

**ACCOUNTING & FINANCIAL MANAGEMENT
FOR
HEALTHCARE PROFESSIONALS**

*Whether it's selected procedures
or comprehensive care . . .*



*. . . we can handle everything from routine tasks
to pressure situations in order to keep you
in excellent health.*



Highly effective accounting and business consulting services for busy healthcare professionals.

“Our healthcare team has gained valuable experience over the last 30 years in working with large and small practices, ASC’s [both single and multi-specialty], clinics, hospitals, research facilities and individual physicians.”

Bob Buckley
H&M Principal

Experience matters— especially when it comes to the financial well-being of those in healthcare because the field is laden with so many regulatory requirements and business nuances that are industry specific. Fortunately, at Holbrook and Manter, we have a team of experienced, dedicated professionals who really understand the many challenges and changes happening today in healthcare. Our healthcare team has gained valuable experience over the last 30 years in working with large and small practices, ASC’s [both single and multi-specialty], clinics, hospitals, research facilities and individual physicians. Doing so has given us some valuable insights into what works best and what doesn’t in the financial world of healthcare.

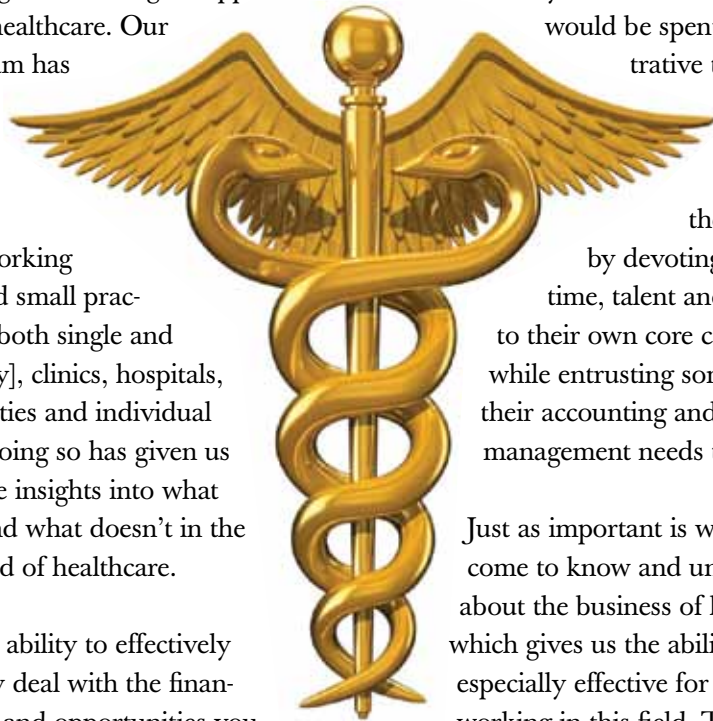
H&M has the ability to effectively and efficiently deal with the financial problems and opportunities you face. Moreover, we are very flexible in providing only the type and level of services you need to support your goals. We offer a full suite of professional services from which clients can select, adapt and apply to their own particular situation.

In addition, H&M can seamlessly integrate with and augment your in-house team by

providing only the services you need as you need them. As a result, you receive continually right-sized support that comes without a long term contractual commitment.

Our healthcare clients often thank us for giving them more time to focus on the services they offer— time that otherwise would be spent on administrative tasks. Instead, these clients are able to strengthen their businesses by devoting more of their time, talent and resources to their own core competencies while entrusting some or all of their accounting and financial management needs to us.

Just as important is what we’ve come to know and understand about the business of healthcare which gives us the ability to be especially effective for our clients working in this field. To illustrate, please read on— the following pages highlight the real-world experiences for three of our healthcare clients . . .



The Eye Center



“We really couldn’t ask for anything more. Basically, on a scale of 1-10, we’d rate them a 10.”

Mary Meier
Business Manager

“It took our physicians a while to get comfortable enough to ask H&M to consult with them. Now they come to our finance meetings and work with us on a variety of business topics.”

Shawn Herman
Clinical Director

Established by AMB, a nationally recognized leader in healthcare facility development, today the The Eye Center has over 50 ophthalmologists on staff— a formidable corps of ophthalmic resources providing comprehensive eye care services in central Ohio.



Mary Meier
Administrator

Holbrook & Manter and The Eye Center joined forces at the close of 2007. Mary Meier, in charge of business administration at The Eye Center, says “One of the main reasons we selected

H&M was because of their Ambulatory Surgery Center knowledge and experience. We talked with other ASC’s working with H&M and they highly recommended them. This was a huge plus because there are so many aspects of the financial side of this business that are industry specific and H&M was already knowledgeable. They know, for example, how to treat Medicare and Medicaid reimbursements, inventory fluctuations or drug shortages. They stay current with all the regulatory changes and how they apply to us so we can stay in compliance. Just as important, they can relate to the physicians— what they want, how they think, and how today’s medical practice business models work best for them.”

Today H&M provides a fairly comprehensive suite of services for The Eye Center including physician distributions and cash management, payables, receivables, bank reconciliations, refunds, financial statements, taxes and various business



Shawn Herman
Clinical Director

management services. In addition, H&M serves as a business consultant on subjects as varied as new business ventures, financing or investments. Shawn Herman, Clinical Director for

The Eye Center, noted “It took our physicians a while to get comfortable enough to ask H&M to consult with them. Now they come to our finance meetings and work with us on a variety of business topics.”

Mary Meier recalls when The Eye Center decided to change banks. “It was a huge deal for us and H&M did all the research . . . evaluating different banks in terms of our specific needs and expectations. Then they pulled it all together into comparison spreadsheet, set up review meetings with each candidate, and guided us through the selection process. Ultimately, this change saved us thousands of dollars.”

Mary says “It’s a really good relationship. They guide us, help us understand, tell us what to do when and they always do their due diligence. The quality is always good. They always follow through. I never have to check. They’re always available, responsive and they’re easy to get along with. They go above and beyond. We really couldn’t ask for anything more. Basically on a scale of 1-10, we’d rate them a 10.”

Reproductive Diagnostics, Inc. and Cryobiology, Inc.

“ . . . most of my staff members have advanced degrees in reproductive biology . . . the last thing I want them worrying about is writing a check or chasing a late payment. H&M is a much better way to go than doing it yourself.”

Dr. Bill Baird
RDI & Cryobiology



Dr. William C. Baird
Director

Based in Columbus, Ohio, Reproductive Diagnostics, Inc. [RDI] and Cryobiology, Inc. together represent one of the nation's leading sources for infertility testing and Assisted Reproductive Technology [ART] services. RDI and Cryobiology employ a staff with over 90 years of combined experience in reproductive healthcare. Both businesses are independently owned and operated by Dr. William C. Baird.

“I began working with Fred Manter in the mid-80's, shortly after I started my first laboratory,” says Dr. Baird. “Fred's always been someone I've relied on to discuss what I wanted to do and where I was going to go. It's been a very positive relationship that goes well beyond dealing with the day-to-day financial aspects of running my business. We've had a lot of all-day meetings, reviewed a lot of different issues and bounced different ideas around— he's my business consultant, confidant and advisor.”

The scope and nature of services provided by H&M for Dr. Baird has varied over the years. In the early going, H&M only prepared quarterly and year-end financial statements while all the necessary accounting activities like bookkeeping, payroll,

payables, receivables, bank reconciliations and so forth were handled by an in-house business manager. But, when this employee unexpectedly passed away “H&M just stepped in and took over” remarked Dr. Baird. “Then, after H&M cross-trained our office staff, we went back to doing it ourselves— until a key individual in the front office quit. With that, I decided it would be in our best interest over the long haul to outsource these services to H&M.”

Today practically all of the accounting and financial planning for Dr. Baird's businesses are handled by Holbrook & Manter. Dr. Baird observed that “Except for those who answer the phones and schedule appointments, most of my staff members have advanced degrees in reproductive biology . . . the last thing I want them worrying about is writing a check or chasing a late payment. H&M is a much better way to go than doing it yourself— the quality of the work is better and more reliable and we don't have to deal with employee turnover and all the costs associated with keeping those employees on our payroll.”

Dr. Baird says “I'm a laboratory director and scientist first. So, what I'm more interested in is the quality of our work from a scientific point of view. I don't want to have to worry about the other stuff that H&M worries about for me.”



Marysville Obstetrics & Gynecology

“Holbrook & Manter is simply a great firm to work with—I would highly recommend them to anyone.”

**Dr. Frank Raymond
Marysville OBGYN**

**The practice of Marysville
Obstetrics and Gynecology is
situated close to the
Memorial Hospital of Union
County in Marysville, Ohio**



Dr. Frank Raymond, OBGYN

Founded by Dr. Frank Raymond in 1983, today Marysville Obstetrics and Gynecology consists of five doctors and a nurse practitioner working out of a 12,000 sq. ft. facility where they specialize in reproductive health and gynecological healthcare.

Though based in Marysville, Ohio the practice enjoys a wide patient following throughout central Ohio thanks to its willingness to embrace new technological advances like 3D/4D ultrasound imaging and for its successes in dealing with more difficult cases like high-risk pregnancies.

The practice includes an office-based surgical suite where out-patient procedures have been performed over the last 15 years.

The founder of the practice, Dr. Frank Raymond, thinks “Holbrook & Manter is simply a great firm to work with—I would highly recom-

mend them to anyone.”

Starting out, Dr. Raymond worked with a large, Columbus-based group to take care of his basic

accounting and financial planning needs. But, after a four-year run, the relationship ended abruptly when “They unilaterally made some decisions that were counter to what we had previously agreed and were definitely not in our best interest.” Soon thereafter, Dr. Raymond and his brother Norman [who had just joined the practice] began to search for a replacement. In late 1987, they went with H&M and have been a client ever since.

When asked what first comes to mind about H&M after building a quarter-century relationship, Dr. Raymond reflected and said “They’re extremely approachable—not just readily available, but *approachable*.” Going on, he explained, “Of course they have all the requisite skills in accounting and finance, but, just as importantly, they also have all the Boy Scout stuff ... trustworthy, loyal, friendly, courteous and kind ... the stuff that winds up being necessary if a relationship is going to be built on a solid foundation, be mutually beneficial and endure.”

Dr. Raymond noted “One time in particular H&M was a big help in getting us through a very tough stretch. We had a new suite of offices under construction and we were about 80 percent complete when the building burned down. This was a big setback for our practice— not only did we take a very large financial hit to pay for what insurance didn’t cover, but we were more than a year behind schedule. H&M was very instrumental during this time in helping us weather the financial storm and right the ship.”



Some selected H&M services to help meet your needs.

H&M can draw from its wide-ranging experience to help design and implement a sustainable compensation plan that best suits both the organization's and the physicians' goals and objectives.



Payroll Services

H&M can prepare your payroll for each pay period, make tax deposits, file payroll returns and year-end W-2's, and perform reconciliations.

Financial Statements

H&M will prepare the financial statements you need for sound business management and tax compliance like P&L's, Balance Sheets and Cash Flow statements.

Bank Reconciliations

Let H&M reconcile your bank statements against your books and financial transaction records.

Tax Planning, Preparation & Reporting

H&M can help you plan for compliance while minimizing your exposure to various types and levels of taxation. Of course, we will also prepare and file returns on your behalf.

Pension & Profit Sharing Plans

H&M can help you understand how various plans work and the implications for your business. We can also help you implement, monitor and manage these plans.

Accounting Functions (Various)

H&M can be your go-to source for bill paying, invoicing, preparing monthly statements, reconciling bank and credit card accounts, depositing funds and other similar activities.

Practice Startup, Merger & Acquisition Assistance

H&M can assist you in establishing a new healthcare business, assist with mergers and acquisitions, joint ventures and other contractual arrangements with hospitals and other healthcare organizations.

Physician Compensation Models & Analysis

H&M can draw from its wide-ranging experience to help design and implement a sustainable compensation plan that best suits both the organization's and the physicians' goals and objectives.



With ever-increasing expenses and uncertain government funding, it's vital to make sound financial decisions. H&M can assist with understanding reimbursement arrangements, monitoring prevailing regulations, identifying upcoming changes and assessing the impact they could have on your business.

Reimbursement Management & Consulting

With ever-increasing expenses and uncertain government funding, it's vital to make sound financial decisions. H&M can assist with understanding reimbursement arrangements, monitoring prevailing regulations, identifying upcoming changes and assessing the impact they could have on your business.

Closing the Books

Call on H&M to help balance your books and get them ready to move forward into the next accounting period.

Benchmarking & Management Reporting

H&M can help you determine how your business measures up against your peers and provide insight as to where your business should be focusing its efforts. We can also help you establish a set of KPI's [Key Performance Indicators) for your business so you can define, monitor and measure progress toward company goals and objectives. Finally, we can work with you to establish a meaningful set of performance analysis reports to help manage your business.

Controller and CFO Assistance

For organizations where these are established positions, H&M can provide tailored assistance to include

coaching and mentoring for brief periods or long term.

Business Planning & Consulting

In business, failing to plan is planning to fail. We can help clients develop a comprehensive strategic business plan to include a set of measurable goals and action items for implementation against a timetable.

QuickBooks® & Peachtree Services

Let H&M help with set up, training and support for either of these two popular bookkeeping programs. We are a Certified QuickBooks Professional Advisor versed in QuickBooks Basic, Pro, Premier and QB-Web. We also have over 20 years of experience with Peachtree accounting programs.

Don't See It Here?

Please ask if you don't see it here. As a full service accounting and consulting firm, if you need it, we can provide it. No two clients are alike and each support package is custom-tailored to suit.



“Time and again we’ve helped a physician find and implement ways to simplify the business side of his or her practice so he or she can concentrate on patient care.”

Bob Buckley
Holbrook & Manter

“We offer healthcare professionals the knowledge, expertise and mindset to help gain real business success . . .”

Fred Manter
Holbrook & Manter

*Healthcare: another Holbrook & Manter ISA**

Healthcare-- one of a handful of industries singled out for cultivation by H&M and one where H&M has become especially well qualified to serve.



Robert A Buckley
Holbrook & Manter

“Time and again we’ve helped a physician find and implement ways to simplify the business side of his or her practice so he or she can concentrate on patient care” commented Bob Buckley, H&M Principal and a Healthcare ISA team leader. “We’re able to address the full spectrum of requirements clients face through the annual business cycle from streamlining daily transactions to year-end reporting and compliance. We’re also able to help in some other key areas, outside the normal routine, such as long range planning, risk management, new practice startups, mergers and acquisitions, revenue optimization, investments or management assistance to name a few.”

** Industry Service Area*



E. Frederick Manter
Holbrook & Manter

Fred Manter, another H&M Principal and Healthcare ISA team leader noted that “We offer healthcare professionals the knowledge, expertise and mindset to help them gain real business success on their terms.” It’s always a team effort. We’re very good at working with our healthcare clients to make the best use of everyone’s time and expertise in the most cost-effective manner.

H&M diligently strives to stay current with the ever-changing swirl of laws and regulations impacting the healthcare field. Toward this end, H&M actively participates in these organizations:

Medical Group Management Association (MGMA), Ohio Association of Ambulatory Surgery Centers (OAASC), Healthcare Financial Management Association (HFMA), National Association of Healthcare Consultants (NAHC), National Association of Valuation Analysts (NACVA)



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