



**Improving Performance, Positioning for Success**  
**Consultants for a new Healthcare Economy**

# Regents Defined...

- A national healthcare consulting firm based in Nashville, Tennessee
- Formed in 1996 to assist hospitals and physicians in the planning, development and assessment of imaging services
- More than 1,000 successful engagements nationwide
- Today, Regents supports any medical specialty, hospital, ambulatory service or practice with:
  - Market Assessments
  - Operational Assessments
  - Process Redesign
  - Strategic Planning
  - Business Development
  - Valuations, Mergers & Acquisitions



# Selected Hospital Clients



Salt Lake City, UT



New Haven, CT



Fredericksburg, VA



St. Louis, MO



Albuquerque, NM



Ridgewood, NJ



Orlando, FL



Dallas, TX



Wayne State University

Detroit, MI



Philadelphia, PA



Washington, DC



El Segundo, CA



# Selected Practice Clients



Lakeland, FL



El Segundo, CA



Golden, CO



Casper, WY



Palmetto, FL



Albuquerque, NM



Minneapolis, MN



Nashville, TN



San Antonio, TX



Franklin, TN



Fredericksburg, VA



Lancaster, PA



# Introducing The Team



**Raif  
Erim**  
EVP



**Sheila M.  
Sferrella**  
EVP



**Cathleen  
Story**  
Senior  
Consultant



**Samantha  
Jones**  
Business  
Analyst

*Depth of expertise in expanding markets  
and generating revenue.*

# Opportunities

- Improve contribution margin
- Drive operational efficiency
- Grow outpatient market share
- Service differentiation
- Need for cost/quality transparency
- Enhance market share
- Protect profitability
- Maintaining physician quality of life
- Improve system interoperability





# Industry Challenges

- ACA changes to the economic landscape
- Shrinking margins in all venues
- Capitation and value-based reimbursement models
- Consolidation of markets and providers
- Shift from hospitals to outpatient providers
- Developing innovative revenue streams
- Need for greater efficiency, cost reductions



# Hospital Challenges

- Higher acuity patients in all venues requiring more time and cost
- Shift of outpatient volume from hospitals reducing revenues, profitability
- Narrowing of reimbursement gap between hospital/outpatient
- Need to support critical and ancillary services
- Introduction of disruptive models (Free Standing ERs)
- Efficient integration of acquired practices
- Aging of system infrastructure
- Consolidation





# Radiology Challenges

- Imaging utilization under pressure
- Health system pressure to align
- Challenges from competitors
- Need to integrate and upgrade IT function in medical imaging
- Market consolidations
- Shift to value based reimbursement
- Demands for improvement in quality, sub-specialization



**How do you measure  
quality and value?**

# The Regents Focus:

## Our Vision & Mission

1. To be a leading catalyst for change in reshaping the delivery of health services in the country.
2. Leveraging our experience, integrity and expertise to lead our clients to a position of market strength by delivering cutting edge services through improved facilities, technology and systems, efficient operations and superior customer service.
3. To deliver solutions to clients that create value for all of your constituents and stakeholders.

# Our Services

## Valuations, Mergers and Acquisitions

- Practice Valuations & Divestitures
- Hospital/Physician Contracts
- Partner Buy-In, Buy-Out
- Innovative JV/Ownership Structures
- Merger Support
- Cultural Fit and Vision Assessment
- Regional Formations, Divisional Mergers
- Governance and Compensation Structures

## Strategic Planning

- Alignment Strategies between Hospitals and Partners
- Acquisition/JV Planning
- Leadership Workshops
- SWOT and Root Cause Analysis
- Action Plan & Timeline Development
- IT Systems
- Implementation Support
- MSO/IPA Development
- Compensation Structuring

## Business Development

- Market Analysis
- Competitor Analysis
- Joint Venture Opportunities
- Service Differentiation
- Pricing and Services Comparison
- Secret Shopper
- Marketing Plan Development
- Proforma & Budget Modeling
- Certificate of Need (CON) Development
- Access to Capital

## Process Evaluation and Redesign

- Operational Assessment
- Workflow Analysis
- Benchmarking
- Performance Metrics/Dashboards
- Customer Service Evaluation
- IT Systems Assessment
- Billing and Overhead Analysis
- Capital Planning
- Equipment & Service Negotiations

# Market Strategy and Development

- ✓ Market share assessments
- ✓ Competitor analysis – services and equipment
- ✓ Area of Influence, Daytime Population and Drive Time analysis
- ✓ Evaluation of patient origin by zip code
- ✓ Availability and demand for services by location
- ✓ Market pricing for services (secret shopper)
- ✓ HOPD vs. Freestanding vs. IDTF strategy
- ✓ Pricing model revenue analysis (OPPS vs. PFS)
- ✓ Impact of medical necessity for hospital-based services (e.g. Anthem policy impact)

CON development

# Service Agreements and Contracts

- ✓ Review and/or Negotiate
  - Professional service agreements
  - Management contracts for joint ventures
  - Service and IT agreements
- ✓ Identifies priorities and goals, alignment strategies
- ✓ Evaluate performance expectations, deliverables
- ✓ Provide market standards for coverage, performance and pricing
- ✓ Conduct detailed review of documents highlighting issues and obstacles

# M&A and Joint Ventures

- ✓ Consolidation of Radiology Practices
- ✓ Many imaging operators are aligning with hospitals
- ✓ Regents manages mergers, joint ventures and acquisitions from conceptual agreement to completion
- ✓ Regents has developed a proven process and timeline by which mergers and joint ventures are expedited to completion in the shortest timeframes
- ✓ Proformas provided to demonstrate the value to both parties and highlight the potential for efficiency
- ✓ Regents provides independent valuations to support transaction terms and values



# Why Choose Regents?

- ✓ National healthcare intelligence leader
- ✓ Unique understanding of both hospital & physician environments
- ✓ Deep experience in practice management
- ✓ Over 26 years of company history
- ✓ Bench strength with an average of 25 years in healthcare
- ✓ Proven ability to implement successful solutions to drive strategic and operational improvements

***Regents would like to thank you for  
this opportunity to be of service.***