Hospital Radiology Management Overview

2015
About MedQuest

- Comprehensive radiology management services that increase revenue, optimize operations and enhance quality, safety and the patient experience
- Two decades of experience in freestanding and hospital imaging

Outpatient Centers
- 75 freestanding outpatient imaging centers
  - Hospital-owned and independent facilities
  - Both HOPD and IDTF designations

Hospital Radiology Departments
- Full management of 7 acute care hospital radiology departments

Mobile Imaging
- Fleet of 15 mobile MRI units
- 8 mobile mammography and 4 mobile ultrasound units

One of the country’s leading radiology management companies
MedQuest History and Background

1993 MedQuest formed

2004 MedQuest operated ~100 imaging centers in 13 states

2007 MedQuest purchased by Novant Health

2008 MedQuest responsible for all Novant imaging centers
Scope of Management Operations

7 Acute Care
Hospital Radiology Departments

12 Outpatient
Centers

810 Thousand
Annual Procedures

265 Million
Annual Managed Net Revenue
## Settings and Services

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**Other services**
- Operational management of a freestanding, hospital-owned cancer center
- Marketing and process improvement consulting for hospital-owned sleep lab and occupational health
- Full-service concierge scheduling service for large hospital-owned medical group
MedQuest Locations

KEY
- Owned
- Managed
Radiology is the most profitable outpatient service line in most hospitals, but this profitability is under ever-increasing pressure.

“Imaging is one of the health industry’s most lucrative assets. However, with increasing competition and economic downturn, it can little afford deficiencies in patient access. Extended hold times, scheduling problems, abandoned calls, and lost or missing orders can all contribute to a decline in business and efficiency.”

— The Advisory Board
Radiology Management Services

Data-Driven Sales and Marketing
- Professional staffing and oversight
- Physician-based selling
- CRM system

Operational Enhancements
- Optimized scheduling, workflow and productivity
- Order-to-scan conversion
- Transformation consulting

Revenue Cycle and Denial Management
- Denial management
- Time of service collections
- Improved price transparency and patient communications

Quality, Safety and Patient Experience
- Leading-edge metrics and dashboard
- High-quality patient experience
- Peer review

Strategic Development and Network Management
- Turnkey planning and implementation
- Consulting
- Network optimization

Services can be delivered individually or as a comprehensive solution.

MedQuest’s comprehensive radiology management services increase profitability, optimize operations and enhance quality, safety and the patient experience. MedQuest’s proprietary support systems integrate with existing hospital systems.
Data-Driven Sales and Marketing

Dedicated marketing staff actively works with referral sources to increase volume, improve satisfaction levels and grow your top line

- Comprehensive sales and marketing plan
- Onsite, dedicated marketing staff for clinical selling
- Structured, thorough oversight from professional marketing leaders
- Collateral development
- Proprietary CRM system to supply critical referral data and tracking
- Forecasting and measurement

![Diagram showing doctor statistics, MR + CT measurement, and call activity]
Robust tracking & management of orders, schedule, cancellations and no shows

Orders/Realizable Revenue

Appointments % Converted?

Visits % Converted?

% Scans Completed, % Reimbursements Received?

In most radiology departments, there is significant leakage at each stage of the order/appointment/visit process

MedQuest's best practices and processes transform the funnel into a pipeline with the goal of converting 100% of orders to revenue

Orders/Realizable Revenue

Appointments 100% Converted

Visits 100% Converted

Reimbursed for 100% of Orders

Robust tracking & management of orders, schedule, cancellations and no shows
Operational Enhancements

- Day-to-day management of hospital radiology departments and freestanding imaging services (HOPD and IDTF)
- Proven processes that leverage staffing and optimize scheduling
  - Balance of scheduled OP visits and acute care IP volume (in radiology departments)
  - Improved workflow, productivity and patient throughput
  - Best practices for staffing and expense management
  - Enhanced order-to-scan retention/capture
  - Dashboards to track metrics in real time
  - Supports high-quality patient experience
Powerful Supporting Systems

- Integrated end-to-end systems enhance revenue retention, optimize workflow efficiency and improve referring physician satisfaction
- Modular structure allows selective implementation that complements existing systems
- Proprietary software at forefront of industry for effectiveness and ease of use
Revenue Cycle and Denial Management

- Hospitals capture more revenue faster and ensure full compensation for services provided
- Comprehensive solutions that complement existing hospital initiatives
  - Pre-appointment and time-of-service payment initiatives
  - Denial tracking to reduce nonpayment rates
  - Cost transparency that improves the patient experience
  - Billing audits or assessments to identify opportunities for additional revenues

MedQuest has helped clients reduce denial rates from 4-7% to ~0.5% through proven processes
Quality and Safety

- Leading-edge metrics
  - Tracking and management of radiology-specific quality and safety measures
  - Customized safety metrics
- Physician peer review program
- Processes that improve the patient experience
- Unique service line scorecard
- Credentialing and enrollment to protect and increase revenue and OCF

Our managers are evaluated and compensated based on:

- Quality and safety
- Customer satisfaction
- Financial vitality
Creating a positive patient experience is the foundation of MedQuest’s management and operating approach

- Streamlined operations
  - Ease of scheduling
  - Single call
  - Shorter wait times
- Financial peace of mind
  - Price transparency
  - Pre-visit notification of financial obligation
- Patient comfort
  - Highly trained technologists
  - Special attention to patient concerns
- Industry-leading safety program

* Based on YTD 2014 survey data
Strategic Development

Comprehensive Project Planning and Implementation

MedQuest leverages deep project management expertise and relationships across multiple disciplines to deliver high-ROI projects on time and on budget.

- Strategic network planning
- Market and financial analysis/due diligence
- Legal and regulatory support, including CON
- Facility design and construction
- Equipment purchasing and service
- ACR accreditation and payer credentialing
- Payer contracting
- IT systems implementation and interface development
Maximizing the benefits of multi-site imaging networks

• Optimal mix of HOPDs and IDTFs
  ✓ Best fit for each relevant market niche
    o Price-sensitive, value-based market
    o Price inelastic patient and physician customers
  ✓ Business planning based on commercial plan designs
  ✓ Experience with marketing both center types in the same market with different branding
  ✓ IDTF to HOPD and HOPD to IDTF conversions

• Ideal distribution of assets
  ✓ Geographic coverage
  ✓ Distribution of high-end and market-standard equipment
  ✓ Affiliated physician and other network needs (i.e., freestanding ED, urgent care, etc.)

• Mobile deployment
  ✓ Fractional capacity
  ✓ Testing and expansion into new markets
MedQuest’s transformation support identifies specific areas of opportunity across your network and implements solutions to capitalize on them. Illustrative results include:

- **Doubled MRI volume in 2 years**
- **Increased mammography volume by 40% in 12 months**
- **Reduced radiology department staffing cost by $400K**
- **Saved $500K on MRI purchase and installation**
CASE STUDY:
Brunswick Medical Center

Highlights:
• Helped improve quality and the bottom line
• High quality customer experience
• Revenues up significantly

• Manage all radiology services
• Designed, trained and implemented radiology-specific marketing
• Developed physician-specific marketing plans and budgets
• Created new collateral materials and redeveloped referral pads
• Streamlined scheduling process
• Led hiring process for new hospital radiology manager
• Developed a weekly operational and financial flash report
“Most hospitals only have one radiology leader, and it’s all on their shoulders. Having access to a wide range of experience through MedQuest is very beneficial.”

“MedQuest has been a huge asset for us. It’s one of the best decisions I’ve made in a long time.”

“We’ve improved the patient experience as well as the quality of scans. MedQuest made sure that the quality of the work by the technologists and the radiologists was up to par, identified any gaps and developed a plan for how to improve skills when necessary. We revised schedules to make sure that everyone was working at the top of their license—which our staff really appreciated.”

“In most instances, we had good, strong quality, but we talked about how to enhance it and how to go out and sell it in the community so someone would choose us over another facility.”

“Typically hospitals tend to promote a lot of services at one time rather than having a dedicated resource for a single department. Having a person out in the field to visit clinics just to talk about imaging has really benefited us and helped us uncover some struggles physicians may have had in the past.”

“MedQuest helps us better schedule outpatients so potential patients don’t go to another facility. Instead of holding spots in the schedule for possible inpatient imaging, MedQuest has really helped us have a mindset of filling our day and pulling patients in, instead of waiting for them to come to us. Instead of holding time, we can work in the inpatients when procedures don’t take as long as scheduled.”

“With MedQuest, we’ve improved the patient experience as well as the quality of scans. MedQuest made sure that the quality of the work by the technologists and the radiologists was up to par, identified any gaps and developed a plan for how to improve skills when necessary. We revised schedules to make sure that everyone was working at the top of their license—which our staff really appreciated.”

“In the hospital, we sometimes have to juggle a lot of balls in the air with trying to schedule outpatient, ER, OR and inpatients. MedQuest came in and showed us how to prioritize and meet all the demands—if not exceed the demands—of our customers.”
CASE STUDY:
Prince William Medical Center

Highlights:
• Revenue growth of 20%
• New service and technology
• Stronger referral relationships

• Manage all radiology services
• Implemented new policy on ‘no order’ for screening mammograms
• Facilitated preauthorization program
• Streamlined and optimized the scheduling process
• Created a new patient itinerary
• Developed a turn-around time (TAT) report
• Enhanced marketing functions and expanded to other ancillary service lines
• Implemented a comprehensive women’s imaging strategy
• Developed a weekly operational and financial flash report
“MedQuest helps us look at metrics related to quality and success, and identify opportunities.”

“The MedQuest team has been so receptive and open to new ideas. They have never said no; they jump in with both feet.”

“MedQuest helps us take a deeper look beyond reimbursement to focus on resource consumption, that’s people and processes. They look through a different lens at operational efficiencies and workflow, and make sure we have the right complement of staff from a productivity standpoint. They have helped us understand where there are opportunities to generate revenue and volume, and also to look at productivity in a different way.”

“MedQuest brings a level of expertise around sales and marketing that is a valuable resource for us. Through MedQuest’s efforts, we are getting out into the market to make sure physicians know what we offer, and to help consumers know why to come here for imaging services.”

“One of the operational changes MedQuest made was to examine patient flows and then extend hours for certain modalities and services. With their understanding and level of expertise, they were able to help us look at new technologies, such as 3D tomography and a mobile mammography unit, that we have deployed to underserved areas in the community.”

“MedQuest has increased our revenues and decreased our expenses.”

“We have both inpatient and outpatient imaging facilities. Our goal is to have the inpatient facility run as efficiently and effectively as the outpatient location. MedQuest brings that outpatient expertise into an inpatient setting to improve operations, which adds value to the patient.”

“Working with MedQuest, we have greatly improved our turnaround time in getting images back to physicians. Physicians have a higher level of confidence in the service we can provide, as well as the quality and turnaround. By sending a marketing expert to visit with physicians, we were able to understand why they weren’t referring to us, and to improve our relationship with them.”

“Ask Melissa Robson RN, BSN, MHA
President, Prince William Medical Center

WHY MEDQUEST?”
Why MedQuest?

**Comprehensive services, proven results**

- Data-Driven Sales and Marketing
- Operational Enhancements
- Revenue Cycle and Denial Management
- Quality, Safety and Patient Experience
- Strategic Development and Network Management

**We deliver**

- Increased revenue and profitability
- Streamlined operations with improved productivity
- Enhanced quality, safety and patient experience
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