

### ***What is a Tallahassee primary care Associates?***

TPCA is a professional corporation (P.A.) and group medical practice that is owned and operated by physicians. The corporation has separate departments or segments, which include (generally) physician offices, ancillary medical and testing facilities, and centralized business and administrative support departments.

The company employs a decentralized management approach in which management of offices and departments is delegated to positions in their respective offices, and to senior managers in the ancillary medical and testing facilities, as well as in the centralized business administrative support departments. Senior managers also have oversight responsibilities related to the functional areas of ancillary medicine and testing operations, information technology, fiscal and finance, and human resources.

### ***Do TPCA physicians have separate office locations, or is it a clinical model?***

The physicians of TPCA decided long ago not to combine all of their offices into a few locations or clinics. We believed then, and we believe now, that this arrangement is best for our physicians and for our patients. At our inception in 1997, the physicians who came together to form TPCA had generally been in private practice for a number of years, had established patients, and had working practices.

It is from those original individual practices, and most importantly, from the personal relationships that existed with each of the founding physicians and their patients, that our commitment to an individual physician office model was formed. TPCA was therefore conceived and has developed as an organization with a variety of practice locations, each bearing the unique character of each physician. Some of these locations have multiple physicians, but all retain a very unique and distinct feel and style. We believe that this grants our patients a choice of healthcare setting, medical emphasis and practice styles, and is therefore uniquely suited to the discriminating consumer of healthcare.

### ***What is the governing structure of the organization?***

TPCA is governed by a Board of Directors that is made up of shareholder positions and the CEO. The TPCA Board meets every other month throughout the year (except December, usually), and provides general governments and policies for the entire organization.

Working under and in conjunction with the board, the TPCA Executive Committee also meets at least monthly, and steers all major fiscal, policy, and procedural decisions. The Executive Committee generally consists of six to ten elected shareholders positions, the CEO, and senior department managers.

Supporting the executive committee or subcommittees which oversee major components of the business of the organization. Shareholder physicians serve as Committee Chairs, and committees are genuinely comprised of other TPCA physicians with general interest and expertise within the scope of the committee, along with the CEO, senior department managers, and the physician office managers. Subcommittees meet regularly or as needed to support the information and decision trees within the organization.

The CEO is the senior administrative and executive position within an organization. The CEO is responsible for the overall management and development of the organization, and is responsible to the Executive Committee and the Board. The CEO serves as a Director of the corporation as a part of the Board of Directors, and through management personnel, directs, supervises and coordinates the overall operation of the organization in compliance with the Executive Committee and Board direction. The CEO also serves as the manager in charge of TPCA Central Administration.

Important aspects of the organization, along with related decisions, are first reviewed by the CEO, and then contemplated generally in sub-committee, which then reports to the Executive Committee, which then reports to the Board. Major policy or fiscal decisions are made by either the Board directly, or by the Executive Committee under the authority of the Board.

### ***Are there group policies and procedures that everyone follows?***

Yes. As with any organization, TPCA has had to standardize some of the procedures and policies that we follow. Some of the procedures and policies that the physician offices follow are required to meet the strict regulatory requirements that govern group medical practices. Other procedures and policies have to be consistent across the organization to provide proper infrastructure and administration.

There are generally five levels of group policies and procedures to which every office is responsible to adhere:

First, the "official" written group policies are outlined in the Corporate Policy and Procedures Manual. These are an accumulation of specific policies that have been specifically passed by the Board, usually in response to a question or concern, or to document policy on a particular point.

These are authoritative in their scope, and should be a source of reference in the management of any office or department. These documents are subject to periodic review by the Executive Committee, and may be passed back to the Board for revision as determined by the Executive Committee.

Second, there are Board actions that are not officially drawn up in written policies, but that are passed and documented in Board meeting minutes, and are therefore part of the resolutions of the corporation. These are authoritative as Board actions, and are generally administered and/or communicated through TPCA Central Administration and Business Offices. These decisions are subject to periodic review by the Executive

Committee, and may be passed back to the Board for discussion and/or revision as determined by the Executive Committee

Third, there are Executive Committee decisions that are likewise not officially drawn up in written policies, but are authoritative under the general authority of the Executive Committee as delegated by the Board, these are authoritative as Board actions, and are generally administered and/or communicated through TPCA Central Administration and Business Offices. These decisions are subject to periodic review and revision by the Executive Committee.

Fourth, there are Sub-Committee decisions that generally fall under the scope of, or serve to clarify, Executive Committee decisions, Board decisions and Board Policies. These decisions are authoritative under specific or general delegated authority by the Executive Committee to the subcommittee and sub-committee chair, but are also subject to Executive Committee and Board challenge and oversight. These decisions are subject to periodic review and revision by the responsible sub-committee, the Executive Committee, and/or the Board

Fifth, there are administrative policies and procedures that are generally an application of more broad decisions by sub-committees, the Executive Committee, and/or the Board. Such decisions are authoritative to the extent that they are approved by the CEO working in tandem with the authority of sub-committees, the Executive Committee, and/or the Board. These decisions are also subject to Executive Committee and Board challenge and oversight, as well as periodic review and revision by the responsible sub-committee, the Executive Committee, and/or the Board.

In all instances, we diligently attempt to carefully consider the impact of any changes that must be made, and we make every effort to minimize any potential negative impact on our offices, our patients and their families. The bottom line is that we expect to have the required minimum infrastructure, policies and procedures to allow the organization in all offices and departments to effectively and efficiently provide care to our patients, and to provide a platform from which we can be an organization that exceeds the most rigorous ethical, practical, and regulatory requirements on medical practices.

### ***What is the benefit of the organization for physicians?***

Physicians who are in private practice are generally very proud of their accomplishments and independence. They are likewise very committed to their patients and their relationship and care of those patients. However, in the increasingly complex environment of operating a medical practice, there are seldom adequate resources to effectively deal with and cover the myriad of rules, regulations, billing and contracting issues that arise. Remaining proactive with such issues is essential for the viability and well-being of the physician, the patient, and the staff.

TPCA offers a great opportunity to truly attain excellence as we:

- hire the most seasoned and experienced personnel
- provide a higher degree of ongoing training and education
- pool resources and knowledge,
- remain proactive with the changing medical and business environment
- oversee elements of the business that often go without appropriate supervision or review within a smaller environment
- establish, maintain and improve essential relationships and contracts
- provide an important larger profile within the community
- effectively leverage all important aspects of a medical practice
- enhance patient care through key initiatives and ancillary services
- plan and proceed strategically and tactically using multiple aspects of relationships, services and personnel
- lower costs through economies of scale and bargaining power
- enhance revenue through proper identification of key goals and targets, among other aspects
- coordinate and enhance patient care and patient experience through seamless service and direct physician control and direction

Just as importantly though, TPCA offers the individual physician office model where the physician functions as the manager of their office, setting the tone and direction of care, and directing the staff. Each of our physician offices reflects the complete and total character of the individual physician(s) in those offices. In fact, our patients generally refer to our physicians as "their doctor" - you will most often hear our patients' state that: "I go to Dr. X". You will almost never hear our patients say that they go to TPCA. Patients seek out and choose our individual physicians, rather than just the group, which is just like being in private practice, really. However, the physician and the patient still have all of the benefits of the group, while maintaining that individual doctor relationship with the patient.

This is very important to us, as to a select element (if not most) physicians, and is a fairly unique approach within physician groups in general. We believe that we have struck, and most importantly, consistently and successfully maintained a unique balance, and that our success sets TPCA apart from the medical community in general for our physicians, and as well to the patient community that we seek to serve.

### ***What is the benefit of the organization for patients?***

First and foremost, our patients have the benefit of having "their own" physician and physician office, really just like they were seeing a physician in sole practice or small group. That personal touch is important to our patients, who seek a choice in health care providers.

As one of the largest physician groups in Tallahassee, our patients benefit from our quality improvement initiatives developed and implemented by our team of preventive medicine experts. Further, TPCA provides patients easy and quick access to comprehensive and high-complexity laboratory and diagnostic imaging services, as well as specialist services, including radiology, endocrinology, rheumatology, pediatric cardiology, women's health, adult infectious disease and hyperbaric medicine. Since all of these capabilities are in house", our patients experience streamlined access and emphasis on care that cuts directly through all of the normally complex coordination, communication and scheduling concerns. We go out of our way in caring for our patients across multiple areas of medical needs, and our patients benefit from care delivered in a broad environment that is thoroughly committed to exceptional service.

For physicians, timely communication of testing results from laboratory and radiology is of paramount importance in the care of their patients. With our expanded capabilities in these areas, patients benefit from turn-around reporting times that are held to the highest standards of excellence. The delivery of testing results and professional interpretations literally takes place in a fraction of the time it takes to coordinate information between separate organizations.

Additionally, because we are an organization owned and managed by physicians, the care and well-being of our patients is our number one concern. Our commitment, across all areas of the organization, is to the patient, and what is best for them. We are proud to take care of each of our patients in a personal setting, but with the training, expertise and coordination of a large organization with multiple resources and vast medical and business experience pervasive within all of our processes.

### ***More about the TPCA Diagnostic Imaging Center and Laboratory...***

Most physicians have for years provided some of these services through their individual practices, especially lab services. Other services, such as diagnostic imaging, have been referred to other facilities, such as the local hospitals.

The physicians of TPCA believe that, to the extent practical, our patients deserve to have these services performed by people who are employees of and under the direct control of the physicians in this group. By investing in the TPCA Laboratory and Diagnostic Imaging Center on Miccosukee Commons Drive, the physician remains in control of the total health care needs of our patients. Our physicians also remain in control of the results of tests, timing of tests as well as the billing and pricing structure for tests.

The result is that we are able to provide more comprehensive medical care in a comfortable and professional atmosphere, with the utmost expediency, with an emphasis on the patients' needs. The physicians may then closely monitor the patients' best interest in these areas, in addition to normal office services.

***Our Mission Statement:***

Our mission is to consistently provide outstanding healthcare expertise and service to every patient under our care. We are committed to providing this outstanding service by:

- Proactively addressing the needs of each patient and our community as a whole
- Employing the appropriate preventive measures to maintain the health and well-being of our patients
- Providing a variety of services and coordination of care that will enable us to achieve our commitment
- Giving our patients a choice of practice locations that enable our physicians to highlight their strengths and areas of expertise
- Ensuring that all TPCA staff team members share the ideals of and commitment to our goals and service standards
- We will strive to treat others as we want to be treated.

We are the professionals of Tallahassee Primary Care Associates, and we take care of people!

***For more information, contact:***

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