

## 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.

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### *About Meridian Surgical Partners*

Founded by veterans of the healthcare industry with the vision of creating a superior kind of surgical company, Meridian Surgical Partners specializes in acquisition, development and management of orthopedic and spine-driven ambulatory surgery centers. Meridian Surgical Partners currently owns (in partnership with physicians) 10 ASCs in nine states across the country.

### *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 spine- and orthopedic-driven ambulatory surgery centers
  - **ASC Development Opportunities** to build and manage new orthopedic and spine-driven ambulatory surgery centers

### **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 ambulatory surgery centers and surgical hospitals. 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 [www.meridiansurgicalpartners.com](http://www.meridiansurgicalpartners.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.



**John C. Wilson, Jr.**  
**Chief Executive Officer**

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

- Financial and operational efficiencies in ASC management
- Managed care contracting and optimizing reimbursements
- Proven techniques for building and maintaining physician relationships

John assumed the role of chief executive officer of Meridian Surgical Partners (MSP) on October 1, 2013. He had been the chief financial officer since the company's inception in 2006. Prior to MSP, 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 workers' compensation pharmacy services company which was a division of Medifax-EDI. John also has six years of experience in public accounting. He has a Master of Professional Accountancy degree from Mississippi State University, and is a Certified Public Accountant (*inactive*).



**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 25 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 degree 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
- Orthopedic and spine-driven ASCs

Cathy has over 25 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. She received a Bachelor of Science degree in Nursing from the Ohio State University in 1985 and

a Master of Science degree in Organizational Development and Analysis from Case Western Reserve University in 1995.



### **Jim L. Uden**

#### **Executive Vice President and Chief Financial Officer**

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

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

Jim assumed the role of executive vice president and chief financial officer of Meridian Surgical Partners (MSP) on October 1, 2013. He had served previously as the senior vice president of acquisitions and corporate development since the Company was founded in 2006. In this position, Jim was responsible for execution of the Company's acquisition strategy and the development of corporate strategic initiatives. Prior to MSP, Jim worked 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.



### **April Sackos, CASC**

#### **Vice President of Revenue Cycle Management**

*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 20 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 manager 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).



**Jovanna Grissom, RN, CIC**  
**Regional Vice President of Operations**

*Jovanna is an excellent source on topics related to...*

- Adding new programs and service lines to ASCs
- Optimizing clinical efficiencies within an ASC and certified in infection control and epidemiology
- Physician and staff relationship building

Jovanna has over 22 years of nursing experience and several years of additional experience developing and implementing new programs including bariatrics, joints, and spine. She is founder and a past president of the Nevada ASC Association, as well as, a past chairperson of the Ambulatory Surgery Foundation. Jovanna earned her Bachelor of Science degree in Nursing from St. Catherine's in Minnesota.



**Sandi Baber, RN, MHA**  
**Regional Vice President of Operations**

*Sandi is an excellent source on topics related to...*

- Optimizing clinical efficiencies in an outpatient environment
- Physician and staff relationship building
- Adding new programs to ASCs

Sandi has over 25 years of healthcare experience both in clinical and leadership roles. She was President and CEO of Baber Healthcare Consulting, a business she founded to assist physicians with development and management of out-patient surgery centers and ambulatory care facilities. She has served in a variety of leadership roles, most recently as the vice president of operations for Blue Chip Surgical Partners. She served as vice president of service line operations at Audrain Medical Center where she was instrumental in starting a Comprehensive Cancer Center and a state of the art Comprehensive Heart Center. Sandi holds a Master of Science degree and a Bachelor of Science degree in Healthcare Administration from Adams University and a dual Associate degree in Applied Science of Nursing and Teaching from St. Mary's College.





## **John Teas**

### **Vice President of Market Development**

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

- OR dynamics among surgeons and nurses in ENT, General, GI, Ophthalmology, and Orthopedics
- Negotiations related to business and clinical operations with hospital management and surgeons
- Building and fostering strong physician partner relationships

John has over 20 years of experience in the healthcare industry. He is a former Vice President of Mergers & Acquisitions at AMSURG Corp. Prior to that, John served in a business development role focused on medical products and device sales at Ansell Healthcare, Johnson & Johnson Mitek and Johnson & Johnson Medical. He began his healthcare career as a Medical Sales Recruiter for Southwestern Professional Services in Nashville. He received a Bachelor of Arts degree in Economics from Texas Christian University in 1992.



## **Steve Cornelius**

### **Director of Information Technology**

*Steve is an excellent source on topics related to...*

- Using technology as a business enabler
- IT Architecture (design/development) from the enterprise to application level
- Data management and movement across environments

Steve has more than 20 years of experience in information technology and over four of those years within various aspects of the healthcare industry. Steve previously served as Engineering Manager for Video Gaming Technologies (VGT), Vice President of IT at Pine Creek Healthcare Capital (acquired by Raymond James), Development Channel Manager at Deloitte, etc. Throughout his career, Steve has led various sized organizations while remaining highly technical himself. He has designed and developed a variety of key business process automation and systems integration components across a variety of industries. As a lifelong learner, he is well versed in a variety of IT disciplines including enterprise architecture, software architecture, data analytics, cloud based technologies, etc. Steve is a graduate of the University of Alabama with a Bachelor of Science in Computer Science.



### *Additional Company Credentials*

- Decades 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:
  - Amsurg
  - ASCOA
  - Blue Chip Surgical Partners (*Neuterra*)
  - DePuy Corporation
  - Medifax EDI/WebMD
  - Ortho Excel (OrthoLink)
  - OrthoLink Physicians Corp. (USPI)
  - Surgical Alliance Corporation
  - Surgis (*USPI*)
  - Symbion
  - USPI

*News and Press Page* <http://www.meridiansurgicalpartners.com/news-2016-asc>