

**Alan H. Beyer, M.D., F.A.C.S.**

Arthroscopic & Orthopedic Surgery  
Sports Medicine

**James T. Caillouette, M.D.**

Arthroscopic & Orthopedic Surgery  
Joint Replacement Surgery

**Balaji S. Charlu, M.D.**

Physical Medicine & Rehabilitation  
Non-Operative Spine Care  
Pain Medicine

**Steven C. Dennis, M.D.**

Orthopedic Surgery  
Disorders & Surgery of the Spine

**Steven H. Gausewitz, M.D.**

Orthopedic Surgery & Sports Medicine  
Joint Replacement Surgery

**Andrew P. Gerken, M.D.**

Orthopedic Surgery & Sports Medicine  
Surgery of the Foot & Ankle

**Michael L. Gordon, M.D.**

Orthopedic Surgery  
Surgery of the Spine

**Tze C. Ip, M.D.**

Orthopedic Surgery  
Surgery of the Hand

**Ryan S. Labovitch, M.D.**

Arthroscopic & Orthopedic Surgery  
Sports Medicine, Orthopedic Trauma

**William W. McNair, D.P.M., F.A.C.F.S.**

Diplomate American Board of  
Podiatric Surgery

**Russell S. Petrie, M.D.**

Arthroscopic & Orthopedic Surgery  
Sports Medicine

**Kimberly Safman, M.D.**

Physical Medicine & Rehabilitation  
Pain Medicine

**Alexander H. Tischler, M.D.**

Arthroscopic & Orthopedic Surgery  
Sports Medicine  
Surgery of the Foot & Ankle

January 3, 2010

To Whom It May Concern:

I have 22 years of management experience. During this time I ALWAYS had billing in-house. My concept was simple; no one treats your money better than someone in your employ. In June of 2008, I was ready for a new adventure. I changed jobs after 16 years. My first day at Newport Orthopedic Institute, I learned that billing had been outsourced to Orthopedic Revenue Solutions (ORS) nearly one month prior to my arrival. I was disappointed and skeptical to say the least, but in the months to come ORS made me a BELIEVER!

Since ORS took over billing at Newport Orthopedic Institute all aspects of our revenue cycle improved. Benchmarking data suggests we are performing in the top 10% in the nation in several areas. Documented results include:

- 17% Increase in Revenue per FTE Physician 2008 vs. 2009
- 35 Days in AR ( 10<sup>th</sup> percentile of MGMA Standard)
- Clean Claim Submission of Greater than 98%
- Aging that Exceeds the MGMA Standard in 0-119 Days
- Increase of Appeals Claims by 200K per Year
- CPR- Appeal Collections on "Pre ORS Claims" of over 50K
- Month Closed 100% on TIME ( 10<sup>th</sup> of following month)

During the course of our relationship, ORS has spent time and resources on various aspects of practice management at both our Newport and Huntington Beach offices. Their education services as well as custom charge ticket development have been instrumental to our success. Examples of the value added service with a direct impact to our bottom line include:

- Physician Education- Lecture Series
  - Coding 101
  - Modifiers 101
  - Documentation 101
  - New Physician Orientation
- Physician Shadowing: ½ day per MD, as needed
- Staff Education
  - Charge tickets from a Receptionist Perspective
  - Charge tickets from a Medical Assistants Perspective
  - Charge tickets from a Clerks Perspective
  - Quality Control and Batch Maintenance
- Custom Charge ticket Development and Implementation
  - Pain Management
  - Foot and Ankle
  - Hand
  - Adult Reconstruction
- Contract Management Software Evaluation and Implementation
- Practice Management Software Evaluation: RFP Development or Assessment

Josh and his team work well together and integrate well with the staff at Newport. Goal setting and data trends are discussed and transcend both organizations. More often, than not results are obtained and documented within 30-60 days.

I would not hesitate in referring anyone to utilize the services of ORS. In fact, I have. I recently referred my old employer of 16 years. ORS is a sound organization, run by a person of character and integrity; willing to admit the mistake when there is one, but driven to ensure physicians are paid for what they do!

One word of caution, a billing service is not a reason to be less involved. The key to our success is our partnership with ORS. It is involved, open and thought provoking on both sides. I believe it is our mutual desire to provide both businesses meaningful data that will ultimately improve the efficiency in both Newport Orthopedic Institute and Orthopedic Revenue Solutions. There is no doubt we have been successful but the practice must stay involved in order to obtain maximum return!

If I can be of further assistance in your decision making process, please do not hesitate to contact me directly.

Respectfully,



Cara M. Waller  
COO, Newport Orthopedic Institute