers. These rules and guidelines change constantly, so you must stay on top of these issues to ensure compliance of your practice.

The third area, one where O.D.s need to be vigilant and careful, is in only having a covered diagnosis for a procedure. Having a covered diagnosis solely is not enough to pass muster on an audit. I have seen many O.D.s who manufacture a diagnosis just to get a service covered. Let me be clear. Don't do that. According to the ICD-9 guidelines, you cannot use the patient's chief complaint or

symptom as the diagnosis when you know the cause of that chief complaint or symptom. As an example, you cannot use the diagnosis of eye pain in conjunction with a corneal foreign body when you know that the cause of the eye pain is the corneal foreign body. Many times practitioners do this simply to justify billing for an office visit. But they should not.

Simply stated, just because you submit a claim and it gets paid does not mean that you submitted the claim properly. Carriers do not audit on a claim-by-claim basis, but they recover their money on post-payment reviews. Rules change, guidelines change and you alone are responsible for implementing these changes into your practice.

There are many resources to help keep you updated. ReimbursementPLUS.com includes local carrier policies, CCI guidelines, CPT code properties, and all CPT and ICD-9 manuals in one online source. Tools like these are invaluable because they can help you stay profitable and, more importantly, safe in the knowledge that your claims are being filed correctly... the first time. ★

Welcome, New O.D.s

These O.D.s have recently joined Walmart or SAM'S CLUB locations.

Ferine Ali, O.D.
 Valerie Allen, O.D.
 Kyle Barnes, O.D.
 Donald Beyers, O.D.
 Jesse Blattstein, O.D.
 Mark Brei, O.D.
 Laura Burke, O.D.
 Rachel L. Burnett, O.D.
 Craig Cerny, O.D.
 Zahir Charania, O.D.
 Huong Childress, O.D.
 Elizabeth Correa, O.D.
 Lucille Doak-McCauley, O.D.
 Jeff Doty, O.D.
 Kenneth M. Duda, O.D.
 Brad Ewald, O.D.
 Lawrence A. Filak Jr., O.D.
 Regino Flora, O.D.
 Diane M. Galbrecht, O.D.
 Susan Gallant-Behan, O.D.
 Joni Lynn Gantt, O.D.
 Gustaf Isaac Gibson, O.D.

Leonard J. Goldstein, O.D.
 Anita Mi-Young Han, O.D.
 Doug Hassenpflug, O.D.
 Daniel Howells, O.D.
 Michelle Dawn Jones, O.D.
 Russell Kateman, O.D.
 Michael Kelley, O.D.
 Douglas Kelley, O.D.
 Paul Kim, O.D.
 Leah Kirkemier, O.D.
 Michael Knarr, O.D.
 Michelle Komal, O.D.
 Jonathan Lappen, O.D.
 Craig McNamara, O.D.
 Stephanie D. Muscelli, O.D.
 Hoa Nguyen, O.D.
 Kaylyn C. Nguyen, O.D.
 John Novak, O.D.
 Carlton E. O'Neal, O.D.
 Amy Onken, O.D.
 Adele Paul, O.D.
 David Peed, O.D.

Robyn L. Peterson, O.D.
 John Pettit, O.D.
 Andrea Pikkula, O.D.
 Joseph Pruitt, O.D.
 Ionut Radu, O.D.
 Dorian Rammell, O.D.
 Luke Randall, O.D.
 Leslie Richardson, O.D.
 Christie Russell-Villnow, O.D.
 Julie Rybarczyk, O.D.
 Deepak Sharma, O.D.
 Ron Stello, O.D.
 Cheryl Stoker, O.D.

Mark Strahan, O.D.
 Dustin Suminski, O.D.
 Mark L. Tappan, O.D.
 Mychele P. Tran, O.D.
 Melissa Tran, O.D.
 Michael Turner, O.D.
 Beatrice Vela, O.D.
 Robert J. Von Vollen, O.D.
 Casey Wells, O.D.
 Adam J. Wolf, O.D.
 Kate Yang, O.D.
 Saretta Zanjanjian, O.D.

Opportunities at Walmart and SAM'S CLUB

To learn about opportunities at Walmart and SAM'S CLUB locations, please call 800.221.1655 or e-mail drrecruit@wal-mart.com. ★