



Julie Hayes (Principal): An experienced and knowledgeable healthcare professional, Julie Hayes brings to Black and White over 17 years of substantive cross-provider/cross functional experience. Julie's expertise primarily centers on the business affairs of healthcare organizations of all sizes, and encompasses financial operations; inventory management and purchasing; human resource endeavors, to include recruiting and contracting, credentialing, and training; customer service management; and supervision. In addition, Ms. Hayes has been involved in comprehensive systems conversion/migration and/or selection and rollout projects, and has also led new initiatives as diverse as narcotic dispensing, check-in kiosk development, and establishing electronic lab results for patients. Throughout her career, Ms. Hayes has consistently delivered operational and financial results, ranging from A/R improvements to profitability increases to general operational performance enhancements. One of Julie's sweet spots is her in-depth knowledge and experience in the Urgent Care arena, where, for example, she was responsible for directing and ensuring successful operations across 10 clinics throughout North Carolina.



Scott Smith (Principal): Scott brings 10 years of diverse experience in healthcare information technologies. Scott possesses excellent communication and problem-solving skills, skills he honed working with such clients as NextCare Urgent Care and Memphis Children's Clinic, as well as work with Misys Healthcare Systems, where he served in the Special Products Group, developed custom solutions for clients, and conducted client training classes. Scott has shepherded clients through complex IT assessments and guided the transition of their practices to new EHR/EPM systems. In addition, Scott has managerial experience, as well as experience in many aspects of financial operations, contract negotiations, and day-to-day operational activities.



Executive Visioning and Strategic Planning

Performance Improvement Assessments

Financials

Regulatory Compliance

Workflow

Marketing

Patient Satisfaction

IT

Data Mining, Reporting, and Analyses

Marketing and Public Relations

Recruiting, Training, and Coaching

EHR Selection and Integration

IT Planning, Implementation, and Support



BLACK AND WHITE

Enabling the Practice of Healthcare

Black and White Medical Consulting

142 Locke Woods Road

Raleigh, NC 27603

919.661.6692 (O)

919.329.6816 (F)

www.BandWMedicalConsulting.com



Black & White Consulting

Black and White Medical Consulting is a Raleigh, NC-based boutique healthcare advisory, focused exclusively on and **unrelentingly passionate about enabling providers** to focus on the practice of healthcare.

We not only understand the rigors of running a successful practice, but we also know that the more time a physician has to spend managing business affairs, the less time they spend practicing medicine.

We focus on **private practice, urgent care and hospital market segments**, and offer a suite of services to address any number of business related issues associated with healthcare operations.

Healthcare is a Tough Business

▪According to a recent survey by US News and World Report, “**49 percent** of 11,950 primary care **physicians** said they **want to stop practicing** or reduce their patient loads during the next three years due to frustration caused by having to deal with non-clinical paperwork, difficulties being reimbursed by insurance companies, and too many government regulations.”

▪The **United States spends twice per capita what other major industrialized countries spend on health care**, with \$1 of every \$5 of national income going toward health care and spending expected to reach \$4.2 trillion in 2016, or 20 percent of the GDP. At the same time, the **United States was ranked last in preventable mortality among developed nations**, just below Ireland and Portugal, with 47 million Americans lacking health insurance, according to the Commonwealth Fund’s analysis of World Health Organization data.



Black & White Services

- **Faced with complex, patient healthcare experience-limiting challenges?**
- **Anticipating major changes and capital expenditures?**
- **Seeking to maintain sound operations?**

B&W can assist you with such endeavors, on both a tactical and strategic level. We will:

- **Illuminate your vulnerabilities**
- **Hold you accountable to your mission, vision, and values; and**
- **Be a trigger to help you keep your competitive edge.**

Passionate

Knowledgeable

Dedicated

Our Mission

To strategically partner with and provide trusted advice to healthcare institutions on all business matters relative to the unique needs and challenges of a medical practice.

▪Government spending accounts for a growing portion of the medical economy, reaching 46 percent in 2006 as Medicare Part D’s coverage of prescription drugs took effect. Some contend that **managed care** helps control costs, but many patients and doctors say it **has hurt the quality of care.**

▪From the high end to the low, the hospital industry is suffering, according to an American Hospital Association survey released in November 2008. Among other financial ills, **they reported an 8 percent jump in unpaid medical bills and charity care and an average margin falling into negative territory.**

When you break it down, the only thing you really want to do as a physician is to provide the best possible patient care.

We’re looking forward to hearing from you.



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