

## The Single-Family Office Healthcare Advantage

The number of single-family offices using concierge healthcare providers has been steadily increasing. Emerging trends in the industry, and wealthy families willing to pay a premium for top-quality healthcare, will lead to even more significant growth.

December 2011



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Rothstein Kass

For many high-net-worth individuals, one of the principal benefits of wealth is unmatched access to exceptional advisors, consultants and specialists that can assist in achieving long-term family objectives. Managing these relationships, however, can be a challenge in itself, requiring a centralized presence to align interrelated aspects with overarching goals. As a result, for many families, no professional is more influential than the executive director at the single-family office. Though they represent a broad range of personal and professional backgrounds, executive directors typically possess strong leadership and communications skills that make them critical to the effectiveness of the family office.

The advantages of combining financial and lifestyle aspects of the family plan under a unified single-family office strategy continue to resonate among wealthy communities. Our past research has confirmed that single-family offices currently represent greater wealth – both on average and in aggregate – than they did only five years ago. Moreover, the efficiency of the model has spurred increasing demand for existing products, while also compelling single-family offices to expand the scope of services provided. This has created opportunity for those pursuing a career in wealth management, but has also vastly increased the range of responsibilities for the typical executive director.

In addition to asset management, estate planning and other traditional services, executive directors are now more frequently being asked to oversee the development of customized family security and healthcare strategies. Concierge healthcare is an area that has exhibited dramatic growth in recent years, driven in part by uncertainty stemming from legislative efforts, but also by increasing costs and the availability of innovative treatments. For wealthy families, access is again a primary advantage, and they have demonstrated a willingness to pay a premium for this benefit. As advancements in medical technology and biotechnology bring humanity closer to eradicating life-threatening diseases and dramatically extending lifespan, establishing a family healthcare strategy more frequently overlaps with financial and lifestyle considerations.

Our latest research report, “The Single-Family Office Healthcare Advantage,” features the findings of an extensive survey of single-family office executive directors and examines emerging trends in the space. The report draws on the insights of the Rothstein Kass Family Office Group, as well as other subject matter experts, to provide context for statistical results. We hope that you will find this interesting and illuminating, and encourage you to call us to discuss findings.

Sincerely,

A handwritten signature in black ink that reads "Richard J. Flynn". The signature is written in a cursive, flowing style.

Richard J. Flynn  
Principal and Head of Rothstein Kass' Family Office Group

## Key Themes

### The Single-Family Office Healthcare Advantage

**The use of concierge healthcare providers by single-family offices is increasing and is likely to accelerate significantly in the coming years.**

- The number of ultra-wealthy families has continued to grow, resulting in a meaningful increase in the number of single-family offices in operation.
- Uncertainty surrounding healthcare systems in the U.S. and around the world has raised questions among the ultra-wealthy regarding long-term requirements.

**Concierge healthcare is attractive to single-family office clients for a variety of reasons. There is strong consensus surrounding the top four:**

- Management of severe medical conditions.
- Access to the best physicians and medical institutions.
- The ability to obtain qualified second opinions from leading physicians.
- Streamlined interactions with existing healthcare systems, including the accurate and timely transfer of medical records.

**Emergency healthcare represents an area of opportunity for providers. Very few family offices currently have access to these services, though nearly all agree that this is “very important.”**

**Two additional areas where available services appear to lag demand are access to specialists and ongoing medical follow-up after specialist treatment.**

### **Defining Single-Family Offices and Concierge Healthcare**

The terms “single-family office” and “concierge healthcare” are nearly ubiquitous these days, with characterizations varying widely. As empiricists, we find the need to be definitionally precise with respect to our terms and methodology.

(See Appendix: Research Caveat, page 11.)

The best concise and encompassing definition of a single-family office is that it's an organizational structure that manages the financial and personal affairs of one wealthy family. The way the single-family office functions in support of family objectives and the scale of operations can be highly idiosyncratic.

Single-family offices tend to provide two sets of expertise to their ultra-wealthy families: wealth management and support services. Wealth management often consists of investment management, advanced planning and private investment banking. Support services encompass a broad array of administrative and lifestyle services. Concierge healthcare falls squarely under the lifestyle services heading, but it can have a direct and lasting impact on family financial planning.

The sheer scope of available concierge healthcare services makes the term more challenging to define. A good but simple description of concierge healthcare is the direct provisioning and/or facilitation of medical care for a select membership. Clearly, this can take many forms. At one end of the spectrum is the direct relationship between a physician and a limited number of patients. At the other end are oversight arrangements specifying that the concierge healthcare organization acts as a coordinator and supervisor of medical care, without providing medical care directly. Other than in instances when a physician is exclusively employed by an ultra-wealthy family, concierge healthcare providers are membership organizations.

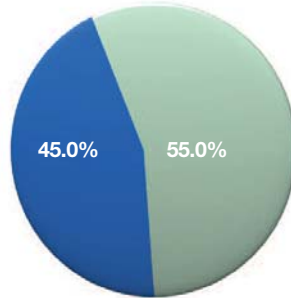
The decision to use the services of a concierge healthcare provider appears to be predicated on two key factors: a need to augment current medical services and an awareness of available concierge healthcare options. More providers – qualified and otherwise – are emerging on the horizon every year. The ability to sift through options and identify credible and competent providers is more regularly a function of the single-family office.

**Current Use of Concierge Healthcare Providers**

In the first quarter of 2011, we surveyed 151 single-family offices and found that slightly more than half of them presently use a concierge healthcare provider (Exhibit 1). This represents a significant increase over 2009, when we surveyed 376 single-family offices on a wide range of topics and issues. At that time, we found that about two out of five single-family offices had employed a concierge healthcare provider (Exhibit 2).

**“Immersed in the global economic uncertainty that defined 2009, single-family offices helped the family to maintain a focus on the future, even as many endured short-term declines in overall net worth. In the months that followed, many single-family offices worked with their clients to reassess their long-term positioning. Having weathered the crisis, many families were left with a greater appreciation for how unforeseen events can impact short-term liquidity. Many families are applying the knowledge gained in their approach to family medical requirements. They are increasingly turning to the single-family office for varying degrees of concierge healthcare support, recognizing the importance of integrating this aspect into the broader family strategy,”** said Rick Flynn, a Principal and head of the Family Office Group at Rothstein Kass.

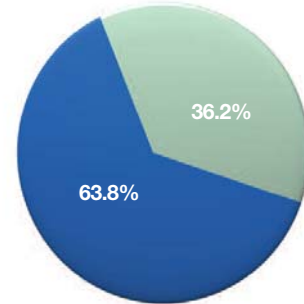
Exhibit 1  
**Use of Concierge Healthcare Providers 2011**



Using a concierge healthcare provider	<b>55.0%</b>
Not using a concierge healthcare provider	<b>45.0%</b>

N = 151 single-family offices

Exhibit 2  
**Use of Concierge Healthcare Providers 2009**



Using a concierge healthcare provider	<b>36.2%</b>
Not using a concierge healthcare provider	<b>63.8%</b>

N = 376 single-family offices  
Source: The Family Office: Advising the Financial Elite (2010)

The data shows a meaningful increase in the number of single-family offices providing concierge healthcare. Moreover, there are dozens of concierge healthcare providers covering a broad range of capabilities. However, we found that the single-family offices we surveyed were, on average, familiar with only 1.7 of them. This reinforces the point that many single-family offices are not very familiar with the range of services the sector offers. We anticipate the number of single-family offices using this lifestyle service to increase significantly over the next few years, creating a greater number of identifiable brands in the process.

### Reasons Single-Family Offices Are Engaging Concierge Healthcare Providers

The single-family offices that are presently using the services of a concierge healthcare provider show strong general consensus regarding the reasons they made this decision (Exhibit 3). It is important to note that these motivations tie directly to the particular concierge healthcare provider the single-family office selected.

All motivations reflect an overarching and universal aspiration to provide the best care for family members – particularly when faced with a potentially catastrophic medical event. Nearly all the single-family offices are concerned with how best to manage severe medical conditions. The ultra-wealthy are not only concerned about managing current medical issues, but are also taking steps to prepare for all possible circumstances.

Over 90 percent of single-family offices providing concierge services help their clients to gain access to high-caliber physicians and medical institutions. The ultra-wealthy are very willing to pay a premium for the privilege of being treated by the best practitioners in the medical community. Nearly 85 percent of single-family offices also view the ability to obtain second opinions from leading physicians as a benefit of wealth.

**“All physicians recommend a focus on preventive care, and the single-family office can be an extension of this philosophy. Receiving regular care at the hands of skilled practitioners can help to prevent devastating outcomes through early detection and treatment. For wealthy families, being prepared also includes modeling for potential health outcomes, based on family history and other lifestyle concerns. Access to top specialists and institutions is equally or more important when confronted with potentially catastrophic situations. Wealthy families find comfort in the knowledge that they are doing everything they can to ensure a positive outcome,” said Bruce H. Rogers, Chief Insights Officer at Forbes Media.**

More than four out of five single-family offices are turning to their concierge healthcare providers to enable them to better deal with the healthcare system. This is not about handling insurance forms and similar administrative tasks. Instead, interest is centered on comprehending new legislation, understanding and managing policies and facilitating processes. There is a general but ill-defined awareness that good primary care has become scarcer, and that there is a need for a family medical “quarterback” whose primary job should be to protect the family’s best interests.

**“Ignoring disagreements regarding the long-term impact of healthcare reform, most experts agree that such reform will result in higher healthcare costs for wealthy families. The impact will be felt both through increasing costs for specialist care and through higher tax obligations. Fortunately, single-family offices have the expertise and resources to meet the challenge. Concierge healthcare providers that specialize in this emerging niche have enjoyed tremendous success by providing tangible value to the single-family office,” said Dan Carlin, MD, Founder of WorldClinic.**

About three quarters of the single-family offices cite the need to ensure that they have top-quality healthcare when abroad as a key motivation for engaging a concierge provider. Many of the ultra-wealthy are truly global citizens – still more are at least frequent travelers. The ability to have access to exceptional medical care wherever they are is vital to them.

**“Most wealthy families have business and personal interests that take them to distant locales across the globe. When traveling, it is important to understand the intricacies and nuances of local health systems and the availability of treatment options. Dangers can be magnified by lifestyle considerations that range from participation in extreme sports or hobbies to philanthropic activities in less developed nations. The single-family office must consider all possible scenarios, even those that are almost unbearable to fathom,” said Mr. Flynn.**

About half the single-family offices are interested in personalized preventive care. This usually involves the concierge healthcare provider working in collaboration with the single-family office to take proactive steps based on family health history and lifestyle considerations. This also entails identifying specific preventive actions and helping the ultra-wealthy family stay on track.

**“Preventive care goes well beyond regular checkups and dental cleanings. Single-family offices are more frequently engaging specialist providers that can help their clients look and feel great, better allowing them to fully enjoy the benefits of wealth. The focus is on fostering a long-term commitment to better health through a personalized life strategy,” said Mr. Rogers. “Concierge healthcare can include not only consultants such as nutritionists and personal trainers, but also treatment specialists and mental health experts.”**

Slightly more than 40 percent of single-family offices chose a concierge healthcare provider based on the provider’s stated ability to organize and provide immediate access to a family’s medical records. Access to this information is essential in emergency and other medical situations.

Only about a sixth of the single-family offices chose a concierge healthcare provider because the consultant offered emergency medical assistance around the clock. The numbers suggest that although this ability is very appealing to the single-family offices, very few concierge healthcare providers have the capacity.

**“The schedules and obligations of many wealthy families are such that just knowing where each family member is to be found at any given time can be a difficult assignment. This, of course, only heightens the perceived need for access to 24/7 medical care and expertise. Often, the executive director will assume a central oversight authority of functions that can include everything from funding contingency plans to evaluating emergency treatment options,” said Alan Kufeld, a Principal in the Rothstein Kass Family Office Group.**

Exhibit 3

**Reasons for Engaging a Concierge Healthcare Provider**

Management or potential management of severe medical conditions	<b>94.0%</b>
Access to some of the best physicians and medical institutions	<b>92.8%</b>
Second opinions from leading physicians	<b>84.3%</b>
Help to better deal with and use the healthcare system	<b>83.1%</b>
Access to top quality healthcare when traveling	<b>74.7%</b>
Personalized preventive care	<b>55.4%</b>
Organization of and immediate access to medical records	<b>43.4%</b>
Emergency medical assistance 24/7	<b>15.7%</b>

N = 83 single-family offices



**Concierge Healthcare Preferences of the Ultra-Wealthy**

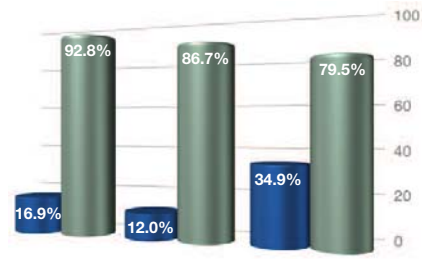
In evaluating what the ultra-wealthy want from concierge healthcare providers, we compared services they are receiving (as they understood the deliverable) with those they would like to receive. In a few cases, we found a “gap” between current capabilities and desired services.

**Emergency medical care**

The greatest disparity exists between the ability of the concierge healthcare provider to deliver emergency medical care and the appeal of this kind of service to the single-family offices (Exhibit 4). The rationale for this is fairly straightforward – very few concierge healthcare providers are able to directly provide these services. Meanwhile, most ultra-wealthy families have likely confronted emergency medical situations, intensifying the demand. The idea of having an emergency pharmacy readily available is also quite attractive to single-family offices, though only slightly more than 10 percent of the single-family offices currently have one established.

About a third of the single-family offices have emergency lifesaving equipment in their homes. Nearly 80 percent see this as being very important.

Exhibit 4  
**Emergency Medical Care**



Services	Currently Have	Very Important
Immediate access to emergency care physicians	16.9%	92.8%
An emergency prescription pharmacy at their fingertips	12.0%	86.7%
Emergency lifesaving equipment in the home (e.g., automatic external defibrillator) with training on how to use it	34.9%	79.5%

N = 83 single-family offices

**“For the most part, concierge healthcare providers have yet to develop a profitable and effective model for delivering 24/7 care. Emergency services are unique in that they are rarely deployed but always required. In reality, a modified fractional ownership model might prove the best approach. Another alternative would be to integrate emergency services with personal and family security services – another burgeoning segment of the single-family offices services sector that is more aligned with around-the-clock service,”** said Mr. Flynn.

It is evident that most concierge healthcare providers engaged by the single-family offices are not capable of ensuring continuous access to highly trained and knowledgeable emergency physicians with the requisite medical tools and treatments. A more common approach in times of medical emergency is to direct the ultra-wealthy family to the best available emergency care physicians in their local area.

The ultra-wealthy recognize the value of immediate, high-quality emergency medical care. Direct experiences or awareness of emergency medical situations involving loved ones, friends and colleagues tend to cement the importance of this service in their minds. There is a very good reason for this and it’s called the “Golden Hour.” (See Sidebar on page 10.)

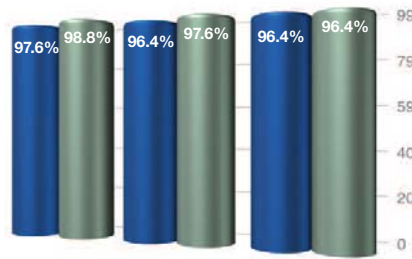
**Access to medical experts**

One of the central attractions of concierge healthcare is the ability to source top-flight medical expertise. Here, there is little discrepancy between what the ultra-wealthy demand and the level of service provided (Exhibit 5).

Being able to get treatment from the best physician to deal with a particular healthcare problem or being able to access one of the finest medical institutions for treating a specific medical condition is one of the main reasons the ultra-wealthy engage concierge healthcare providers.

**“Family members disagree frequently about how best to allocate resources, but nearly all agree that the health of their loved ones is worth nearly any expenditure. Access to medical experts goes beyond traditional consultations and can include such measures as convening a board review or participating in innovative treatment programs. Concierge health services can help wealthy families make the best-informed decisions with a full understanding of the risks and benefits associated,” said Dr. Carlin.**

Exhibit 5  
**Access to Medical Experts**



Services	Currently Have	Very Important
Provide access to specialized top-flight physicians	97.6%	98.8%
Provide physician and hospital referral services anywhere in the world	96.4%	97.6%
Provide access to leading medical institutions	96.4%	96.4%

N = 83 single-family offices

**Address ongoing medical concerns**

A portion of single-family offices selects concierge healthcare providers because they can deliver additional, advanced services (Exhibit 6). There are few gaps between what clients view as very important and what they are receiving.

The two largest gaps are ongoing medical follow-up after treatment and remote monitoring of chronic conditions. Only about a quarter of concierge healthcare providers have the ability to remotely monitor chronic conditions. Because the ultra-wealthy believe their concierge healthcare providers are positioned to get them to the best physicians and medical institutions, many do engage them in follow-up treatment. However, demand exceeds current availability.

**“One of the main concerns that wealthy individuals typically express in relation to treatment options is that they will be forced to step back from their active lifestyles. This can be especially important for celebrity family offices and for those who otherwise depend on their visibility to maintain the family brand or support a foundation. The ability to remotely monitor chronic conditions can allow the individual to retain greater freedom to enjoy the benefits of wealth, from the luxurious to the philanthropic,” said Mark Hutchison, a Principal in the Rothstein Kass Family Office Group.**

<p>Exhibit 6 <b>Address Ongoing Medical Concerns</b></p>	<p><b>Concierge Healthcare: A Growth Industry</b></p>		<p>With greater competition, we will see the standards of service rise. As noted, the ultra-wealthy see the ability to receive emergency medical care 24/7 as being very important in their lives. Presently, few concierge healthcare providers are delivering this type of care, but that's all going to change.</p>	
<p><b>Services</b>      <b>Currently Have</b>      <b>Very Important</b></p>				
<p>Develop personal risk profiles with recommended mitigating actions</p>	<p><b>92.8%</b></p>	<p><b>95.2%</b></p>	<p>The world of the single-family office is in flux. A decisive trend in this sector is the explosive growth of great personal fortunes. This, in turn, translates into a boom in the number of single-family offices as well as the amount of money they influence. At the same time, growing questions concerning the healthcare systems in the U.S. and throughout the world are making the ultra-wealthy cautious and concerned. As a result, they are motivated to take a more measured but active approach to dealing with their own healthcare needs and preferences.</p> <p>These two interrelated trends will lead to explosive growth in the concierge healthcare industry. More and more entrepreneurs, healthcare companies, physicians, medical institutions and money will be jumping into the fray. With the ultra-wealthy willing to pay handsomely for high-quality healthcare, the number of concierge healthcare providers is going to grow in lockstep with the private wealth sector.</p>	<p>What is also going to change are the business models of many of the concierge healthcare providers. In order to meet the needs and wants of the ultra-wealthy, the level of business professionalism of the concierge healthcare providers is going to rise. Greater business professionalism will also benefit the single-family offices from both deliverables and cost perspectives.</p>
<p>Expedite appointments and scheduling with physicians</p>	<p><b>98.8%</b></p>	<p><b>89.2%</b></p>		
<p>Provide detailed research on diseases and help identify relevant clinical studies for reference or participation</p>	<p><b>80.7%</b></p>	<p><b>89.2%</b></p>		
<p>Ongoing medical follow-up after treatment</p>	<p><b>66.3%</b></p>	<p><b>81.9%</b></p>		
<p>Remotely monitor chronic conditions</p>	<p><b>24.1%</b></p>	<p><b>77.1%</b></p>		
<p>Up-to-date medical records on demand</p>	<p><b>100.0%</b></p>	<p><b>74.7%</b></p>		
<p>N = 83 single-family offices</p>				

Sidebar

**The Golden Hour**

By Daniel Carlin, MD

At WorldClinic, we provide the full range of medical support services, from wellness to emergency care to the management of chronic conditions, as the very wealthy recognize and appreciate the need for addressing the total spectrum of healthcare. At the same time, we have found that the ability to tackle critical medical situations can be and often is lifesaving. As shown in this report, the capacity to actually provide emergency medical care is not being addressed by the majority of concierge healthcare services.

While quick access (say, one to two weeks) to a field specialist for cancer is a valuable health asset, the statistical probability of having a stroke or heart attack, for example, is significantly greater, and the time window to address these situations is dramatically shorter. If a heart attack or stroke victim is not medically treated almost immediately, death and adverse complications are almost always the norm.

Emergency physicians call this critical time window the “Golden Hour”—the opening minutes of a health crisis where immediate diagnosis and emergency treatment will have the greatest impact on the final outcome. It is during the Golden Hour of a heart attack, for instance, that conferring with an emergency physician can ensure the immediate administration of nitroglycerin (to lower the blood pressure), aspirin (to thin the blood) and a beta-blocker (to slow the heart rate). This can dramatically improve the odds of survival by reducing the strain on the ailing heart, usually protecting it long enough so that the patient arrives alive for definitive care in a cardiac catheterization lab.

For children with severe asthma or allergic anaphylaxis, the Golden Hour can be as short as 30 minutes. Again, the same model holds true: rapid consultation with an emergency physician, who can guide the administration of an Epi-Pen® injection (or two to three as needed) plus Benadryl® and prednisone, can buy enough time to keep the critically ill child alive long enough to get to advanced emergency care. Wealthy families that regularly vacation or travel to remote places (islands, ranches, foreign residences) are well served by engaging this as a fundamental asset.

The healthcare solution does not stop with emergency care. After immediate care is delivered, the ability to ensure that the patient is then being attended to by the appropriate and best local medical talent is essential. The family's physician care team should also pursue and document detailed research on the quality of the doctors and hospitals at the foreign location, for instance. It is a mistake to simply rely on the more conveniently located emergency room.

After the emergency is positively resolved, it is essential to ensure that the patient receives proper follow-up and ongoing attention. The ultimate objective is to go from emergency to illness management to wellness. However, for the wealthy who face an immediate healthcare catastrophe such as a severe cardiac event, the ability to create a seamless start-to-finish medical crisis management solution is golden.

**Research Caveat**

Prince & Associates and Forbes Insights have extensive expertise and experience conducting empirical research. We're adept at all forms of investigations from ethnographic to survey methodologies. What we want to make clear is that there are always limitations with any research study, and when it comes to the world of single-family offices and the ultra-wealthy, there are often complications that need to be recognized.

In this study there are two issues of which readers need to be cognizant. One is that we're dealing with a non-probabilistic sample. The other is that the respondents – the executive directors at the single-family offices – are not all very knowledgeable concerning the specifics of the medically oriented deliverables they're receiving from their concierge healthcare provider.

**A nonprobabilistic sample**

This report is based on a survey of 83 single-family offices. It's a nonprobabilistic sample often referred to as a "snowball sample." Such an approach is regularly required when collecting quantitative data on hard-to-access, low-incidence samples such as single-family offices.

We therefore recommend you consider the research findings as suggestive and directional. Considering the sector on which we're focusing, it's between very, very difficult and extremely difficult to get a responsive sample. This tends to result, as in this report, in smaller sample sizes. Moreover, as no one has a firm understanding of the breadth of the

single-family office universe, it's between impractical and verging on impossible to engage in probabilistic sampling.

**Errors in interpreting the questions**

A complication of survey methodologies is that the respondents are answering the questions as they understand them. There are many flaws in this approach. Nevertheless, a superior approach that is as cost-effective does not currently exist. Hence, the findings we report are the compilations of the responses we received.

We followed up with informal interviews of a number of the survey respondents and quickly discovered that many of them were thinking different things when they answered the questions. For example, one respondent, when asked if the concierge healthcare provider he has engaged delivers remote telemonitoring for chronic conditions, said "Yes." When we delved a little deeper, we found this meant the concierge healthcare provider regularly made a phone call to see how the client was progressing. In contrast, we defined telemonitoring for chronic conditions as checking the state of the client through continuous electronic means.

**Implications**

At the moment, this is the only in-depth study of the use of concierge healthcare providers by single-family offices. We readily admit its limitations. Meanwhile, the results do identify the logic that single-family offices are employing in their decisions to use a concierge healthcare provider. When it comes to the ultra-wealthy, their preferences and concerns often are forerunners to future services. We see this in what concierge healthcare providers are presently delivering and what the ultra-wealthy find appealing.

## About the Authors



**Russ Alan Prince** is the world's leading authority on private wealth, the author of more than three dozen books on the topic, and a highly sought counselor to families with significant global resources and their advisors. He is co-author of *The Family Office: Advising the Financial Elite*.

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**Richard J. Flynn** is a Principal and the head of Rothstein Kass' Family Office Group. A lawyer and advanced planning specialist, he advises high-net-worth clients on wealth enhancement, wealth transfer and asset protection planning. His clients include hedge fund managers, business owners and other executives, professional athletes and entertainers. He is co-author of *Fame & Fortune: Maximizing Celebrity Wealth* and *The Family Office: Advising the Financial Elite*.

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**Bruce H. Rogers** is Chief Insights Officer at Forbes Media. Mr. Rogers developed and manages Forbes Insights, the strategic research practice of Forbes Media, publisher of Forbes magazine and Forbes.com. Taking advantage of a proprietary database of senior-level executives and high-net-worth individuals in the Forbes community, Forbes Insights' research covers a wide range of vital issues on wealth management and business.

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**Daniel Carlin, MD,** established WorldClinic in 1998. Drawing on years of experience as a medical officer in the U.S. Navy and later as an expatriate volunteer, he designed WorldClinic to meet the needs of people whose work and lifestyle frequently took them out of contact with modern medical care. Since then, Dr. Carlin has become a recognized leader in using the Internet and telecommunications to deliver quality medicine. He obtained his MD from Tufts University School of Medicine in 1985, after receiving a Bachelor's degree in Chemistry and Philosophy from Carnegie-Mellon University. He is board certified in Emergency Medicine and holds a staff appointment at the Lahey Clinic in suburban Boston.

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## Rothstein Kass

**Rothstein Kass** is a premier professional services firm that has served privately held and publicly traded companies, as well as high-net-worth individuals and families, for more than 50 years. As trusted advisors to our clients, Rothstein Kass provides accounting, auditing and tax services, as well as a full array of integrated advisory services, to clients across industry spectrums and in all stages of organizational development.

The Rothstein Kass Family Office Group offers a wide range of financial, wealth planning and lifestyle management services to family offices and high-net-worth individuals, including business owners and executives as well as entertainers and professional athletes. The Family Office Group applies proven expertise with the utmost discretion and attention.

Rothstein Kass has offices in California, Colorado, New Jersey, New York, Texas and the Cayman Islands.

## Forbes | INSIGHTS

**Forbes Insights** is the strategic research practice of Forbes Media, publisher of Forbes magazine and Forbes.com. Taking advantage of a proprietary database of senior-level executives and high-net-worth individuals in the Forbes community, Forbes Insights' research covers a wide range of vital issues on wealth management and business.

## WORLDCLINIC

**WorldClinic** is a unique physician telemedical practice caring for high-net-worth families and executives whose lifestyle is well served by having immediate access to a personal doctor for any health issue, at any hour, from anywhere in the world.

WorldClinic services include comprehensive personal health planning, prescription provisioning for travel and private residences, disaster medical planning, a personal medical record archive, and physician-to-physician second opinion referrals for serious or complex illnesses. The scope of WorldClinic's physician practice includes routine medical advice, emergency guided care, disease research and treatment option planning and all aspects of personal health and wellness.

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