



Company Overview and Management Credentials

Introduction

The purpose of this reference guide is to provide an “at a glance” look at Meridian Surgical Partners and our management team’s experience in ambulatory surgery center (ASC) and surgical hospital (SH) acquisition, development, and management.

Business Development Contact

Kenneth N. Hancock
President and Chief Development Officer
P (615) 301-8142
F (615) 301-8152
khancock@meridiansurg.com

Operations Contact

Catherine Kowalski, RN
EVP and Chief Operating Officer
P (615) 301-8143
F (615) 301-8152
ckowalski@meridiansurg.com

About Meridian Surgical Partners

Founded by veterans of the healthcare industry with the vision of creating a superior model for outpatient surgery, Meridian Surgical Partners aligns with physicians in the acquisition, development and management of multi-specialty ambulatory surgery centers and surgical facilities. Meridian acquires interests in established physician-owned surgical facilities, as well as, partners with physicians seeking to grow their businesses locally through the development of new surgical facilities. Meridian empowers physicians to reach the highest level - the meridian - of a partnership opportunity.

Frequently Asked Questions

Q. What types of partnerships does Meridian seek?

- A. Meridian Surgical Partners seeks physician partnerships in three distinct categories.
- **ASC Acquisition Opportunities** with established facilities
 - **ASC Development Opportunities** to build and manage new facilities
 - **ASC Financial Recovery/Turnaround Opportunities** for facilities seeking to improve facility operations and reach their full potential.

Q. What are the benefits of partnering with Meridian?

- A. Physician benefits of an ASC partnership with Meridian:
- Experienced, strategic partner with proven track record of ASC management
 - Return on investment
 - Decreased risk
 - Flexible ownership structure
 - Access to capital resources
 - Maximized case volume and revenue
 - Increased opportunities for organic and external growth
 - Reduced management and administrative burdens
 - Strong focus on patient care and outcomes
 - Readily accessible senior management team
 - Improved quality of life

Q. How does Meridian select its partnership opportunities?

A. We are a flexible and nimble organization that looks to tailor each partnership to meet the needs of our physician partners. We will do whatever it takes to make each partnership as successful and as value-added as is possible. Instead of telling physicians what we think they want to achieve out of a partnership with us, we have created a "ground-up" approach at Meridian. In our approach, we analyze a variety of factors to determine if the relationship will be a beneficial opportunity for both Meridian and the prospective physician partners.

Meridian takes the following into consideration when evaluating a new partnership:

- Physician partnership and market demographics
- Physician specialties
- Capacity for growth (physical and partnership)
- Payor mix with a majority of in-network contracts
- Surgical case volume

Q. What is PEAK?

A. PEAK, which stands for performance, efficiency, achievement and knowledge, is Meridian's management approach and how we bring value to our partnerships to reach the highest level of success. By focusing on these four cornerstones in every aspect of management - whether it's financial, operational, clinical, information technology, etc. - we provide a better executed plan that achieves superior results.

Meridian applies the PEAK approach to each facility in order to focus on and enhance the patient experience. That experience starts at the physician's office and follows the patient through the center. We believe it is imperative to reach beyond the surgical facility and integrate with the physician practice. We want to improve the patient experience by creating a seamless patient pathway.

As part of that, we must focus on throughput, or how efficiently you can manage a case with the best use of resources. We concentrate on collecting data at every operating point in the center and then analyze and complete comparative studies on that data. Then, with our physician partners and facility clinical staff, we utilize the analysis to develop a plan to address and improve areas of opportunity. An important and ongoing part of the PEAK approach is the ability to use the data to enhance the operations.

Q. Does Meridian partner with physicians to develop new ambulatory surgery centers?

A. YES. Meridian partners with physicians who are seeking to grow their practice and increase their revenue opportunities by developing their own ambulatory surgery center. These physicians can greatly benefit from the experience and expertise of a business partner who can guide them through the complex steps of planning, development and management.

Meridian has the capital resources and industry experience to partner with physicians to plan and develop all aspects of new facilities. Upon defining the scope of the project, Meridian guides the partnership through syndication, financing, real estate and other development issues to the delivery of the facility. Our proven project management process uses efficient and cost-effective measures to ensure development stays on timeline and within budget.

Q. What experience does Meridian have in the ambulatory surgery center industry?

A. Meridian Surgical Partners was formed by three veterans of the healthcare industry, who have brought together a powerful combination of business acumen, physician relationships, and clinical expertise, to deliver a superior kind of surgical company.

Armed with an established track record in financing, developing, and operating ambulatory surgery centers, specialty surgical hospitals and related healthcare ancillary businesses throughout the United States, we think the time has come for some fresh perspectives and a new approach in the ASC space. The time to improve the industry is now.

Management Expertise

The professionals at Meridian Surgical Partners have many years of healthcare industry experience, with a focus on development and operations of ASCs and SHs. Because members of our management team have experience on both the healthcare provider and healthcare partner sides of the business, we have acquired a vast amount of knowledge and practical experience in all aspects of acquisition, development and management/operations of ASCs and surgical facilities.

For more information about Meridian Surgical Partners, visit our website at www.meridiansurg.com

Meridian Surgical Partners Experience and Expertise

Members of our executive management team have been published and speak regularly at industry functions. These seasoned professionals welcome the opportunity to share their knowledge as a subject matter expert and collaborate with you on upcoming editorial.



David F. "Buddy" Bacon, Jr.
Chief Executive Officer

Buddy is an excellent source on topics related to...

- Financial and operational efficiencies in ASC management
- Ground-up approach to ASC partnerships
- Proven techniques for building and maintaining physician relationships

From 1996 to 2003, Buddy served in roles as chief executive officer and previously as chief financial officer for Medifax-EDI, Inc., a healthcare information technology company based in Nashville, Tennessee. In 2001, the Company was acquired by Crescent Capital, Atlanta, Georgia, for \$117 million. At that time, Buddy was promoted to chief executive officer of Medifax-EDI and grew the company until it was sold to WebMD in 2003, for a combined valuation of \$365 million. Prior to Medifax-EDI, Inc., Buddy worked in public accounting with Lattimore, Black, Morgan, & Cain, PC from 1986 to 1996, where he focused on corporate audit and tax. He graduated from David Lipscomb College, in Nashville, TN, with a major in accounting and is a certified public accountant.



Kenneth N. Hancock
President and Chief Development Officer

Kenny is an excellent source on topics related to...

- ASC and surgical hospital development
- Proven methods for physician recruitment and relationship building
- ASC industry trends and best practices

Kenny has over 20 years of experience in the healthcare industry. He is the former executive vice president, chief development officer and co-founder of Surgical Alliance Corporation, a specialty surgical hospital company founded in 2001. Prior to Surgical Alliance, Kenny was a co-founder of OrthoLink Physicians Corporation, established in 1996, to develop, manage, and operate orthopedic surgery centers and specialty surgical hospitals. In 2001, OrthoLink was acquired by United Surgical Partners International, of Dallas, Texas, in a stock transaction valued at \$92 million. Prior to OrthoLink, Kenny served for more than 11 years in various capacities with the DePuy Corporation, the largest manufacturer of orthopedic surgical products in the world. He received a Bachelor of Science in Business from University of Kentucky. Kenny is a published author and is a frequent presenter at industry events.



Catherine W. Kowalski, RN
Executive Vice President and Chief Operating Officer

Cathy is an excellent source on topics related to...

- ASC and surgical hospital development and operations
- Clinical operations best practices and proven processes
- Managed care contracting and optimizing reimbursements
- Ortho-driven ASCs

Cathy has over 20 years of experience in the healthcare industry. Cathy is the former executive vice president of operations and co-founder of Surgical Alliance Corporation, a specialty surgical hospital company founded in 2001. Prior to Surgical Alliance, Cathy served as a co-founder and vice president, operations and hospital/ancillary services of OrthoExcel, Inc., a hospital management company focused on contractual management of orthopedic hospital business lines. OrthoExcel was acquired by OrthoLink in 1997.

From 1993 until 1997, Cathy served as vice president, operations of MedCenter Management Services, Inc., a healthcare management organization specializing in the development and management of Orthopedic Centers of Excellence. From 1989 to 1993, Cathy was manager, Ohio Orthopedic Institute, responsible for planning and ongoing operation of a new forty-bed inpatient unit specializing in total joint arthroplasty.

From 1985 to 1989, Cathy was a cardiothoracic surgery/heart transplant team staff nurse at The Ohio State University.

Cathy received a Bachelor of Science degree in nursing from the Ohio State University in 1985 and a Masters of Science in Organizational Development and Analysis from Case Western Reserve University in May 1995. Cathy is a Registered Nurse and has been published and contributes to a variety of industry publications.



John C. Wilson, Jr., CPA
Executive Vice President and Chief Financial Officer

John is an excellent source on topics related to...

- Capital needs for de novo (ASC development) projects
- Managed Care Contracting and optimizing reimbursements
- Valuation considerations when acquiring ASCs

John has experience as both a chief operating officer and financial officer previously with two healthcare companies. Most recently John served as chief operating officer of Xtensia, a revenue cycle management company. Previously, John served as executive vice president of finance and operations for Working Rx, Inc. a work-comp pharmacy services company, formerly a division of Medifax-EDI. John also has over six years of experience in public accounting. He has a Masters degree in Professional Accountancy from Mississippi State University, and is a Certified Public Accountant.



Jim L. Uden
Vice President, Business Development

Jim is an excellent source on topics related to...

- ASC valuation methodology
- Acquisition process and execution
- Financial analysis of surgery centers

Jim served as a financial analyst for Surgical Alliance Corporation, focused on developing financial models, determining valuations, and performing diligence for development and acquisition opportunities. He was previously employed by McDonald Investments, an investment bank based in Cleveland, OH, where he gained significant experience in mergers and acquisitions, capital offerings and general financial and strategic advisory work. Jim received a Bachelor of Arts degree in Economics from the University of the South in 1997.



Christopher L. Suscha
Vice President, De Novo Business Development

Chris is an excellent source on topics related to...

- Acquisition process and transaction execution
- Equity investments and returns analysis
- Development of multi-specialty physician relationships

Chris has over 15 years of experience in the healthcare industry. Chris is the former chief development officer of TransCend Healthcare, a revenue cycle management company. Previously, Chris was a co-founder of Private Capital Advisors, a boutique investment bank focused on early-stage private equity financings and mergers and acquisitions. Additionally, Chris was a senior associate in the healthcare investment banking division for Houlihan, Lokey Howard & Zukin in Chicago where he gained experience in mergers and acquisitions, private equity financings, and financial restructurings. Prior to that, he served as a senior consultant in the healthcare group of Deloitte & Touche where he developed valuation models and was responsible for general financial and strategic advisory work. Chris obtained his Bachelor of Arts degree in Economics and Management from Beloit College in Beloit, WI in 1988. In 1997, he graduated from the Jack C. Massey Graduate School of Business at Belmont University with a Masters in Business Administration.



Brian Brown
Regional Vice President, Operations

Brian is an excellent source on topics related to...

- ASC operations
- Maximizing efficiencies within an outpatient environment
- Proven techniques for building and maintaining physician relationships

Brian has over six years of experience in the healthcare industry, all of them with ambulatory surgery center companies. Most recently, Brian served as an assistant vice president for Symbion Healthcare, a Nashville-based ambulatory surgery center company. In this role, he was responsible for financial operations of six outpatient surgery centers. Prior to Symbion, Brian worked for over three years as a regional controller for Surgis, Inc., (now United Surgical Partners International, an ambulatory surgery center company). Brian has over six years of experience in public accounting, four of those at Deloitte, a global provider of accounting and financial services. At Deloitte, he served as an external auditor for several healthcare clients including, AmSurg, and Healthways, Inc. Brian earned a Bachelor of Science

in Business Administration from Tennessee Technological University and a Master's in Accounting from Belmont University.



Sarah Martin, MBA, RN, CASC
Regional Vice President of Operations

Sarah is an excellent source on topics related to...

- Directing financial and clinical operations of ASCs and surgical facilities
- ASC accreditation best practices
- Physician recruitment and retention strategies

Sarah has close to thirty years of healthcare experience, focusing in the ambulatory surgery area for the past decade. Prior to joining Meridian Surgical Partners, Sarah was the regional director of Ambulatory Surgery Centers for Universal Health Services, where she managed both ASCs and specialty hospitals. She also worked as a regional vice president for Symbion Healthcare, Inc, covering the Midwest Region which included ASCs, surgical hospitals and an imaging center. She has developed both single and multi-specialty ASCs. As a current board member of the Ambulatory Surgery Foundation (ASF), Sarah was previously a board member for AAASC and is an avid supporter of state associations. She restarted the Tennessee Ambulatory Surgery Center Association (FASCA of TN) and served as president and executive director. She was a liaison member of the AORN Recommended Practices Committee representing AAASC and has been a presenter at AAASC, MGMA, AHI, and ASC Association events as well as contributed to the Ambulatory Surgery Compliance and Reimbursement Insider newsletter.



Julia Hensley, RN
Vice President of De Novo Operations

Julia is an excellent source on topics related to...

- ASC development (facility construction to certification)
- ASC certification, accreditation, and licensing best practices
- ASC administration

Julia has over 29 years of experience as a registered nurse and a healthcare consultant. She began her nursing career in the hospital, where she practiced for over 15 years in the emergency department, surgery, orthopedic/neuro, and rehabilitation unit. The last 14 years, Julia has worked in the ASC industry, serving as an ASC administrator and later directing all aspects of the development /redesign of more than 50 facilities in 16 states. She has served in management positions for companies including Mercy Health Systems, Surgery Consultants of America, AmSurg, and the Bone and Joint Surgery

Center. Julia graduated from Mississippi University for Women in 1979 with Associate Degree in Nursing.



Kevin Dowdy
Director of Managed Care

Kevin is an excellent source on topics related to...

- Maximizing revenue potential for surgical facilities
- Managed care contract negotiation, best practices, and trends
- Optimizing payor relationships to improve reimbursement opportunities

Kevin has been working in Healthcare since 1997. During his 10 plus years in healthcare he has performed managed care contracting for independent Ambulatory Surgery Centers, joint venture Ambulatory Surgery Centers, Physician Practices, and Surgical Specialty Hospitals. Kevin has

performed these roles within his own Consulting Firm, United Surgical Partners International, and HCA. In addition to Managed Care Contracting, he has experience in the areas of contract analysis, revenue cycle management, budgeting and forecasting, and policy implementation for multiple facilities and territories.

Kevin is a graduate of the University of Tennessee at Knoxville where he earned a Bachelors of Science degree in Business Administration and Finance.



April Sackos, CASC
Director of Business Operations

April is an excellent source on topics related to...

- Optimizing ASC business office operations
- Proven strategies to solve collection and inventory management challenges
- Ways to recruit and maintain great business operations staff

April has over twenty years of healthcare experience. For the past decade her emphasis has been in the ambulatory surgery industry. Prior to joining Meridian Surgical Partners, April worked for Symbion Healthcare, Inc., providing regional operations support to various facilities and served as an administrator and business office manger for a multi-specialty surgery center in Denver,

Colorado. April served as a board member for the Colorado Ambulatory Surgery Center Association and is credentialed as a Certified Administrator Surgery Center (CASC).



Geoffrey T. Pace

Senior Vice President and Chief Information Officer

Geoff is an excellent source on topics related to...

- Financial and operational efficiencies in technology delivery
- Strong healthcare business acumen in ASCs, hospitals and physician offices
- Proven techniques for connecting information technology to the business

Geoff has more than 27 years of information technology and business experience with the last 16 years devoted to the healthcare industry. His career spans the Transportation, Gaming, Credit Card, Banking and Healthcare industries, as well as academic and teaching arenas.

Geoff was the former executive vice president and chief information officer of Medifax-EDI, and was senior vice president and division CTO of Emdeon Provider Services following the acquisition of Medifax-EDI by WebMD (Emdeon) in 2003.

Geoff holds a Bachelor degree from Middle Tennessee State University in Computer Information Systems with minors in Business Administration and Accounting, and holds the professional designations of Certified Data Processor (CDP) and Certified Computer Programmer (CCP). He is a past AFEHCT board member and panel member to CMS on healthcare technology topics, and periodic speaker at national healthcare conferences such as MMIS, HIMSS and HFMA.



Chad Luttrell

Director of Information Technology

Chad is an excellent source on topics related to...

- Healthcare data management
- Designing enterprise extraction and consolidation information systems
- Design and development of healthcare management applications

Chad has more than 13 years of experience in information technology and over six of those years in the healthcare industry. Chad previously served as director of application development for Surgis, Inc.

(now USPI), a leading ambulatory surgery center management company. In his role with Surgis, he developed industry leading applications that automated the data mining needs from their distributed surgery center billing, scheduling, clinical, and financial accounting systems. Prior to Surgis Inc, he served as a senior consultant for Everest Technologies. As project manager and a lead developer for Everest, Chad designed and developed multi-faceted, integrated applications for companies in the insurance, healthcare, and education industries. He also served as director of information systems for Medical Business Associates where he developed an application to support a centralized coding service for hospitals across the country.

Additional Credentials

- Over 60 years of combined healthcare industry experienced, with a majority of time specifically dedicated to the development and operations of ASCs and surgical hospitals.
- Former companies served include:
 - DePuy Corporation
 - MedCenter Management Services
 - Medifax EDI/WebMD
 - Ortho Excel (*OrthoLink*)
 - OrthoLink Physicians Corporation (*now USPI*)
 - Surgical Alliance Corporation
 - Surgis (*USPI*)
 - Symbion
 - United Surgical Partners International (*USPI*)

Published Articles

For the latest updates visit our News & Press page at www.meridiansurgicalpartners.com

Hancock, Kenneth. "Top 5 Ways to Prepare for Selling Your ASC" – *Becker's ASC Review*, October 2009.

Martin, Sarah. "Thinking of Having Kids?" –*Outpatient Surgery*, March 2009.

Hancock, Kenneth. "Should You Sell Your ASC: Assessing Your Value and the Pros and Cons" – *Becker's ASC Review* – Mar/Apr 2009.

Martin, Sarah. "Best Practices for Preventing Wrong Site Surgery" –*ASC Focus*, Jan/Feb 2009.

Kowalski, Catherine. "Scheduling: Removing the Barriers." – *today's surgicenter*, March 2008.

Hancock, Kenneth and Kowalski, Catherine. "Establishing an ASC – Building Blocks for Success." – *Becker's ASC Review*, September/October 2007.

Hancock, Kenneth. "Should You Develop an ASC or SSH? – Weighing the Pros and Cons" *Orthopaedic Product News*, January/February 2007.

Editorial Contributions

For the latest updates visit our News & Press page at www.meridiansurgicalpartners.com

Tomcanin, Renee Tomcanin. "Industry Leaders Discuss Top Trends for ASC Startups" *Becker's ASC Review*, Mar/Apr 2009.

Wasek, Stephanie. "7 Keys to Successfully Launching a Spine Program in the ASC" – *Becker's ASC Review*, May/June 2008.

Wasek, Stephanie and Becker, Scott. "Healthcare Information Technology: 8 Key Benefits" *Becker's ASC Review*, Nov/Dec 2007.

Schraag, Jennifer. "Buying and Selling ASCs." *today's surgicenter*, May 2007

Kulvin J.D. M.P.H., Dana. "Experts Weigh-In on the Key Elements and Challenges to Overcome in Developing a Successful Spine/Ortho Program." *Becker's ASC Review*, May/June 2007

News Coverage

For the latest updates visit our News & Press page at www.meridiansurgicalpartners.com

"50 Management and Development Companies to Watch for 2009" –*Becker's ASC Review*, Jan/Feb 2009

"70 Topics to be Covered at Orthopedic and Spine Driven ASC Conference" –*Becker's ASC Review*, May/Jun 2008

Becker, Scott. "40 Companies to Watch for 2008" –*Becker's ASC Review*, Jan/Feb 2008

Buss, Will. "Tennessee group invests in Physician's Surgical Center." *Belleville News Democrat*, March 4 2008

"Meridian Surgical Partners Acquires Physicians' Surgical Center." *today's surgicenter*, March 3, 2008

"Brookside Surgery Center under new management." *Battle Creek Enquirer*, January 8, 2008

Becker, Scott. "40 Companies to Watch for 2008." *Becker's ASC Review*, Jan/Feb 2008

"Meridian Partners opens new ASC in Cleburne, Texas." *Becker's ASC Review* 26 September 2007

Ward, Ghetan. "Meridian Surgical opens Texas facility." *Tennessean*, September 26, 2007

Shulz, Misty. "Outpatient surgery center opens." *Cleburne Times Review*, September 25, 2007

"Meridian Surgical Partners Announce Opening of Cleburne Surgical Center in Texas." *today's surgicenter*, September 18, 2007 <http://www.surgicenteronline.com/hotnews/79h181051616032.html>

"Meridian Surgical Partners acquires Pa. facility." *Nashville Business Journal*, September 12, 2007

Ward, Ghetan. "Meridian buys interest in surgery center." *Tennessean*, September 12, 2007

"Meridian Surgical Partners Acquires Laurel Surgical Center in Greensburg, Pa." *today's surgicenter*, September 10, 2007 <http://www.surgicenteronline.com/hotnews/79h10762522376.html>

Ward, Ghetan. "Meridian Surgical makes acquisition." *Tennessean*, July 11, 2007

Becker, Scott. "Sixty Three People to Know in the Ambulatory Surgery Center Industry." *Becker's ASC Review*, July/August 2007.

"Meridian Surgical Partners Announces Acquisition of Treasure Coast Center for Surgery in Stuart, Fla." *today's surgicenter*, July 6, 2007 <http://www.surgicenteronline.com/hotnews/77h5901823069.html>

"Tennessee's Meridian buys stake in surgery center in Stuart." *TC Palm*, July 6, 2007
<http://www.tcpalm.com/news/2007/jul/06/tennessees-meridian-buys-stake-in-surgical-in/>

Pack, Todd. "Group forms Meridian Surgical Partners." *Tennessean*, May 1, 2006

Moore, Roy. "Bacon group launches surgery venture." *Nashville Business Journal*, April 28, 2006
<http://www.bizjournals.com/nashville/stories/2006/05/01/story1.html>