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Most dermatology practices specialize in treating skin conditions at one end of the age spectrum or the other.

Dr. Glenn Goldstein has built his practice into the Midwest's largest by focusing on everything from baby rashes and acne to cosmetic procedures and skin cancer surgery.

It started 20 years ago as a solo dermatological surgery practice at a local hospital. Today, the **Dermatology & Skin Cancer Center** sees about 50,000 patients a year at its three suburban locations, which are owned by Goldstein and some of the seven other physicians in the practice.

"Dr. Goldstein has built what the marketplace wants," said John Leifer, a health care consultant with **CBIZ The Leifer Group** in Leawood.

Leifer called the practice "a focused factory of care."

He said a focused factory of care is a single-specialty hospital or, in this case, outpatient clinic that translates high procedure volumes and expertise into higher quality, more cost-efficient care.

Volume and expertise are especially crucial in dealing with the alarming rise in skin cancer cases, which drives much of his practice's growth, Goldstein said.

"Caucasians born in 2007 have a one in five chance of developing a skin cancer," he said. "In the 1930s, it was one in 1,500."

Several theories attempt to explain the surge, including one that blames a thinning ozone layer and another that points to too much trust in sunscreens, Goldstein said.

However, he said, deciding how to treat high-risk skin cancers generally presents one clear answer: Mohs micrographic surgery. The method ensures that all diseased tissue has been removed. He and three other surgeons in the practice are trained in the procedure.

Goldstein graduated from the **University of Kansas School of Medicine** and in 1987 completed a Mohs surgery fellowship at the **University of Iowa Hospitals and Clinics**. He then opened the area's first Mohs practice at **Baptist Medical Center** and since 1993 has trained one Mohs surgeon a year through his accredited fellowship program.

The Mohs procedure begins by cutting out a pie-shaped piece of tissue containing the cancerous tumor. The tissue is then cut into slices, and the bottom of each is examined

under a microscope. If signs of the tumor are detected, another layer of tissue is excised, and the process is repeated until the entire tumor is gone.

The procedure, including any necessary reconstructive surgery, is performed under local anesthesia and generally takes about half a day.

Dr. Shawn Sabin, a Mohs surgeon and a partner in the practice, said that having a pathologist on staff to read the slides minimizes the procedure's duration and maximizes the biopsy quality.

"Usually the pathologist is employed by a lab," Sabin said. "But Dr. Goldstein really saw the need to have all these subspecialties in dermatology working together."

Goldstein said he could have built a thriving practice on surgery alone.

"I know we do more skin cancer surgery than anybody in the Midwest," probably including even the **Mayo Clinic**, he said.

After years of fielding calls from patients seeking other dermatology services, however, Goldstein decided to broaden his practice.

"The Home Depots brought a variety of building supplies under one roof so people could shop for all of those things at one time," he said. "My feeling was, why can't we do this in a health-related field as well?"

The move toward one-stop dermatology shopping began in 1998, when Goldstein began hiring general dermatologists who diagnose and treat a wide variety of skin conditions.

More recently, the practice has added cosmetic aestheticians who perform services such as Botox injections, laser hair removal, intense pulsed-light treatments and microdermabrasion.

The menu of skin care services is similar to those at the growing number of medical spas popping up throughout the country. In contrast to many spas, however, Dermatology & Skin Cancer Center delivers all cosmetic services under the supervision of physicians.

Another differentiating feature, Goldstein said, is the practice's Visia Complexion Analysis System, a free service for cosmetic patients. The system, which is used to make treatment recommendations and measure results, produces pre- and post-treatment facial images. The imaging captures and measures features such as wrinkles, pores and UV spots that then are compared with those of same-age, same-sex patients via an extensive computer database, Goldstein said.

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Getting a variety of dermatological subspecialties to peacefully coexist "is not an easy thing to execute," which explains why Goldstein's practice is nearly unique, Leifer said.

"But his model is starting to be referenced by dermatologists in other cities as something they would like to emulate," Leifer said. "He's been wise to locate those facilities in areas of high growth with populations that can afford to pay for the services or have the requisite insurance coverage."

Not wanting to end up at a defunct hospital, which Baptist Medical Center became, Goldstein moved to his 27,000-square-foot flagship location in Leawood in 2003. He opened his third location, a 22,000-square-foot clinic in Lee's Summit, a few months ago.

Bob Johnson, a former state representative from Lee's Summit, enthusiastically recommends that facility.

After watching a small growth on his calf expand to a quarter-inch in diameter recently, Johnson called the Dermatology & Skin Cancer Center, whose patient-centric features include a policy of seeing patients with suspicious lesions in 72 hours.

Although it can take six weeks to get an appointment at many dermatology practices, Johnson said he was seen right away. It was a good thing because his diagnosis was melanoma, the most dangerous skin cancer.

"I was scared to death because melanoma, if not caught early, can spread to other parts of the body and can't be treated by chemotherapy or radiation," Johnson said.

Fortunately, he said, a Mohs surgeon operated on him immediately, and subsequent checkups have confirmed his prognosis: He is cancer-free.