

SALES AND INFORMATION PACKET



FULCRUMSTRATEGIES

SUPERIOR PROVIDER ADVOCATES

ESTABLISHED IN 2004

TABLE OF CONTENTS

1	Who We Are
2	Meet Our Team
3	Contract Negotiation
5	Strategic Planning
8	Mergers and Acquisitions
10	Hospital Based Physician Consulting
11	Hospital Contract Negotiation
12	Public Relations
13	Speaking and Seminars
14	Client Testimonials
15	Client List
20	Pricing Structure
21	Contact Information

WHO WE ARE

Fulcrum Strategies is a physician-consulting firm that was founded in 2004 by Ron Howrigan, a former managed care executive. Ron spent 18 years working for various insurance companies and became disillusioned with what he saw happening to the independent practice of medicine. He founded Fulcrum Strategies to level the playing field between physicians and managed care companies. Since 2004, our firm has helped medical practices of all sizes and specialties across the United States to significantly improve contract language and reimbursement rates, strategically plan for the future, and achieve financial success. In the last 18 years, we have represented nearly 200 practices in 29 states, and take pride in having produced over 100 million dollars of revenue increases for our clients.



RON HOWRIGON | CAREER HIGHLIGHTS

- 37 years in healthcare industry
- 18 years spent working for payers
- President & CEO, Fulcrum Strategies
- Nationally recognized speaker/author
- Bachelor of Business Administration
- Master of Economics Degree (Health Economics)

Our team of dedicated professionals will handle every aspect of your payer negotiations. We will explore the potential of your contracts through market research, data analysis and language review. Fulcrum will develop proposals for both rate and language changes, and throughout the entire process, our clients retain complete decision-making control right up to final signature of the finished contract.

As a small business ourselves, Fulcrum Strategies understands your day-to-day challenges. Our goal is to take a forward-thinking approach in assisting you with solutions to those challenges. We are confident that our team offers the depth of knowledge and expertise, along with the breadth of services, to support your practice while you operate in an ever-changing environment and plan for the future.

MEET OUR TEAM

Our team is comprised of former insurance professionals who have had significant experience working for major payers before joining Fulcrum. This gives us a unique advantage when negotiating on behalf of our physician clients. With over 140 years of combined negotiation and marketing experience, we possess a solid background in managed care contracting, from contractual analysis and fee proposal development to final contract language review. Our familiarity with payer system platforms, corporate policies and loading guidelines helps us develop fee structures that work across the payer systems regardless of provider specialty. We understand the critical issues facing physician groups today, and would be honored to assist your medical practice.



RON HOWRIGAN
President & CEO
37 years experience
in healthcare industry
Speaking, Seminars, Negotiations



TRISTA NELSON
VP, Client Relations
29 years experience
in healthcare industry
Negotiations



DUSTIN CLARK
Vice President & COO
28 years experience
in healthcare industry
Data Analysis, Negotiations



MATT HANDLEY, SR, APR+M
VP, Public Relations
34 years experience
in public relations & management
Public Relations, Strategic Planning



ASHLEY ELMORE
VP, Business Development
27 years experience
in healthcare industry
Sales, Negotiations



MATTHEW HANDLEY
Manager, Healthcare Consulting
3 years experience
in healthcare industry
Negotiations



ALLISON MORSBERGER
Manager, Healthcare Consulting
6 years experience
in healthcare industry
Negotiations



KRISTEN HOWRIGAN
Controller
10 years experience
in healthcare industry
Finance

CONTRACT NEGOTIATION

Negotiating favorable reimbursement rates with payers is essential for medical practices. As the payers move toward value-based contracts, physician groups must develop strategies to help them succeed today while preparing for the future. Fulcrum Strategies is uniquely suited to be your best advocate during these complex and difficult negotiations.

The Fulcrum Strategies team incorporates their individual experiences working for payer organizations into their roles as provider advocates for physician groups of all sizes and specialties. Each of our negotiators is a former managed care professional who is determined to secure better reimbursement for your practice without increasing your workload. From beginning to end, we offer our negotiation clients a complete package that includes:

STRATEGY SESSION

We meet with our new clients to discuss market position, general contract structure and strengths in order to develop a negotiation strategy specifically for your practice.

DATA COLLECTION AND ANALYSIS

Fulcrum takes your utilization data and builds precise fee schedules based on your contracts. We then combine them to produce an accurate, weighted-average comparison to current Medicare. This allows us to see the true value of your contracts and compare them on a level field to each other.

REVIEW AND RECOMMENDATIONS

Once we know your position, we will advise you on what is possible. We will make our professional recommendations, then work together to identify and execute a strategy to meet your needs.

CONTINUOUS UPDATES

Once we have initiated negotiations, your negotiator will keep you informed every step of the way. Fulcrum will keep track of every aspect of the negotiation until we bring the new contract to you for signature. Throughout the entire process the client maintains complete decision-making control.

CONTRACT NEGOTIATION

HOW IT WORKS

We begin by asking all prospective clients to complete a brief questionnaire providing background information to help us determine whether we would be successful negotiating with the payers. Once the form has been reviewed by our team, we will contact you to review our findings and talk about potential next steps.

Should a prospective client choose to engage Fulcrum Strategies, a consulting agreement will be signed to make it official. A new client welcome call will then be scheduled to discuss additional information. During this call, you will be introduced to your group's assigned negotiator and the negotiation process will be explained in greater detail.

- 1 Questionnaire and/or Initial Meeting
- 2 Sign Agreement
- 3 Welcome Call
- 4 Collect Info
- 5 Negotiation Process

We also request some important information to help us get started, including:

- Demographic Information
- Release Letter
- Payer Contact Information
- W-9 Form
- Electronic copies of existing payer contracts
- Utilization data from your practice management system

Once we collect all pertinent information, we will begin the process of negotiating, which includes: data analysis, proposal development, and contacting the payers. The timeframe to expect a single negotiation to be completed and a new contract to be loaded in the payer's system is anywhere from 60 to 180 days. We negotiate as many contracts as we are able during your term with Fulcrum.

You may have as much involvement in the negotiation process as you would like, and your group's assigned negotiator will be your main point of contact throughout your engagement with Fulcrum.

STRATEGIC PLANNING

Fulcrum Strategies offers a menu of Strategic Planning services specifically designed for medical practices. Our services can help you gain a better understanding of your business and how to use that information to develop short- and long-term strategic plans.

SOME OF THE SERVICES WE OFFER ARE:

Chargemaster Evaluation

It's important to keep an eye on what your practice charges because that information goes out on every claim, is visible to patients, and is always compared to your contracted rates when it's time for an insurer to pay your claims. Fulcrum Strategies can help you keep your chargemasters up to date. We'll review your fees, comparing them code-by-code to Medicare, and give you specific feedback on which charges should go up and which can come down. We can also compare your charges to your commercial contracts to ensure you're charging enough to get paid the rates you worked for in the first place. All we need is your current list of charges, by CPT code, in an electronic format, and we'll take it from there.

Payer Mix Evaluation

It seems elementary, but your payer mix can have serious implications for your future. How many of you have practice management systems that give you a good breakdown of where your revenue is coming? And how many of you take the time to read them? Fulcrum Strategies can help you build a payer mix if your own system doesn't produce one for you. After that, we can shine the light on potential pitfalls that stem from upcoming changes to Medicare or proposals from commercial payers. In 2023, it's highly likely that the final rule from CMS will reduce Medicare payments across the board. What percent of your total revenue comes from Medicare? Fifty percent? How much does that equate to per partner? Do you have commercial contracts based on "current year" Medicare methodology? Which ones, and for how much of your remaining revenue do those contracts account? How much impact does one seemingly simple change have on your financial wellbeing? Fulcrum can help you spot the vulnerabilities in payer mix and help you plan for upcoming changes.

Financial Forecasting

Incorporating all the elements we've discussed separately, financial forecasting is essential to weathering changes and navigating a course to a solid financial future. Fulcrum Strategies can take the information we've used to develop your payer mix, evaluate your chargemaster and commercial contracts, your physician compensation program, fixed and

STRATEGIC PLANNING

variable practice costs, and use that mountain of information to envision where you could be headed. Current plans can be analyzed for performance and new ones developed using future financial impact as a guide.

This type of analysis requires a great deal of information, and like most work of this kind, is sensitive to the quality of that information. Fulcrum will request essential information and then complete models that can be used repeatedly to test the effects of different changes and identify opportunities for efficiency.

What-If Analysis

What if Medicare cuts their conversion factor in 2023? What if Blue Cross requires me to use their specialty pharmacy rather than allowing me to buy and bill? What if I terminate United and they access my Multiplan contract for their members?

The business of modern medicine is filled with “what if” moments. When it comes to potential changes in revenue, using the same information we would use for contract rate or payer mix analysis, Fulcrum can help you answer any number of “what if” questions. Our decades of industry experience have taught us the questions to ask when our clients think about making changes to their contracts, Medicare, or when the commercial payers start talking about changing rates. Let us guide you through the process of determining what effects these changes could have on your practice.

Physician Compensation Evaluation

One of the most controversial and divisive topics for any medical group is partner compensation. How the money is split among partners can either propel a group in the right direction or cause internal strife and eventually result in the destruction of the group. A well-constructed physician compensation model rewards the behaviors the group wants, supports your strategic plan, and is viewed as fair by all partners. Achieving this trifecta is not easy.

Fulcrum can review your current model and provide recommendations for potential changes to the model. We can also run several “what if” scenarios to show what changes to the model would do to current partner compensation levels. Finally, we can take your compensation model and use it to help support future strategic decisions.

STRATEGIC PLANNING

Payer Contract Review

When was the last time you reviewed your payer contracts? Do you know how your payer agreements compare on a weighted average percentage of Medicare? Do you know which services or service lines provide better reimbursement for your practice? Are you sure that the charge you bill for each of the services you provide is higher than the allowable amount on all your contracts?

If you can't answer all these questions, or if your answer is "no" to any of them, then you really need to do a full review of all your payer agreements. Fulcrum Strategies can evaluate all your payer contracts and gather various information to help provide a complete overview of your payer contracts.

Strategic Plan Development

Every business, and as such, every medical group, should have a short- and long-term strategic plan. This plan should be reviewed every 2 to 3 years and adjusted accordingly. Part of this strategic plan should be an analysis of the practice's strengths and weaknesses. The strategic plan should identify opportunities and threats. The plan should also contain a financial forecasting tool that can be used to evaluate strategic options and measure the success or failure of executed tactics against projected outcomes. Failure to have a well-thought-out strategic plan, the tools to evaluate strategic options, and the ability to measure performance, leaves your practice's success and hope for a brighter future up to chance. Hope is not a strategy.

Fulcrum can help your practice develop an individualized strategic plan, with all the tools necessary to make sure you are successful in executing your plan. With Fulcrum, your practice can be successful in these ever changing and challenging times.



MERGERS & ACQUISITIONS

At some point most independent medical practices are faced with the question of merging, acquiring, or being acquired by another group or a hospital system. Fulcrum Strategies has extensive experience navigating these confusing waters and can help you make the best decision for your group and the situation at hand.

We offer consulting and assistance in several areas:

1. Black Box analysis and revenue pro-forma development for potential mergers
2. Evaluation of purchase offers
3. Strategic evaluation of payer reaction to merger opportunities
4. Evaluation of current payer contracts that could impact merger timing and effectiveness
5. Representation and assistance in deal negotiation

Black Box

A “Black Box” analysis is one of the primary steps that guides groups down the path of merger or acquisition. Fulcrum will gather data and documents from both groups and produce a comparison that indicates whether it’s financially advantageous for one group to be acquired by another. To perform the analysis, we need:

- Utilization from the group to be acquired. If the groups are considering an “even” merger, utilization data would be needed for both practices to determine whose contracts would be the best for the combined entity.
- Contracts or fee schedules from both groups to produce a weighted review of your financial terms with your commercial payers.



Once the analyses have been completed, both parties to the proceedings will be presented with a statement indicating what the net revenue change would be if one group came under the other’s contracts. All revenue is combined to form a single number to prevent violating any of the individual contract’s confidentiality clauses.

Further items for consideration are the assignment clauses from your contracts, hospital stipends if applicable, and opportunities for increased operational efficiency from common infrastructure.

MERGERS & ACQUISITIONS

- Most commercial contracts contain language that prevents practices from simply absorbing another group and adding them to their (higher paying) contracts. Most of the time the insurance companies won't agree to add the new physicians to the contract roster of the existing group. Instead, they will remain on their existing contract, even after their old organization has ceased to exist. Not until that old contract is eligible for termination do the new doctors have an opportunity to be joined to the higher-paying contracts of their new employers. It doesn't happen often, but the payers can technically leave those new physicians as non-participating even after they terminate their old agreement.
- Any stipends paid to hospital-based groups should be included in the black box analysis. If there are different levels of financial support from each hospital, transferring from one practice to another could cost more than is made up for by the higher-paying commercial contracts.
- To the extent possible, infrastructure should be included in your considerations. Especially easy, or difficult, integration should be reviewed. New licenses and/or user fees for the acquired group could undo a slim advantage in contract rates.

HOSPITAL BASED PHYSICIAN CONSULTING

Hospital based physicians face a very uncertain future. No Surprises legislation threatened to hand your financial future over to payers who are incentivized to reduce your practice's revenue to bolster their own profits. The original law that was finally passed offered physicians a reasonable path to keep predatory insurance companies from simply offering terrible rates and walking away, knowing doctors had no recourse. The most recent interim final ruling, produced by the Secretary of Health and Human Services, reverses that progress and once again delivers the futures of hospital-based physicians into the hands of the payers.

- We can help you analyze and explore options contained within your hospital contracts, drawing upon our decades of experience working with physicians, facilities, and the payers.

- Fulcrum will keep you up to date – as up to date as possible – with the changes coming from Washington and how they're likely to affect your practice. Every week seems to bring a new development or reinterpretation, all of them with ramifications for your practice.



- We can analyze rates offered by any payers you may not be contracted with and compare them to your other agreements. We can even compare potential non-par fees to your current agreements and give you a detailed “what if” analysis for any payer who may be at risk of termination.

- Fulcrum can evaluate the impact this new law could have on your revenue and help you negotiate with your hospital or other entities to help offset this revenue reduction.

- Fulcrum can help you navigate through this process as it evolves and position yourself for the best possible outcome.

HOSPITAL CONTRACT NEGOTIATION

Managed care companies come to the table with highly skilled negotiators, dedicated to facility contracting, who are trained to make sure hospitals are paid as little as possible for the services they provide. They know many hospital administrators simply don't have the time or expertise to fully understand the intricacies of the contracts they're signing. At Fulcrum Strategies, our goal is to help hospitals succeed in the business of healthcare. We can determine if you are getting fairly reimbursed from the payers, or if there is potential for better rates and contract language. Our team, skilled in contract negotiation strategies, will handle all your managed care contract negotiations. You maintain complete decision-making control throughout the entire process while we do all the work.

When a hospital decides to become a client, we'll draft a Consulting Agreement for your review. Once signed, we'll begin the contracting process. We will quickly develop and organize a plan of attack by recommending which contracts should be negotiated first and predict what the likely outcomes will be. This is a collaborative process, and we always defer to the client's wishes. As negotiations proceed, the client is updated as often as they wish. Once the documents are finalized, we keep images of all contracts in our database for future reference. For our clients' peace of mind, we maintain a calendar of all contractual renewals for as long as the client remains with us.

Alternative Payment Negotiations

The healthcare landscape is changing – especially regarding how hospitals are paid and who pays them. Today, healthcare facilities are being bombarded with new terms like: Accountable Care Organizations, Patient Centered Medical Home, Tiered Networks, Episode of Care, Bundles, Shared Savings and Pay for Performance, to name a few. Hospitals that don't fully understand these new payment models could unknowingly sign unfavorable contracts and incur substantial revenue losses.

Now more than ever, you need a trusted ally at your side – someone who has your best interest in mind and who understands these new approaches to reimbursement methods. Fulcrum Strategies is uniquely suited to be your best advocate in these difficult and complex negotiations. At Fulcrum Strategies, our team of former insurance professionals will make sure you are protected before you enter into one of these new agreements. We can help you to understand the frequent changes that are taking place, how they will impact your facility, and how these changes can be tailored to benefit your organization. Contact us today to discuss how we can help with contract negotiation services.

PUBLIC RELATIONS

Public Relations is defined as the practice of managing and disseminating information from an individual or an organization to the public to affect their perception. Major corporations understand the value of public perception and the positive or negative impact that it can have on their business. We've all heard stories of how a business can almost be ruined by a few poor social media reviews. Effective public relations encompasses more than just reputation management on social media. It includes making sure that all communication is well crafted and relays the correct message. Good public relations are both proactive to ensure that positive information is delivered to customers, but also reactive during times of crisis challenge.

Unfortunately, most medical practices do not implement any formal public relations and find themselves struggling when a crisis arises. The issue for most practices is the lack of an affordable public relations option that is geared toward the unique challenges of a medical practice and the complexities presented by the healthcare industry.

Fulcrum Strategies now offers a menu of public relation services for medical practices. These services are unique because we have an in-depth understanding of the challenges facing medical groups. We have also priced these services to be affordable for medical groups. Simply put, you get professional level services from a company that only works for medical groups, at prices you can afford. Below are some of the services we can provide.



1. Reputation Management
2. Social Media Management
3. Proactive Public Communication
4. Crisis and Issue Response Communication
5. Message Crafting
6. Marketing and Advertising

SPEAKING & SEMINARS

Fulcrum Strategies offers professional speaking services for conferences, meetings and more. With 18 years of experience in the managed care industry, and an additional 19 years as a physician consultant, Ron incorporates his experience on both sides of the negotiation table into his presentations, which are informative, engaging and entertaining.

Current Speaking Topics:

- Dancing with the Devil: Negotiating with Managed Care Companies
- Healthcare Evolution...or Revolution? Exploring the Shift from Fee for Service to Value-Based Approaches
- Patient-Centered Healthcare: Improving the Patient Experience
- Flatlining: How Health Care Could Kill the U.S. Economy and How We Can Stop it
- The Future of Health Care. What Will it Look Like in Five Years?
- Big Pharma and PBMs: How it all Works and Who are the Winners and Losers
- Reimbursement Trends in a Post-Healthcare-Reform World
- Improving Patient Experience in Patient-Centered Health Care
- Accountable Care Organizations
- Population Health Management
- To Be Par or Not to Be Par, That Is The Question
- Strategic and Tactical Practice Management
- Physicians vs. Managed Care
- Pay-for-Performance and Tiered Networks



Portfolio of Engagements:

Medical Group Management Association (MGMA), Radiology Business Managers Association (RBMA), Ohio Association of Rheumatology (OAR), Ohio State Medical Society (OSMA), Association of Community Cancer Centers (ACCC), American College of Emergency Physicians (ACEP), Coalition of Hematology and Oncology Practices (CHOP), Cancer Care Business Summit, Bayer Pharmaceutical / ICPME - Business IQ, American Association of Orthopedic Executives (AAOE), American Healthcare Radiology Administrators (AHRA), Southern Oncology Association of Practices (SOAP), Indiana Medical Group Managers Association (IMGMA), Indiana Association of Orthopedic Executives (IAOE), Indiana Oncology Society (IOS), Georgia Association of Orthopedic Executives (GAOE), Professional Association of Healthcare Office Management (PAHCOM), Association of Otolaryngology Administrators (AOA), Medical Office Managers Society of South Jersey, Medical Group Managers Association (MGMA), Southern Association of Therapeutic Radiation Oncology (SATRO), The Arizona Clinical Oncology Society (TACOS), Ascent - Administrator Support Community for ENT, EDPMA - Emergency Department Practice Management Association

"Ron Howrigan has presented at the ACEP Reimbursement Conference for the past three years, earning exceptional evaluations. He is an excellent speaker, offering the payer side perspective in contract negotiations that is very helpful for emergency physicians in understanding that process."

David McKenzie, Reimbursement Director, American College of Emergency Physicians

CLIENT TESTIMONIALS

“Our practice of 55 radiologists has proudly and successfully worked with Fulcrum Strategies for many years. Fulcrum Strategies has provided us with valuable insight into the mindset of the payer process and payment methodology resulting in a better understanding on both sides of the payer-provider equation.”

Robert E. Schaaf, MD, Managing Partner, Wake Radiology

“Presbyterian Anesthesia Associates has utilized Fulcrum Strategies for several years. The results of this partnership have been extremely positive and have exceeded our expectations, especially when considering the current medical economic environment. Fulcrum has become an essential and irreplaceable component of our business management. Ron Howrigan is simply the best in his field. Physicians are at a significant disadvantage when dealing with insurance companies or hospitals. However, Fulcrum’s expertise, experience, and most importantly, knowledge of the inner workings of insurance companies and hospital systems significantly evens out the playing field so that physicians can finally achieve fair reimbursement for their time and services.”

Frank Stranick, MD, Presbyterian Anesthesia Associates

“For more than five years, Fulcrum Strategies has provided invaluable assistance to our organization. They’ve helped us successfully negotiate tough contracts, acquire new business and provide analysis and modeling support for multiple projects important to our company’s growth. Regardless of the question, if it involves managed care, the negotiators at Fulcrum Strategies are always ready with the answer. Their loyalty and commitment to their clients and their tremendous insight into managed care is a unique combination that yields real results. I give Fulcrum my highest recommendation.”

Parker Binder, CEO, Health Network Solutions

“Our practice has used Fulcrum Strategies for the past several years for our marketing needs. Johannah has always been courteous, prompt and responsive. She has been able to capture complex concepts and distill them into marketing pieces for our patients, often within very short timeframes. Johannah consistently produces quality work and are truly client-focused in every way.”

Martha A.Vet, RN, Practice Administrator, Cary Skin Center

CLIENT LIST - PAST AND PRESENT

Fulcrum Strategies
has represented
over 5,000 physicians
in over 200 groups
covering 29 states.



A

Acadian ENT
Accellus Health
Accent Physician Specialists, PA
Advanced ENT
Advanced ENT and Allergy, PLLC
Alamance Radiation Oncology
Allergy Partners
Allied Physician Surgery Center
Alta East Bay Pathology
Altoona Arthritis and Osteoporosis Center
Ambetter
Ambulatory Management Services
American Radiology
Andrus & Associates Dermatology
Anesthesia Care
Anesthesia Consultants of Indianapolis
Anesthesia Consultants of Savannah
Anesthesia Management Services
Anesthesiology Associates
Arthritis & Osteoporosis Consultants
of the Carolinas
Asheville Radiology Associates
Associated Anesthesiologist Inc.
Associated Anesthesiologist of Fort Wayne

Associated Anesthesiologists of Tulsa
Associated Surgeons and Physicians, LLC
Associated Urologist of North Carolina
Athens Orthopedic Clinic
Atlantic Dermatology Associates
Atlantic Orthopedics
Atlantic SurgiCenter
Azalea OB/GYN
Azalea Skin Treatment Center

B

Bay Medical Management
Bethany Medical Center
Blue Ridge ENT
Blue Ridge ObGyn Associates
Blue Ridge Radiology Associates
Blue Ridge Radiologists
Boice-Willis Clinic
Boylan Medical Associates
Bridger Orthopedics
Brunswick Surgery Center

C

Canton Aultman Emergency Physicians
Carolina Anesthesia
Carolina Anesthesiology, PA
Carolina Back Institute

CLIENT LIST - PAST AND PRESENT

Carolina Cardiology Consultants
Carolina Center for Rheumatology & Arthritis
Carolina Dermatology Center
Carolina Digestive Health
Carolina Digestive Health Associates - Asheville
Carolina Digestive Health Associates - Charlotte
Carolina ENT-Sinus and Allergy Center, PA
Carolina Kids Peds
Carolina Mountain Gastroenterology Endoscopy
Carolina Orthopedic and Sports Medicine Inc
Cary Cardiology
Cary Gastroenterology
Cary Skin Center
Center for Orthopaedic & Neurosurgical
Care and Research
Central Neurology
Central Oregon ENT
Charleston ENT Associates
Charlotte Eye, Ear, Nose & Throat Associates
Charlotte Radiology
Chattanooga Emergency Medicine
Chesapeake Emergency Physicians
Citrus Valley Medical Associates
Clinton Medical Group
Coastal Cancer Center
Coastal Carolina Health Care
Colorado ENT & Allergy
Columbus Arthritis Center
Columbus Radiology
Community Imaging Associates
Continental Emergency Services

D
David Mandel, MD
Dayton Rheumatology
Delta Radiology Medical Group
Dent Neurologic Institute
Desert Imaging Services, LP
Desert Oncology Associates
Digestive Disease Center of NC
Digestive Health Partners
Digestive Health Specialists
Doctors Express Urgent Care
Drs. Boxer & Adlersberg
Duane E. Harrison, MD
E
Eagle Physicians & Associates
Emergency Care Specialists
Emergency Physicians Immediate
Care Center
Emergency Physicians, Inc.
ENT Associates, PC
Endoscopy Center of North Carolina
Endoscopy Center Holdings, LLC
Envision Radiology
Ergentus Emergency Service Physicians
Excel Imaging
F
FCHC Medical Care
First Choice Emergency Rooms
Florida Neurology Group
Foundation Radiology Group
Fox Valley Orthopaedic Institute
Fredericksburg Emergency Medical Alliance
Fulton County Health Center

CLIENT LIST - PAST AND PRESENT

G	J
Gainesville Hematology & Oncology Associates	Johnston Area Gastroenterology
Galen Medical Group	K
Gaston Hematology & Oncology Associates	Kamm, McKenzie OB/GYN
Gastroenterology Associates of SW Florida	Kinston Medical Specialists
Gateway Diagnostic Imaging	L
Georgia Pain & Spine Care	Lafayette Anesthesia
Georgia Bone & Joint	Lexington Radiology Associates
GI North	Little River Mammography and HER Space
Goldsboro Emergency Medical Specialists	M
Graystone Eye	Macon Outpatient Surgery Center
Graystone Ophthalmology Associates, PA	Main Street Radiology
Greensboro Radiology	Marin PET/CT
Guilford Neurologic Associates	Martinsburg Radiology
Gulfcoast Oncology Associates	Mckesson
Gynecology & Laparoscopic Surgeons	MedFirst Primary and Urgent Care
H	Medical Oncology & Hematology Associates
Hampton Roads Emergency Physicians	Medical Radiology Group
Health Network Solutions	Michiana Hematology Oncology
Healthcare for Women	Middle Georgia Orthopaedic Surgery
Healthcare Midwest	Middle Tennessee Emergency Physicians
Heaton, Fulgham and Williams	Mid Florida Cancer Centers
Hematology & Oncology Associates	Mid Town Imaging
High Point Radiological Services	Millennium Healthcare
Hillcroft Medical Clinic	Milwaukee Rheumatology Center
HNI Healthcare	Missouri ENT Center
Houston ENT & Allergy Clinic, LLP	Moffitt Heart and Vascular Group
Houston Progressive Radiology Associates	Moses H. Cone Memorial Hospital
Hudson Valley Radiologists	MRI of Woodbridge
I	MSN Healthcare Solutions
Idaho Emergency Physicians	N
ID Consultants	Nash X-Ray Associates
Imaging Healthcare Specialists	NaveSink Radiology
Integrative Arthritis and Pain Consultants	

CLIENTS: PAST AND PRESENT

Neurology Center Fairfax
Neurosurgical Associates of Tampa Bay
New Milford Orthopedic Associates
Northwest Hospital
O
Ohio Oncology and Hematology
Ohio Surgery Center
Oklahoma Arthritis Center
Orthopedic Specialists of SW Florida
Orthopedic & Sports Medicine Owensboro, PSC
Orthopedics East & Sports Medicine Center
OrthoArizona
OrthoCarolina
OrthoMaryland
OrthoNC Ambulatory Surgery Center
Ortho NorthEast (ONE)
OrthoWilmington
Ortho Specialists of North Carolina
P
Pennsylvania Rheumatology
Perimeter Anesthesia
Physicians First Messages
Physicians' Primary Care of SW Florida
Piedmont Emergency Consultants
Piedmont Family Practice
Piedmont Hematology Oncology
Piedmont Neonatology
Piedmont Radiation Oncology
Pinehurst Anesthesia Associates, PA
Pinehurst Medical Clinic
Pinehurst Neurology Associates
Pinehurst Radiology
Pitts Radiology
Presbyterian Anesthesia Associates
Primary Healthcare Alliance
Progressive ER
Providence Anesthesia Associates - CABS
Q
Quantum Radiology
Queens Medical Associates
R
Radiology Associates of Indianapolis
Radiology Consultants of Lynchburg and
Central Virginia Imaging
Radiology Medical Group of Santa Cruz
Radiology Regional Center
Raleigh Emergency Medicine Associates
Raleigh Neurology Associates
Raleigh Neurology Imaging
Raleigh Orthopaedic Clinic
Raleigh Pediatric Associates
Red Bank Radiology
Red River Consultants
Refill Doctors
Reiter, Hill, Johnson & Novin ObGyn
Resource Anesthesia
Respiratory Care and Sleep Medicine
Rheumatology Associates of Long Island
Riverfront Surgery Center
River Hills Healthcare
Roanoke Neurological Associates
Rock Hill Radiology Associates
Rocky Mountain Orthopaedic Associates
Rome Orthopaedic Clinic
Rutherford Radiological Associates

CLIENTS: PAST AND PRESENT

S

Sacramento ENT
Sacramento Heart & Vascular
Select Physicians Alliance
Shea Ear Clinic
Shelby Medical Associates
Shenandoah Emergency Medicine Specialists
Silicon Valley Diagnostic Imaging
Silicon Valley MRI & CT
South Atlantic Anesthesia Solutions, PA
South Bend Orthopaedic Associates
South Carolina ENT
South Florida Orthopedics
South Texas Radiology Group
Southeast Anesthesiologists
Southeast Lung Associates
Southeast Radiation Oncology Group
Southeastern Medical Oncology Center
Southeastern Orthopaedic Specialists
Southeastern Spine and Neurosurgery
Southern New Hampshire Radiology Consultants
Southern Ohio Medical Center
Southwest Surgical Associates
SpineOne
Surgery ONE Anesthesia, LLC
Surgical Specialists of Charlotte

T

Tarboro Clinic
Tennessee Rheumatology
Texas Ear, Nose & Throat Specialists
Texas Orthopedics
The ENT Institute
The Medical Imaging Center

The Neurology Center
Tides Gastroenterology
Tolnitch Surgical Associates
Tower Imaging
Triad Radiology Associates
Triangle Orthopaedic Surgery Center
Triangle Urology Associates
Tri-State Orthopaedics

U

U.T. Physicians
Unified Anesthesia
University Gastroenterology
Urology Associates of SW Florida

V

Valley Ear, Nose & Throat Specialists
Ventura Orthopedics
Virginia Orthopaedic Center
Visionary Medical Imaging
Vulcan Imaging

W

Wake Heart and Vascular Associates
Wake Internal Medicine Consultants
Wake Nephrology Associates
Wake Radiology
Wayne Heart & Internal Medicine
Wayne Radiologists
Western Wake Pediatrics
White Mountain Emergency Physicians
Wilkes Anesthesia Associates, PA
Williamsburg Emergency Physicians
Wooster Orthopedic

Y

York Emergency Physicians

PRICING STRUCTURE



We typically work on a flat, retainer-based pricing structure. In certain cases, we are able to provide case rates for project-based services. For qualifying contract negotiation clients, we are able to offer a guarantee on our retainer. Please contact us for more information regarding our pricing structure for your practice and situation.

CONTACT INFORMATION



Ron Howrigan

President & CEO

(919) 436-3380

ron.howrigan@fsdoc.com

Dustin Clark

Vice President & COO

(919) 395-4489

d.clark@fsdoc.com

Trista Nelson

Director, Healthcare Consulting

(919) 866-8266

tristanelson@fsdoc.com

Matt Handley, Sr.

VP, Public Relations

(919) 561-1550

m.handley2@fsdoc.com

Ashley Elmore

Director, Healthcare Consulting

(919) 285-6236

a.elmore@fsdoc.com

Allison Morsberger

Manager, Healthcare Consulting

(919) 389-7620

a.morsberger@fsdoc.com

Kristen Howrigan

Controller

(919) 753-6193

k.howrigan@gmail.com

Matthew Handley

Manager, Healthcare Consulting

(919) 757-4088

m.handley@fsdoc.com



2664 Timber Drive, Ste 406, Garner, NC 27529

(919) 436-3377 | Fax: (919) 436-3378 | www.fsdoc.com

For sales and marketing or speaking inquiries, please contact Ashley Elmore.