



The Future is Approaching Quickly...
What will you do with it?
FPMA Young Member Seminar Series

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President and CEO

Pinnacle Practice Achievement, LLC

www.pinnaclepa.com

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Private Practice Physician

The options



Join an existing private practice as an associate (with or without partnership potential)



Fellowship (offering even more specialized surgical experience and enhanced credentials)



Become employed by a hospital system



Start your own practice from scratch, partner up, or acquire

When should I start thinking about a post residency plan?



**DURING THE FINAL MONTHS OF
YOUR FIRST YEAR AS A RESIDENT**



**NOT DURING THE LAST MONTHS, WHEN
YOU MAY MAKE A RUSHED DECISION**

The image features two overlapping circles on a white background. The circle on the left is a medium blue color and is partially obscured by a larger, dark blue circle on the right. The dark blue circle is the primary focus and contains the text.

First things first...

- Decide **where** to do it!
- Location, location, location - isn't just for beach property!

Before
deciding
what to do

Pick a city, state or demographic region

Why do you want to live and work there?

Do you have family and friends there?

Is your spouse or partner from that area?

Would your spouse or partner enjoy living and working there also?

Do you have children now or are you planning to start a family in the coming few years?

HAPPY WIFE (PARTNER), HAPPY LIFE!

IT'S TRUE!

- If you don't have one already, you will need a license to practice in that state
- Every state has different requirements
- Do your homework
- You may have to CALL (state licensing board websites can be extremely vague) and obtain clarification on the process and requirements for licensure in your desired state

Once you
have decided
on a state

Varying processes
for licensure
include:

- **Board exams**
- **Later application dates**
- **Personal Essays**
- **Higher Fees**
- **Immediate CME requirements**
- **Renewal fees after 3 months**
- **Minimal Requirements**

Congratulations!

You have completed your residency
and now have a license to practice in
the great state of _____





Next step: *Start Making Money*

Now the search and real decision-making begins!



First, let's discuss:

Pros and Cons of
Hospital vs. Private Practice
Employment

Private Practice Employment

- **Pros**

- More control of operational decisions (not right away as an associate); services provided, office décor, staffing levels, hiring and firing
- Normal business hours (in the future)
- Patient relationships and community

- **Cons**

- Legislative changes cause larger impacts
- Insurance carrier/payor contract headaches
- Overhead costs
- Staff issues

Hospital Employment

- **Pros**

- Higher Pay through RVUs (no concern about individual payers or lack of reimbursement)
- Incentives to “sign on”
- Less affected by legislative changes and payor contracts
- No hiring, firing, decision making headaches

- **Cons**

- You must follow their rules
- Hospital admin in process driven while you care for patients and are outcome driven (these do not match)
- Difficult to maintain the incentive and pay level after contract signing (it won't last)
- Micro-management (“leakage”)



Hanging your own
“Shingle”

I want to be my
own boss

And you can be with:

Patience (and patients)

Time

Planning

Support (financial and at times emotional)

Realistic Expectations

Goal Setting

What you will need:



Professional Services (Introducing/Securing):



Legal Counsel



Accountant



Architect/Interior Designer/General Contractor



Billing/Revenue Cycle Management Company



Credentialing Firm



Compliance Services to include but not limited to:

OSHA, HIPAA and Cyber Security

Finding a
LOCATION
is first on the list

- Introduction to Commercial Real-Estate Agent (based on):
 - Location Analysis (State, City and County)
 - Demographic Analysis
 - Spatial Needs and Considerations/Plan for Future Expansion
 - Office layout/best use of space for flow and efficiency
- Touring of commercial properties with representative RE Agent
- Assistance with negotiating of commercial property/space (rent, lease, or purchase) through RE Agent
- Execution of lease or securing of mortgage
- Commencement of Office Build out vs. Leasehold Improvements
- Coordination of Move In

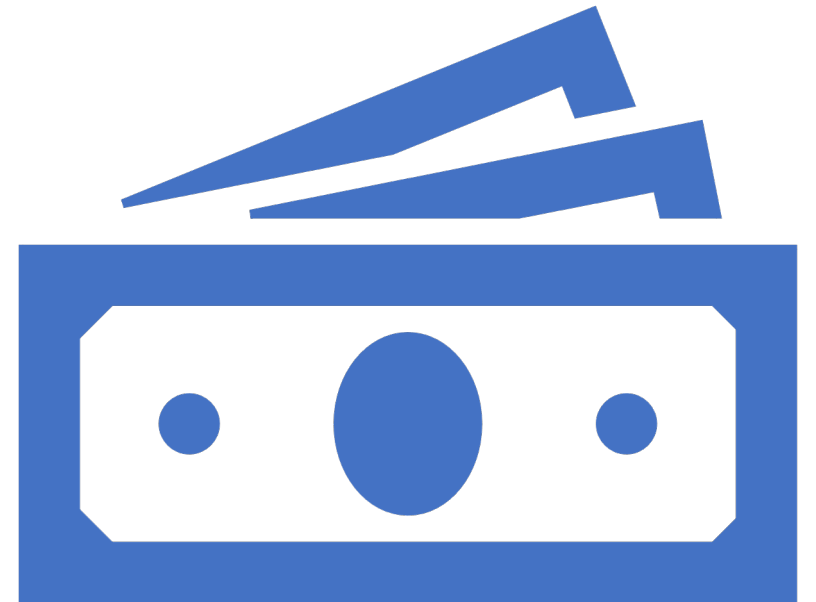
Without a physical address (not your home or your parent's home):

- You cannot begin credentialing. . . which means. . .
 - Once credentialing/contracts are underway, your EDI (electronic data interchange) enrollment can begin (your EHR will do this for you)
 - Then your ERA (electronic remittance advice which is an electronic data interchange (EDI) version of a medical insurance payment explanation (EOB) (some RCMs will do this)
 - And then your EFTs (electronic funds transfer can be set up) (this is on you)
 - Without ERA and EFTs set up correctly, you could be searching for payments or be receiving them without your biller or RCM service knowing (causing patients to be billed for services paid)

Financially

Drafting of 3-5 year financial projections to aid in:

- Securing of Financial Backing**
- Creating Budgets
- Introduction to investment planning and wealth/asset management for practice growth



You will need a
STRONG
Business Plan!

CONFIDENTIAL
**Texas Foot and Ankle
Specialists**

Business Plan
Prepared February 2016

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Houston, TX

2 main points to consider in developing a business plan

- **DO YOUR HOMEWORK**
- **OVERESTIMATE COSTS AND UNDERESTIMATE (BE CONSERVATIVE WITH) INCOME**

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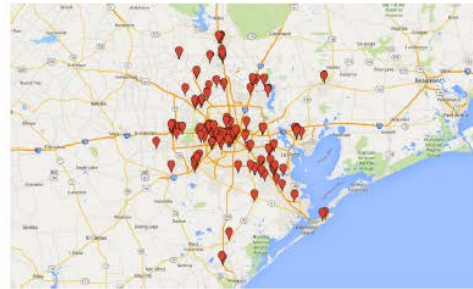
Executive Summary

Overview

Texas Foot and Ankle Specialists, PLLC exists to provide comprehensive foot and ankle care to the greater Katy area of west Houston, Texas. P. David Applegate Jr, DPM, 100% shareholder and 2013 graduate of The Arizona School of Podiatric Medicine at Midwestern University in Glendale, Arizona, will graduate from residency on June 30, 2016 and relocate to Houston immediately to commence practice operations.

Texas Foot and Ankle Specialists, PLLC will initially be a one-physician entity. Medical office space, where Dr. Applegate will eventually see 32 patients per day, will be leased with initial plans to open in October 2016. A hybrid practice model will be initially employed to maximize practice revenue as patient volume increases. Dr. Applegate will work part time as a contract employee of Dr. Marcin Vaclaw, where he will make house-calls starting July 1, 2016. The operation will slowly be phased out during the second fiscal year, until the start of the third year when Dr. Applegate will transition to full time clinic.

FIGURE 1: Podiatrists in Houston, TX



Dr. Applegate developed a number of key relationships with consultants and mentors during medical school and residency that will significantly benefit the practice. As a medical student, he served as National President of the American Podiatric Medical Students' Association (APMSA) and club president of the American Academy of Podiatric Practice Management

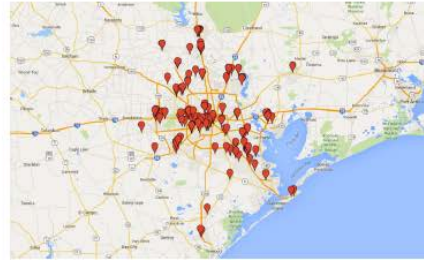
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Market Analysis

Podiatry Outlook and Trends

The field of podiatric medicine and surgery is poised for significant growth over ensuing years. Enrollment in schools of podiatric medicine has been down for a number of years, and a significant number of podiatrists both nationally and in the greater Houston area will be reaching retirement in the next 3-5 years. Podiatric physicians play a crucial role in the care of the everyone, especially the aging population, people with diabetes, and obesity, three groups which are all expected to increase in prevalence over time. It is readily recognized that overall health is impacted by activity levels, and as the nation's population ages and increases, the number of people of people needing foot care will rise.

FIGURE 6: Podiatrists in Houston, TX



Analysis of Geographic Locale

Texas Foot and Ankle Specialists, PLLC will be located in the Katy area of west Houston, Texas, ideally in the proximity of Highway 99 and Cinco Ranch Boulevard in Cinco Ranch, Texas. Though a definitive clinic site has yet to be determined, this general area has a high need for the care of a competent foot and ankle physician and surgeon.

Katy Area Highlights

- Over 300,000 people live in the Katy area; many drawn by Katy ISD, the preeminent school district in the Houston area, which currently provides education to 73,000 students.
- The area boasts a high number of energy companies, corporations, businesses, and entrepreneurs.
- The Katy area is larger in population than the city of Pittsburgh, and experienced 83% growth between 2000 and 2010.
- By 2020, over 350,000 people are expected to live in the area. By 2035, that number will increase to 550,000.
- The average household income in 2015 was \$119,476.
- The strong income base is thanks in part to a high degree of educational attainment, with 42.8% of the Katy area population having bachelor's or graduate degrees.

Analysis of Competitors

There are currently only eight podiatrists within five miles of the intersection of Highway 99 and Cinco Ranch Boulevard, whereabout Texas Foot and Ankle Specialists, PLLC will be located. These eight podiatrists work out of a total of six full time and satellite clinics, many on a part time basis, seeing approximately 25.5 full days of clinic per week, per research conducted in January 2016. This equates to 6.4 podiatrists when corrected to accommodate physicians that see patients across multiple clinics during the week.

Competitor Analysis Within Five Miles of Planned Clinic Location

- Population: 239,711
- Podiatrists (including part time/satellite offices): 8
- Podiatrists (corrected for part time/satellite offices): 6.4
- Podiatrists to population: 1:37,500

239,711 people live within five miles of the proposed clinic location, from which the majority of the clinic's patients will be drawn from. This leads to a rate of one podiatrist for every 37,500 people (1:37,500) living within five miles of the proposed practice location for Texas Foot and Ankle Specialists PLLC. This indicates a significant need for the practice's services, as industry benchmarks cite ratios above one specialist for every 25,000 people (1:25,000) as a sign of the need for additional practitioners.

Consider
supplementing
your income

Hybrid Practice Model

A hybrid practice model will be initially implemented to maximize practice revenue generation as patient volume slowly increases. Dr. Marcin Vaclaw, a practice advisor and friend of Dr. Applegate, started a clinical practice directly out of residency in 2013, and now owns and operates a house-call operation.

TABLE 1: House-Call Plan by Fiscal Year

Fiscal Year 1	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Days of House-Call Visits	12	12	12	12	12	12	12	12	12	12	12	12
Fiscal Year 2	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Days of House-Call Visits	8	8	8	8	8	8	4	4	4	4	0	0
Fiscal Year 3	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Days of House-Call Visits	0	0	0	0	0	0	0	0	0	0	0	0
Fiscal Year 4	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Days of House-Call Visits	0	0	0	0	0	0	0	0	0	0	0	0
Fiscal Year 5	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Days of House-Call Visits	0	0	0	0	0	0	0	0	0	0	0	0

Dr. Vaclaw's house-call operation has an established base of around 5,000 patients in need of mostly nail debridements (trimming). Though relatively trivial versus the reconstructive foot and ankle surgery that Dr. Applegate routinely performed in residency, proper nail care is critical to those that could lose a limb due to infection doing it on their own.

Via an office manager employed by Dr. Vaclaw, Dr. Applegate will see 20-25 patients a day three times a week in a turnkey fashion immediately following residency graduation on June 30, 2016. This will generate approximately \$129,600 in net practice income during fiscal year one, and an additional \$57,600 in income during fiscal year two as house-calls are phased out. Initially, house-calls will be made three days a week, with a transition to two days a week at the start of the second fiscal year in July 2017. In January 2018, a transition to one day of house-

FIGURE 3: Clinic Volume Assumptions

Fiscal Year 1	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Number of days in clinic per week				2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Number of patients in clinic per day				4	6	8	10	12	14	16	18	20
Fiscal Year 2	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Number of days in clinic per week	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	4	4
Number of patients in clinic per day	18	20	21	22	23	24	25	26	27	28	26	28
Fiscal Year 3	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Number of days in clinic per week	4	4	4	4	4	4	4	4	4	4	4	4
Number of patients in clinic per day	30	32	32	32	32	32	32	32	32	32	32	32
Fiscal Year 4	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Number of days in clinic per week	4	4	4	4	4	4	4	4	4	4	4	4
Number of patients in clinic per day	32	32	32	32	32	32	32	32	32	32	32	32
Fiscal Year 5	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Number of days in clinic per week	4	4	4	4	4	4	4	4	4	4	4	4
Number of patients in clinic per day	30	32	32	32	32	32	32	32	32	32	32	32

The revenue forecast for the first fiscal year is \$272,840, the second year \$605,300 and the third year \$827,160. The fourth and fifth years will each be \$831,600. House-calls will generate \$129,000 in revenue during year one and \$57,600 in year two before they are phased out. The net profit for year one will be (\$52,825), the second year will be \$99,846, the third year will be \$216,657, the fourth year will be \$213,328 and the fifth year will be \$208,256. This includes annual salary distributions for Dr. Applegate of \$39,000 the first year and \$90,000 for each of the subsequent years. New patient visits will account for 40% and existing patient visits will account for 60% of total visits. Approximately 5% of all patients seen will undergo in-office procedures, 30% will undergo x-rays, 30% will purchase cash-products and supplies, 25% will receive DME, and 3% will eventually undergo surgical procedures. Surgery performed at surgical centers and hospitals will generate \$14,400 during year one, \$57,800 during year two, \$80,550 during year three, and \$81,000 each year during years four and five.

Texas Foot and Ankle Specialists, PLLC is seeking bank funding for the start up business. The source of funds sought is up to \$235,000. This will provide \$35,000 for the buildout of a leased office, \$50,000 for the purchase of medical equipment, \$100,000 for working capital, and \$50,000 in the form of a line of credit to maintain sufficient cash reserves to cover any accounts receivable delays. Depending on the nature of the lease that is eventually negotiated,

Financial Highlights (Year one)



Financial Highlights (All years)



You won't see a paycheck for a while (so go out and bring in some patients)

- **There is a difference between marketing and advertising!**
- **Even if you are joining an existing practice, GET OUT THERE!**



Dr. David A. Sipala
The newest addition
to our TEAM at
New England Foot
and Ankle Specialists

Highly trained in conservative care and complicated surgical correction and ready to treat patients in our Reading office!

New England Foot and Ankle Specialists

7819444044



Dr. David Sipala is a Physician of Podiatric Medicine with training in forefoot, midfoot and rearfoot surgery. He completed his residency program at St. Elizabeth's Medical Center where he obtained extensive training in reconstructive and revisional surgery of the foot and ankle, pediatric and adult-acquired flat foot, sports-related injuries, trauma of the foot and ankle, arthritis, tendinitis, plantar fasciitis, and forefoot deformities such as bunions and hammertoes.

COMMONLY TREATED CONDITIONS IN OUR PRACTICE

- Heel Pain
- Foot and Ankle Pain and Injuries
- Sports Related Injuries and Preventative Care
- Ingrown Toenails
- Fungal Infections of the Skin & Nails
- Neuromas and Nerve Pain
- Warts
- Arthritis
- Foot Deformities (arthritis, bunions, hammertoes, flat feet)
- Pediatric Foot Conditions

New England Foot and Ankle Specialists

30 New Crossing Road, Suite 311
 Reading, MA 01867

www.newenglandfootandankle.com

**EXTRACORPOREAL PULSE
 ACTIVATION TECHNOLOGY
 (EPAT) aka "Shockwave Therapy"**

EPAT is an effective, non-invasive FDA cleared treatment option for patients suffering from acute and chronic musculoskeletal pain. The technology distributes intense acoustic pressure waves through the use of a probe that stimulates increased cellular metabolism, enhances blood circulation as well as encourages gradual regeneration of damaged tissue. The following conditions can be treated:

- Achilles Tendinopathy (insertional and non-insertional)
- Plantar Fasciitis
- Shin Splints
- General Tendinopathies (Anterior tibial, peroneal, etc.)

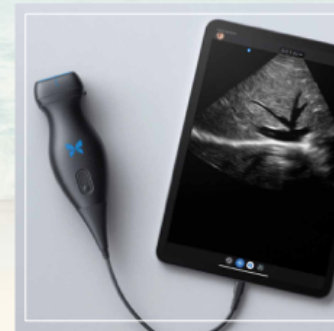


**DIAGNOSTIC
 MUSCULOSKELETAL
 ULTRASOUND**

(Static and dynamic)

Our portable ultrasound is the imaging modality of choice when evaluating many structures of the foot and ankle including tendons, ligaments, and peripheral nerves. The dynamic nature of the examination allows for detection of instability of both tendon and ligament, which may not be apparent on static imaging alone. This is ideal for patients presenting with:

- Chronic Lateral Ankle Instability (CAI)
- Turf Toe
- Shin Splints
- Plantar Plate Instability or Tears



COAST + SOLE
 FOOT AND ANKLE SPECIALISTS

SEE A SPECIALIST

Dr. David M. Schweibish
 Dr. Dariya M. Peretta

P: 321-777-4774
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2020 N. Highway A1A, Suite 101
 Indian Harbour Beach, FL 32937

COASTANDSOLE.COM



Marketing Plan

Texas Foot and Ankle Specialists, PLLC plans to use approximately 10% of its first year budget for marketing and promotion. This percentage will decrease slightly over subsequent years as the practice becomes more established. The majority of marketing efforts will be spent either marketing directly to referring physicians or through the internet, where a strong web presence will be established, which will allow patients to learn about the practice prior to their appointment.

"The majority of marketing efforts will be spent either marketing directly to referring physicians or through the internet..."

The practice marketing manager will play an active role in patient recruiting efforts, and will visit local referring physicians at least monthly to encourage referrals. Cindy Pezza, the practice's consultant, will play an active role in training the practice marketing manager.

A robust website will be developed with the goal of getting to the top of Google searches for foot care in the area around the clinic. It will be of critical importance that the website contain an extensive amount of educational material as well as any information potential patients may need to make appointments. Patients will be able to easily ask a question through the website, which Dr. Applegate or a staff member will respond to in under 24 hours. Patients will also be able to connect to the patient portal to view information stored in the electronic medical record (EMR). They will also be able to schedule appointments directly through the website.



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performancepodiatry.com



PERFORMANCE PODIATRY
partners



COAST + SOLE
FOOT AND ANKLE SPECIALISTS

Brand your practice/brand, but not your name!

Let's explore aspects of establishing a practice that you may not have considered (or ever heard of)

Organizational



**Entity
Formation/Business
Registration, etc.**



**Business Plan
Development and
Implementation**



Protection of Assets



Finding/Securing:



**Malpractice
Insurance/Broker**



**Business Related,
Health and
Disability Insurance**

Credentialing/ Privileging



**Obtaining of state
license (and county
where necessary)**



**Obtaining of Federal
and State Narcotic
Licenses**



**Credentialing for
Insurers (including
Durable Medical
Equipment)**



**Applications for
hospital and surgical
center privileges**



**Discussion of Options
for affiliation with
hospital IPAs for
improved fee schedules**



**Applications for Skilled
Nursing Facilities and
Outpatient facilities (if
desired)**

Personnel** (PT vs FT)

Assistance with:

- Ad placement for staff
- Interviewing tips and techniques
- Personality testing and metrics
- Hiring of Staff
- Employee Handbook Development (see below)
- Training Staff through
 - Online lessons and exams
 - Video Meetings and Training Sessions
- Probationary Period Recommendations and Assessment Tools for Performance Reviews
- Recommendations for hiring and training Physician/Practice Liaison



Electronic Health Record/
Practice Management
System

- Finding/Securing Electronic Medical Record (Charting) and Practice Management (Billing, Claims Submission, Receivables) Software
 - Coordination of staff and physician training to optimize charting and claims submission efficiency and minimize claim rejection rates

Equipment/ Supplies

- Assistance with Initial Ordering/Purchasing of:
 - Office Furniture (selected to maximize efficiency and time)
 - Electronics and Ancillary Equipment (digital x-ray, etc.)
 - Office (Administrative) and Clinical Supplies
 - Budgeting

TXFAS PURCHASING CONSOLIDATED - MASTER EQUIPMENT ORDER

TEXAS FOOT AND ANKLE SPECIALISTS CAPTIAL BUDGET						
	Brand/Model	SOURCE	Cost	Qty	Total	Notes
RECEPTION						
Reception Furniture/Decor			\$7,500.00	1	\$7,500.00	Best guess per Linda Grim
OFFICE GENERAL						
WiFi Router		ALTEX	\$850.00	1	\$850.00	SOPHOS PER IT GUY
Switch		AMAZON	\$150.00	1	\$150.00	
Patch Cables		AMAZON	\$30.00	1	\$30.00	
Camera Security System DVR		AMAZON	\$300.00	1	\$300.00	
Camera Security System CAMERAS (6)		AMAZON	\$120.00	1	\$120.00	
8' Ladder		HOME DEPOT	\$89.99	1	\$89.99	Home Depot
Trash Cans		LOWES	\$200.00	1	\$200.00	
Door Flags		HENRY SCHEIN	\$200.00	1	\$200.00	
MISC OFFICE SUPPLIES	VARIOUS		\$1,000.00	1	\$1,000.00	
Mini Power Amplifier	Pyle		\$38.78	1	\$38.78	
Amazon Echo Dot	Amazon		\$49.99	1	\$49.99	
EXAM ROOMS						
Exam Room Tables	Midmark/Ritter 204	HENRY SCHEIN	\$1,250.00	4	\$5,000.00	Henry Schein. Order code 312
Exam Room Stools	Amazon Medical Stool	AMAZON	\$48.71	4	\$194.84	
Exam Room Chairs	Amazon Steel Chair	AMAZON	\$38.55	6	\$231.30	
Exam Room Modular Cabinets	Clinton 8805	HENRY SCHEIN	\$750.00	3	\$2,250.00	NEED TO FIGURE OUT COLORS
Exam Room Decoration/Etc		???	\$0.00	4	\$0.00	INCLUDED W RECEPTION DECOR
Exam Room Trash Cans Non-Biohazard	RUBERMAID STEPON	HENRY SCHEIN	\$157.09	4	\$628.36	HS 122-0095 (32 qt white)
Exam Room Trash Cans Biohazard		HENRY SCHEIN	\$148.09	3	\$444.27	HS 122-0092 (24 qt red)
Exam Room Sharps Containers		HENRY SCHEIN	\$10.00	4	\$40.00	FIGURE THIS OUT
Exam Room Sharps Container Mounts		HENRY SCHEIN	\$130.00	1	\$130.00	5 Pack
Exam Room Printers	Cannon/Brother Base	AMAZON	\$79.00	3	\$237.00	
Exam Room Printer Stands	End Table	AMAZON	\$25.77	3	\$77.31	
Mayo Stands		HVC	\$325.00	3	\$975.00	FROM HVC
CLINICAL EQUIPMENT						
Podiatric Clinical Instruments		HENRY SCHEIN	\$1,500.00	1	\$1,500.00	SEE INSTRUMENT ORDER TAB
Lower Extremity XR	20/20 BD 715	GILL PODIATRY	\$29,000.00	1	\$29,000.00	
Cast Cutter		EBAY?	\$350.00	1	\$350.00	
Cast Splitter		EBAY				
Doppler Ultrasound		EBAY	\$100.00	1	\$100.00	Ebay
3d Casting Device + IPAD		MILE HI	\$1,000.00	1	\$1,000.00	NEED TO MOVE ON THIS
3-Shelf Cart		HVC	\$75.00	1	\$75.00	FROM HVC
Rotary Tool c Vacuum		HENRY SCHEIN	\$1,400.00	1	\$1,400.00	Drill File Stream 3000rpm Podiatry w/ Integral Vacuum Ea
Scale + Height Measurement		HENRY SCHEIN	\$200.00	1	\$200.00	Scale HSI w/ Height Rod Mechanical Beam Ea
Chairs for Staging Area	Amazon Steel Chair	AMAZON	\$38.55	2	\$77.10	
Blood Pressure Cuff Wrist	Omron	AMAZON	\$36.88	1	\$36.88	
Casting Stand		HENRY SCHEIN	\$110.00	1	\$110.00	Stand Casting SS 13-22" w/ Footrest & Plastic Tray LF Ea HS 1196011
Leaded Apron for Patient - Adult		HENRY SCHEIN	\$100.00	1	\$100.00	Apron X-Ray HSI Lead Adult w/ Collar Gray Ea
Leaded Apron For Patient - Child		HENRY SCHEIN	\$85.00	1	\$85.00	Apron X-Ray HSI Lead Child w/ Collar Blue Ea
Trash Cans Non-Biohazard Cleaning Area		HENRY SCHEIN	\$157.09	1	\$157.09	HS 122-0095 (32 qt white)
Trash Cans Biohazard Cleaning Area		HENRY SCHEIN	\$148.09	1	\$148.09	HS 122-0092 (24 qt red)
Wheel Chair		AMAZON	\$156.00	1	\$156.00	
CLEANING/STORAGE						
Autoclave	Midmark M9	HVC	\$1,500.00	1	\$1,500.00	From HVC
Wire Shelving		HVC	\$62.50	1	\$62.50	
Instrument Cleaning Brushes	Mudder - Amazon	AMAZON	\$7.99	1	\$7.99	
FONT OFFICE ADMIN						
Front Desk Chair	Basic Amazon	AMAZON	\$55.00	1	\$55.00	
Marketing Assistant Chair	Basic Amazon	AMAZON	\$55.00	1	\$55.00	
Front Office Printer/Copier		AMAZON	\$129.00	1	\$129.00	
Front Office Desktop Scanner	AMBIR	NEWEGG	\$400.00	1	\$400.00	AMBIR
Marketing Manager Laptop	Chromebook	AMAZON	\$280.00	1	\$280.00	
Marketing Manager Desk		AMAZON	\$85.50	1	\$85.50	
Marketing Manager Chairs	Amazon Steel Chair	AMAZON	\$38.55	2	\$77.10	
Front Office Computer	HP 8000	BEST BUY	\$329.00	1	\$329.00	
Front Office Monitor	Basic Amazon	BEST BUY	\$99.00	1	\$99.00	

TXFAS PURCHASING CONSOLIDATED - CLINICAL SUPPLIES ORDER

TEXAS FOOT AND ANKLE SPECIALISTS SUPPLY ORDER							
	Brand/Model	Count (package)	HS Item#	Cost	Qty (ordered)	PAR	Total
Coflex 1" multi colored	Coflex	30	100-7295	\$15.50	2		\$31.00
Coflex 3" multi-colored	Coflex	24	100-4969	\$28.23	2		\$56.46
Coflex 3" tan	Coflex	24	100-1025	\$28.23	2		\$56.46
1" Paper Tape	Henry Schein	12	101-9673	\$6.51	2		\$13.02
2" Paper Tape	Henry Schein	6	101-1332	\$6.51	3		\$19.53
1" Athletic Tape	Cramer	48	1349691	\$53.15	1		\$53.15
2" Athletic Tape	Cramer	24	1342107	\$53.15	1		\$53.15
4" Ace Wrap w Velcro Closure	Henry Schein	10	900-4683	\$10.45	5		\$52.25
Fabric 1" x 3" Band-Aid	Henry Schein	100	112-6133	\$1.78	2		\$3.56
Fabric 1.5" x 3" Knuckle Band-Aid	Henry Schein	100	112-6144	\$3.12	2		\$6.24
4x4 Gauze 12 ply non-sterile	Covidien	200	890-2022	\$7.90	5		\$39.50
2x2 Gauze 12 ply non-sterile	Covidien	200	890-2315	\$2.91	10		\$29.10
4x4 Gauze 8 ply sterile	Covidien	100	8900145	\$6.35	5		\$31.75
2x2 Gauze 12 ply sterile	Covidien	50	890-4579	\$2.99	4		\$11.96
2" Stretch rolled gauze	Henry Schein	12	104-8825	\$2.01	8		\$16.08
4" stretch rolled gauze	Henry Schein	12	104-2728	\$2.91	6		\$17.46
4.5" (Kerlix) Washed Gauze Roll non-sterile	Henry Schein	100	101-2344	\$67.79	1		\$67.79
3x3 non-adherent (adaptic) dressing	Covidien	50	1282018	\$21.58	1		\$21.58
3x8 non-adherent (adaptic) dressing	Covidien	24	8900059	\$22.78	1		\$22.78
4x4 Xeroform Petrolatum Gauze	Covidien	25	8900182	\$29.98	1		\$29.98
1/4x3 Steri-Strip	3M	50	777-6538	\$32.43	1		\$32.43
1/4" x 5yd Packing Strip	Covidien	1	8909657	\$3.39	5		\$16.95
5x9 ABD pad	Covidien	36	8900428	\$5.84	1		\$5.84
3" stockinette 25 yards	Henry Schein	1	112-5514	\$9.94	1		\$9.94
4" stockinette 25 yards	Henry Schein	1	112-5515	\$13.91	1		\$13.91
6" stockinette 25 yards	Henry Schein	1	112-5516	\$18.55	1		\$18.55
4"x4yd synthetic cast padding	Henry Schein	12	9004999	\$4.57	4		\$18.28
4" fiberglass casting tape - green	BSN	10	9110031	\$43.35	1		\$43.35
4" fiberglass casting tape - blue	BSN	10	9110041	\$43.35	1		\$43.35
4" fiberglass casting tape - purple	Henry Schein	10	9007003	\$40.80	1		\$40.80
4" fiberglass casting tape - red	BSN	10	6007389	\$43.35	1		\$43.35
4" fiberglass casting tape - black	Henry Schein	10	9004643	\$40.84	1		\$40.84
4" fiberglass casting tape - pink	BSN	10	9110036	\$43.35	1		\$43.35
4" fiberglass casting tape - white	Henry Schein	10	9004637	\$40.84	1		\$40.84
3" latex-free unna boot with calamine	Graham-Field	12	1014070	\$58.84	1		\$58.84
#2 surgilast bandage retainer	Derma Sciences	1	251-2897	\$5.76	1		\$5.76
Nitrile Exam Gloves - Small	Halyard	100	107-0501	\$7.90	10		\$79.00
Nitrile Exam Gloves - Medium	Halyard	100	107-0502	\$7.90	10		\$79.00
Protexis PI Non-Latex Powder Free - 7.5	Cardinal	50	1190454	\$92.68	1		\$92.68
Protexis PI Non-Latex Powder Free - 6	Cardinal	50	1530313	\$92.68	1		\$92.68
Cold Spray	Medi-First	1	151-7396	\$3.09	5		\$15.45
1cc Syringe	Henry Schein	100	900-4480	\$9.14	1		\$9.14
3cc Syringe	Henry Schein	100	900-4475	\$6.34	1		\$6.34
5cc Syringe	Henry Schein	100	900-4477	\$9.08	1		\$9.08
10cc Syringe	Henry Schein	100	900-4476	\$12.73	1		\$12.73
18g x 1 1/2" needle	Henry Schein	100	900-4471	\$3.66	3		\$10.98
25g x 1 1/2" needle	Henry Schein	100	900-4472	\$3.53	3		\$10.59
Tourni-cot (assorted)	Tourni-cot	20	116-3141	\$82.29	2		\$164.58
Hand Soap Manual Dispenser	Henry Schein	1	112-5983	\$0.43	10		\$4.30
800ml Hand Soap for Manual Dispenser	Henry Schein	1	112-5987	\$5.60	15		\$84.00
Hand Sanitizer Manual Dispenser	Henry Schein	1	112-5984	\$0.43	8		\$3.44
800ml Hand Sanitizer for Manual Dispenser	Henry Schein	1	112-5988	\$5.27	12		\$63.24
Alcohol prep pads	Henry Schein	200	112-6131	\$1.50	5		\$7.50
Betadine Swab Sticks	Dynarex	50	267-8499	\$5.67	3		\$17.01
Betadine 10% 16oz	Triadine	1	119-1824	\$2.86	2		\$5.72
Alcohol dispenser bottles	TechMed	1	635-7227	\$5.73	5		\$28.65
Rubbing Alcohol 1gal	EK Industries	1	1208443	\$12.49	1		\$12.49
Hydrogen Peroxide 16oz	Henry Schein	1	102-3516	\$0.52	4		\$2.08
Maxiwipe Germicidal Cloths	Henry Schein	160	106-6794	\$5.64	5		\$28.20
Maxispray Plus Cleaning Spray 24oz Bottle	Henry Schein	1	1014114	\$6.75	4		\$27.00

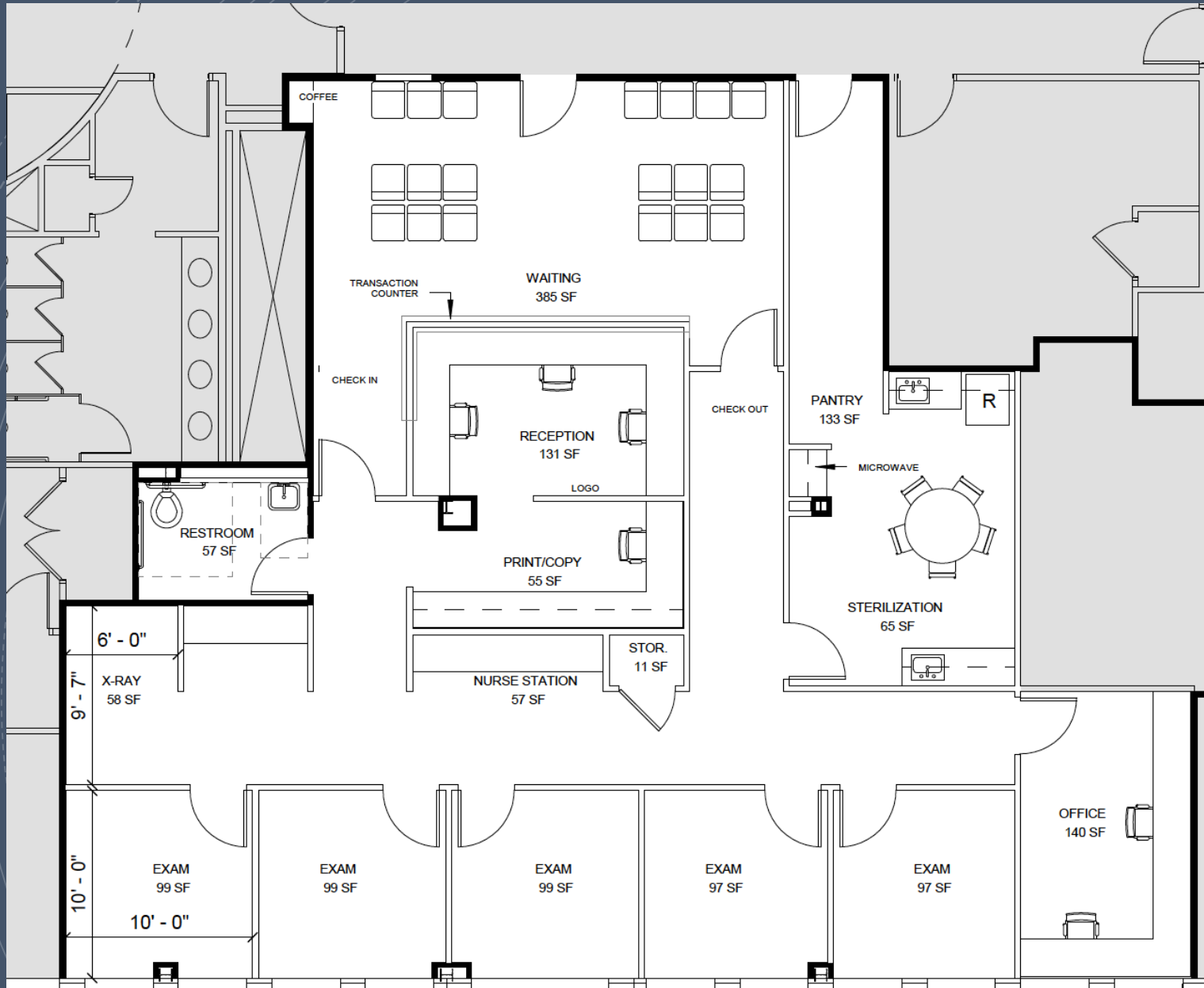
TXFAS PURCHASING CONSOLIDATED - Cash Pay Order

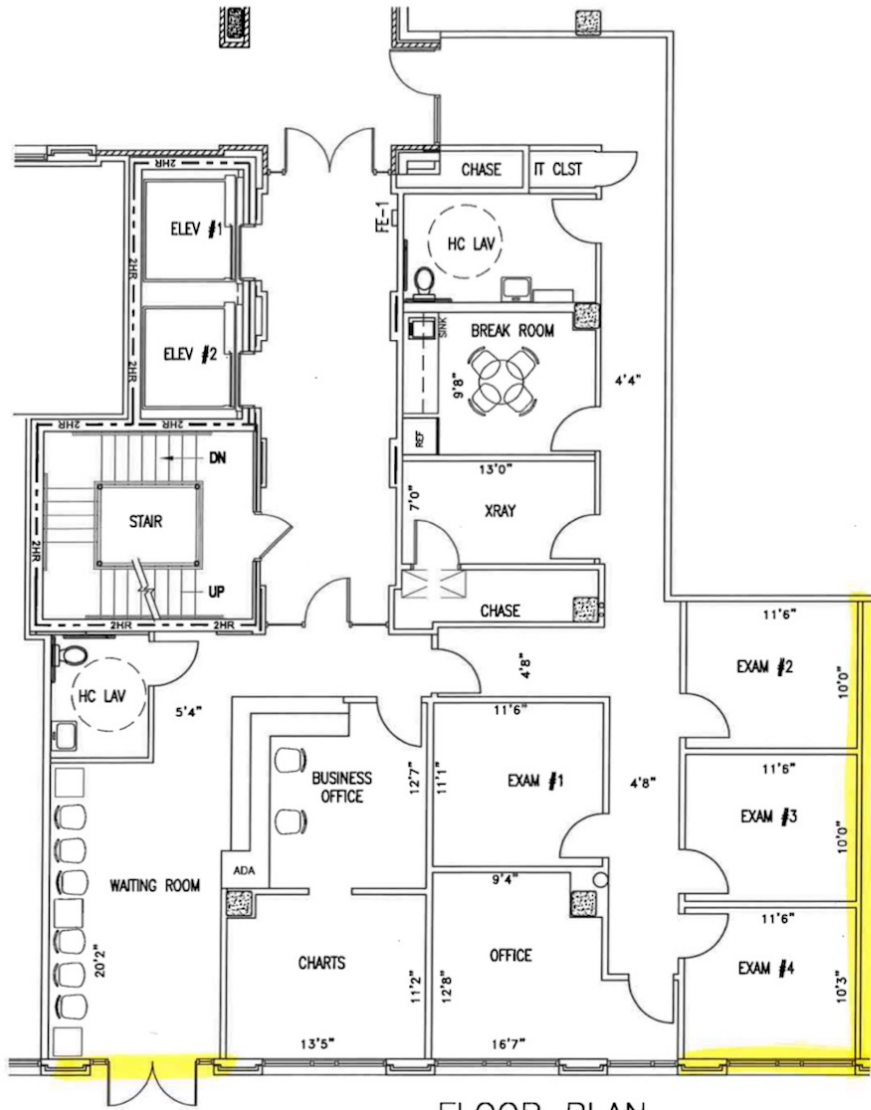
TEXAS FOOT AND ANKLE SPECIALISTS CASH PAY ORDER					
	Brand/Model	VENDOR	Cost	Qty	Total
Medical Grade Orthotic	Footsteps R2 Women's Athletic Full Length Size 5/6	Footsteps	\$15.50	3	\$46.50
	Footsteps R2 Women's Athletic Full Length Size 7/8		\$15.50	5	\$77.50
	Footsteps R2 Women's Athletic Full Length Size 9/10		\$15.50	5	\$77.50
	Footsteps R2 Women's Athletic Full Length Size 11/12		\$15.50	1	\$15.50
	Footsteps R2 Men's Athletic Full Length Size 8/9		\$15.50	3	\$46.50
	Footsteps R2 Men's Athletic Full Length Size 10/11		\$15.50	6	\$93.00
	Footsteps R2 Men's Athletic Full Length Size 12/13		\$15.50	3	\$46.50
	Footsteps R2 Men's Athletic Full Length Size 14/15		\$15.50	1	\$15.50
	Footsteps R1 Women's Dress 3/4 Length Size 5/6		\$14.00	2	\$28.00
	Footsteps R1 Women's Dress 3/4 Length Size 7/8		\$14.00	5	\$70.00
	Footsteps R1 Women's Dress 3/4 Length Size 9/10		\$14.00	5	\$70.00
	Footsteps R1 Women's Dress 3/4 Length Size 11/12		\$14.00	1	\$14.00
	Footsteps R1 Men's Dress 3/4 Length Size 8/9		\$14.00	3	\$42.00
	Footsteps R1 Men's Dress 3/4 Length Size 10/11		\$14.00	4	\$56.00
	Footsteps R1 Men's Dress 3/4 Length Size 12/13		\$14.00	3	\$42.00
Pedi Medical Grade Orthotics			\$0.00	0	\$0.00
Neuropathy Supplement	NeuRx-TF	Bako	\$17.75	12	\$213.00
Urea - Cream 1	Kera-42 Cream 6oz Tube	Bako	\$13.05	10	\$130.50
Urea - Cream 2	Kera-HC Cream 2oz Tube	Bako	\$10.44	5	\$52.20
Antifungal - Nails	Clarus Antifungal Solution 15ml	Bako	\$9.00	20	\$180.00
Antifungal - Skin	Clarius Antifungal 3oz Tube	Bako	\$12.62	20	\$252.40
Antifungal - Shoe	Clarus Antimicrobial Shoe Spray 6oz	Bako	\$6.96	5	\$34.80
Lotion/Cream - Small	Hydro-Cutis Cream 10oz Tube	Bako	\$10.88	10	\$108.80
Lotion/Cream - Large	Hydro-Cutis Cream 24oz Tube	Bako	\$16.53	5	\$82.65
Postop-Cream	Amerigel Hydrogel Wound Dressing 1oz Tube (12ct case price)	Amerhx	\$12.13	12	\$145.56
Postop Nail Kit	Amerigel Postop Surgical Kit (12 ct case price)	Amerhx	\$17.78	12	\$213.36
Wound Wash	Amerigel Wound Wash 4oz Can (12 ct case price)	Amerhx	\$5.29	12	\$63.48
Postop Surgical Kit - Generic	DESIGN ON YOUR OWN		\$0.00	0	\$0.00
Bunion Guard			\$0.00	0	\$0.00
Crest Pads			\$0.00	0	\$0.00
Toe Seperators					
Gel Toe Caps					
Foot Compression Sleeve	DARCO DCS Compression Sleeve Black XL	8120040	\$9.84	3	\$29.52
	DARCO DCS Compression Sleeve Black L	8120039	\$9.84	5	\$49.20
	DARCO DCS Compression Sleeve Black M	8120038	\$9.84	5	\$49.20
	DARCO DCS Compression Sleeve Black S	8120037	\$9.84	5	\$49.20
Cast Protector - Child	Sealtight Sport Cast Protector Short Leg 24"	6796288	\$19.88	3	\$59.64
Cast Protector - Adult	Sealtight Sport Cast Protector Long Leg 38"	6791778	\$19.48	3	\$58.44
Evenup Shoe Balancer	Elite Ortho EvenUp Shoe Balancer L	Elite Ortho	\$17.50	3	\$52.50
	Elite Ortho EvenUp Shoe Balancer M	Elite Ortho	\$17.50	3	\$52.50
	Elite Ortho EvenUp Shoe Balancer S	Elite Ortho	\$17.50	3	\$52.50
Knee Scooter	KNEE WALKER SCOOTER - GENERIC	AMAZON	\$169.00	2	\$338.00
iWalk	iWalk	AMAZON	\$149.00	2	\$298.00
			\$0.00	0	\$0.00
			\$0.00	0	\$0.00
			\$0.00	0	\$0.00
					\$3,305.95

IT Hardware					
	WIFI Router	Sophos	\$850.00	1	\$850.00
	Switch	Netgear	\$150.00	1	\$150.00
	Patch Cables	AMAZON	\$30.00	1	\$30.00
Laptops					
	Checkin Laptops	Acer Chromebook 11	\$179.00	3	\$537.00
	Physician Clinical Laptop	Acer Chromebook R11	\$300.00	1	\$300.00
	Medical Assistant #1 Laptop	Acer Chromebook R11	\$300.00	1	\$300.00
	Marketing Manager Laptop	Mid-Range Chromebook	\$280.00	1	\$280.00
Desktop Computers					
	Front Office Computer	HP 8000	\$329.00	1	\$329.00
Printers					
	Exam Room Printers	Brother	\$79.00	3	\$237.00
	Front Office Printer/Copier	Brother	\$129.00	1	\$129.00
	Back Office Printer/Copier	Brother	\$129.00	1	\$129.00
	Physician's Printer/Copier	Brother	\$129.00	1	\$129.00
Scanner					
	Front Office Desktop Scanner	AMBIR	\$400.00	1	\$400.00
Accessories					
	Physician Computer	Acer R11 2-in-1	\$199.00	1	\$199.00
	Physician Monitor		\$120.00	1	\$120.00
	Physician Keyboard Mouse		\$37.50	1	\$37.50
	Front Office Monitor	Basic Amazon	\$99.00	1	\$99.00
	Front Office Keyboard/Mouse		\$21.00	1	\$21.00
	Medical Assistant Monitor	Basic Amazon	\$120.00	1	\$120.00
	Medical Assistant Keyboard/Mouse		\$21.00	1	\$21.00
	Exam Room Printer Stands	End Table	\$25.77	3	\$77.31

The background features a series of concentric, overlapping circles in light gray, some solid and some dashed, creating a ripple effect. A large, solid blue callout box is centered on the page, containing the text "The Ideal Practice Space".

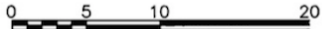
The Ideal Practice Space





FLOOR PLAN

#18037 11/1/18
2338 SQUARE FEET



SCALE IN FEET

Whatever you
are leaning
towards...

- **Work from an ample timeline**
- **Set realistic expectations**
- **The “grass isn’t always greener”**



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Thank you!

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