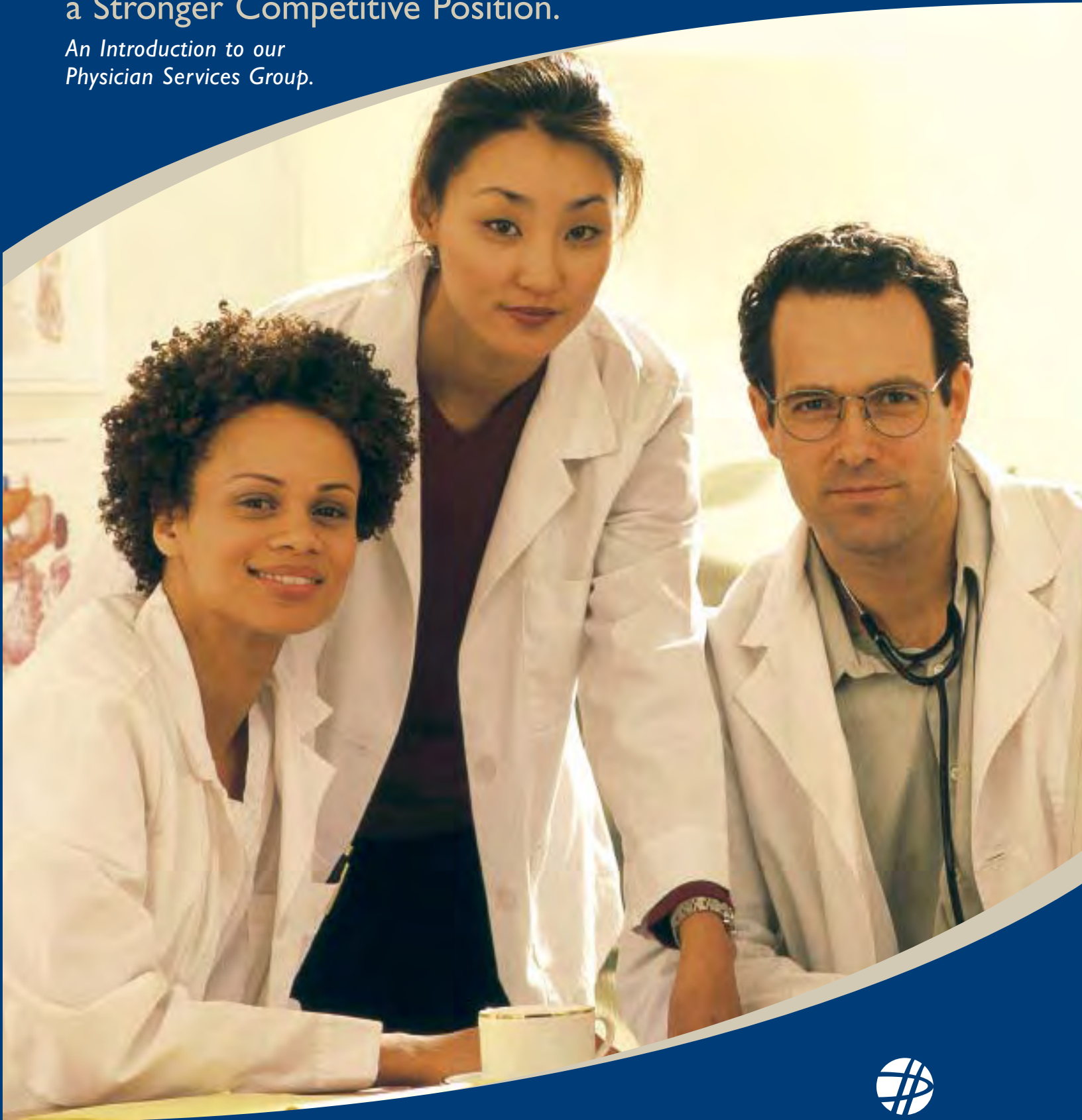


# Practice Management Designed for Improved Operational Efficiency and a Stronger Competitive Position.

*An Introduction to our Physician Services Group.*



**DIXON HUGHES** PLLC

Certified Public Accountants and Advisors



## The importance of meeting market and regulatory challenges.



There's more to building a successful practice than being a skilled physician. You and your colleagues may face declining reimbursement rates from managed care plans and other payors even as your overhead increases. This situation, where physicians find themselves being squeezed at both ends, drives a nationwide decline in average physician income.

Our Physician Services Group helps physicians in private group practice meet these challenges while capitalizing on every available opportunity. We use proven financial analysis and benchmarking tools, state-of-the-art IT resources and field-tested deliverables. Our diagnostics can reveal the strengths and weaknesses of your practice management, providing the empirical basis for recommendations designed to improve your top- and

bottom-line health. Our mission is simple: we want to help make your practice more efficient, positioning it for market share and volume growth.

### **A service team built around your specific requirements.**

Every practice has its own multidisciplinary service team, drawing from our network of CPAs and advisors. A senior, experienced "point person" leads your customized service team of highly trained, credentialed professionals. The team leader can draw on every Dixon Hughes office, combining people who know practice management with others experienced in the consulting services you need. This group of professionals gives you the service you need, the way you need it.

This means a proactive stance in managing your projects. In our view, the firm's defining service characteristic is a hands-on, roll-up-the-sleeves approach. It's helped us build strong relationships with practices throughout the Southeast and we believe it will serve you well, too.

### **Operational analysis and benchmarking.**

Our operational analysis can help you streamline your processes and make better, more efficient use of your practice resources. These services are designed to align your operations with your strategic objectives. We take an "in person, on-site" approach to these tasks, spending time in your offices to talk with you, your colleagues and your staff. We offer the following diagnostics for a complete understanding of your practice's financial health:

- *Billing and Collections Process Analysis*
- *Patient and Workflow Analysis*
- *Space Planning and Development*
- *Staffing and Job Process Analysis*
- *Income and Expense Analysis*
- *Accounts Receivable Analysis*
- *Fee Schedule and Reimbursement Analysis*
- *Managed Care Contract Review and Negotiations*
- *Physician Compensation and Profitability Analysis*
- *Budget Forecasting*
- *Income Projections*

## THE ADVANTAGES OF SIZE AND NETWORKED RESOURCES

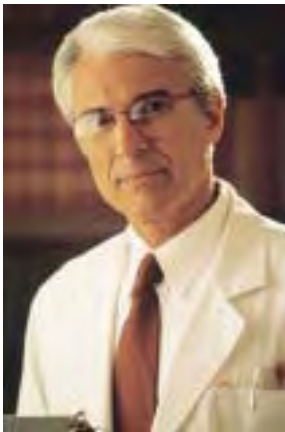
*As the largest provider headquartered in the region for accounting, tax and advisory services for group practices, our firm brings an immense array of resources to bear on your practice.*

*The key, however, is the way the Physician Services Group delivers these resources—within a multidisciplinary team customized for your specific requirements.*

Benchmarking is a critical component in our diagnostics and assessment. It lays a baseline for improvement, defining where you are so we can discuss where you'd like to be. It also helps you gain sustainable competitive advantage by understanding your practice and its position relative to other practices and the best of class (benchmarking is predicated on a willingness to learn and adopt better practices, in the form of more effective processes and staffing).

To be most effective, you should view benchmarking not just as an occasional investment, but a regular part of the cost of doing business. External benchmarking should be done periodically—annually, perhaps, or every two years. Again, you need this external comparison to evaluate where your organization stands relative to other local practices and the best in class. Benchmarks change constantly, as healthcare organizations make significant cost reduction and re-engineering efforts. This continually raises the productivity and cost-effectiveness bar.

### **Managed care contracting.**



We can assist you with all phases of managed care contracting. This includes analysis of existing and proposed contracts, determination of appropriate rates through financial modeling, contract negotiation, contract performance monitoring and development of a comprehensive contracting strategy.

These services can be especially useful to your revenue stream, as they're designed to provide better-informed, more effective advocacy. Our extensive experience in this area gives you the background and information necessary to make informed, value-based decisions in the contracting process. The information we provide during the contract analysis phase allows you to understand the financial impact of any changes—before you make your final decision.

### **New practice startups.**

Every startup has its own combination of resources and requirements, so we tailor our support to those needs, offering both prepackaged and a la carte services. These services include sourcing office space and equipment, obtaining credentials with Medicare and Medicaid, staffing and developing business and marketing plans for financial review (we can also provide support during your discussions with banks or other capital sources).

In our experience, startups are time-sensitive, so we focus our efforts on expediting processes and paperwork. Our goal is to make sure your new practice can begin generating revenues as quickly as possible.

### **Regulatory compliance.**

The federal government spends millions of dollars every year investigating fraud and abuse among healthcare providers, at times drawing no meaningful distinctions between ignorance, incompetence and criminal intent. The Office of Inspector General has issued guidance for physician practices on how to comply with federal legislation—we make it our business to help you achieve compliance with the myriad rules and regulations. To do this, we offer the following services:

- Coding, Billing and Documentation Audits
- Compliance Program Development
- Physician and Staff Compliance Education
- HIPAA Compliance Planning



In addition to supporting federal and state requirements, regulatory compliance is also inextricably linked to the quality of patient care and improved outcomes. With the passage of the Health Insurance Portability and Accountability Act, patients are taking a much more active role in monitoring their own care. We can show you and your colleagues how to make regulatory compliance easier and more cost-effective.

Over the years, we've built strong relationships with state departments of insurance, as well as various Medicare carriers and Medicaid agencies. We're also part of a growing network of lawyers and bankers, all highly qualified in healthcare. These relationships help keep us current with regulatory developments, so we can provide informed, timely advice to better serve our clients.

### **Accounts receivable assistance/analysis and benchmarking.**

Given the trend of declining reimbursement rates and rising overhead, your practice must have effective accounts receivable policies. Our efforts in this area focus on the data, developing a baseline assessment of your accounts receivable to create a benchmark.

Dealing effectively with receivables, whether the revenues come from Medicare, insurance companies or patients, can divert your attention and efforts from patient care. Our efforts to address this, perhaps the most critical issue relating to cash flow, can have an immediate impact on your practice's financial well-being. We can work with your staff on a re-engineering process that makes their tasks, roles, responsibilities and processes more efficient.

### **Physician compensation analysis.**

Every practice has a different approach to compensation. This may be as simple as a direct production model or a more sophisticated model using Resource-Based Relative Value Systems. Older physicians, who have built their practices on long-term relationships, can find their reimbursements declining as their patients' healthcare coverage moves from insurance companies to Medicare. Their younger colleagues, meanwhile, are in their peak earning periods.

This situation often results in a group practice where physicians treat similar numbers of patients, but generate different levels of revenue. We can develop customized compensation plans that balance the senior physicians' equity and contributions with the earning power of their younger colleagues.

### **Ready to learn more?**

Our services achieve full value only when our clients allow us to become trusted advisors. Accordingly, the decision to engage must be an informed one. We'd be pleased to meet with you and your colleagues to discuss the value of what we do in greater detail.



Once you see the benefits of working with an accounting and advisory firm that can serve as a strategic resource, we believe you'll want to move forward with us. To learn more about a customized relationship with the Physician Services Group—and how it can support your objectives for improved operational efficiency and a stronger competitive position—call your local Dixon Hughes office or visit us online at [www.dixon-hughes.com](http://www.dixon-hughes.com).

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**THE FIRM'S  
DEFINING SERVICE  
CHARACTERISTIC  
IS A HANDS-ON,  
ROLL-UP-THE-  
SLEEVES APPROACH.  
IT'S HELPED US  
BUILD STRONG  
RELATIONSHIPS  
WITH PRACTICES  
THROUGHOUT  
THE SOUTHEAST—  
AND WE BELIEVE IT  
WILL SERVE YOU  
WELL, TOO.**

## Additional services and value adds.

Our size and networked resources allow us to offer our clients capabilities that exceed the scope of most local firms. These include the following additional services, available through your service team:

- *Strategic Planning and Business Development*
- *Practice Valuations*
- *Retirement Plan Design and Administration*
- *Employee Benefit Plan Design and Administration*
- *Dispute and Litigation Support*
- *Technology Planning and Implementation*
- *IT Consulting*
- *Human Resources*
- *Asset Risk Management and Insurance Services*
- *Real Estate Partnership Services*
- *Cost Segregation Studies*
- *Core Accounting Services*
- *Tax Planning and Advisory Services (for partnerships, LLCs and corporations)*

Having worked with hundreds of healthcare clients throughout the Southeast, we've accumulated not only a substantial body of experience, but an impressive array of case histories as well. We would be pleased to share the results obtained for similar entities while remaining fully committed to professional standards of confidentiality.



## L O C A T I O N S

### Alabama

Birmingham

### Georgia

Atlanta

### North Carolina

Asheville

Boone

Burnsville

Charlotte

Durham

Greensboro

Greenville

Hendersonville

High Point

Raleigh

Salisbury

Southern Pines

Sylva

Winston-Salem

### South Carolina

Charleston

Greenville

Spartanburg

Summerville

### Tennessee

Brentwood (Nashville)

Memphis

### Texas

Dallas/Fort Worth

### West Virginia

Charleston

Fairmont

Morgantown



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## Physician Services Group— Executive Summary

- Customized service team works with your practice to improve operational efficiency and competitive position
- Operational analysis and benchmarking for better, more efficient use of practice resources
- Effective assistance in managed care contract review and negotiation
- Accounts receivable management advice designed to improve cash flow
- Customized physician compensation plans
- Comprehensive financial services
- Strategic planning and business development

## The service you need —The way you need it.

As the largest provider headquartered in the Southeast for healthcare accounting, tax and consulting services, we work closely with healthcare providers of all sizes—from small physician practices to large urban hospital systems. We combine deep industry experience and resources with a strong commitment to personal service.

To learn more about our services and the value we add to each client's business, visit [www.dixon-hughes.com](http://www.dixon-hughes.com) or contact:

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