

ALLERGY PARTNERS

Resource Guide to Allergy Partners, P.A.

What you should know about joining the nation's largest single-specialty practice specializing in allergic disease, asthma and immunology



Our Mission, Vision, and Values

Allergy Partners, P.A., as a single specialty practice with multiple locations, will be recognized as the leader in the development and delivery of high-quality health care for patients with asthma and allergic disease.

Allergy Partners will strive to . . .

- Deliver high-quality, cost-effective care for the treatment of asthma and allergic disease.
- Conduct its business with honesty, integrity and responsibility.
- Build and develop a community of physicians who embrace teamwork and initiative in achieving the vision of Allergy Partners.
- Promote education, research, and innovation in the delivery of care for asthma and allergic disease.
- Lead innovation for the benefit of our patients, our specialty and our company.
- Provide an attractive, collegial, humanistic and professionally and financially rewarding career opportunity for all employees.
- Consider first the needs of the patient; second the needs of Allergy Partners and third the individual needs of physicians and staff members.
- Develop and implement best practices, both clinical and business, across the entire organization.

Our History



J. Spencer Atwater, M.D.

In 1977, J. Spencer Atwater, Jr., M.D. made the decision to establish his medical practice in Asheville, North Carolina, specializing in the practice of allergy, asthma, and immunology. Dr. Atwater, who is board certified in both pediatrics and allergy and immunology, developed an outstanding reputation throughout the region for delivering high quality professional medical care.



David Brown, M.D.

In 1987, David A. Brown, M.D. joined the practice to help fill the area's growing need for high quality medical care. Dr. Brown, who is also board certified in both pediatrics and allergy and immunology, proved to be a great addition to the practice providing the additional medical resources needed to further expand the practice into neighboring communities in Western North Carolina. Accordingly, satellite offices were established in the towns of Brevard, Hendersonville, Marion, and Clyde, North Carolina. With the addition of Donald W. Russell, M.D. to the practice in 1991, the group changed their name to Mountain Allergy & Asthma, P.A. (MAA) and was well positioned to meet the ever growing demand for services.

In 1991, Mountain Allergy & Asthma acquired the practice of another area allergist servicing the communities of Morganton, and Rutherfordton, North Carolina and Spartanburg, South Carolina. Over time, additional physicians were added to the practice to help service these outlying areas. By this time, the group had full-time, primary office locations in both Asheville, North Carolina and Spartanburg, South Carolina and community offices in six other North Carolina towns and communities. The foundation was set for the development of a much broader network of allergy, asthma and immunology specialty offices.

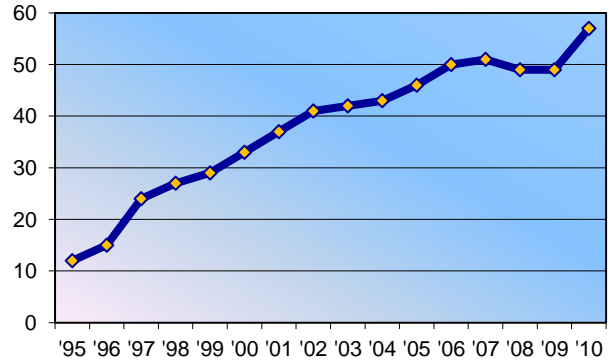
In the years that followed, it became evident to both Drs. Atwater and Brown that their multi-site practice offered many benefits in terms of serving a broader patient population and in realizing the benefits of scale economies available only to larger medical practices. In 1994, they formulated a more aggressive growth strategy and changed the name of the practice to Allergy Partners, P.A.

Drs. Atwater and Brown realized that such an aggressive growth strategy would require a strong administrative organization to help implement their vision, guide the group financially and contend with the day-to-day issues of managing an ever growing group of physicians. To answer this need, The Partners Healthcare Group, Inc. ("PHG") was formed in early 1994 to serve as the management company for the practice. Later, Allergy Partners decided to bring the management function within Allergy Partners and purchased PHG's assets.

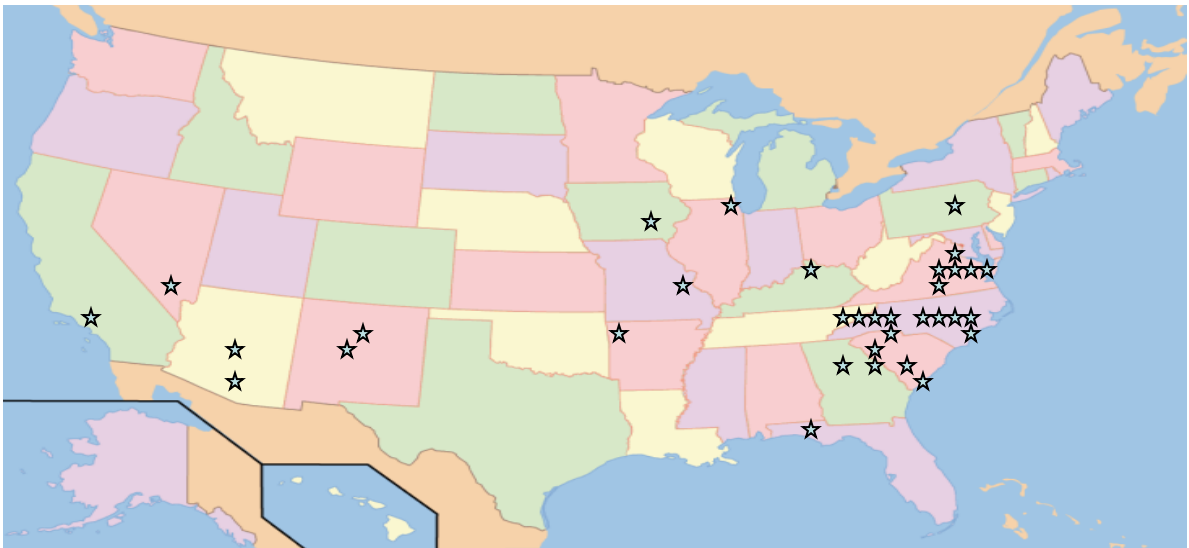
The concept developed by Drs. Atwater and Brown is simple, effective and attractive to many physicians who are looking for an alternative to the stresses associated with managing a traditional practice. As a result, the practice grew rapidly over the next few years.

Today, Allergy Partners is the nation's largest single-specialty practice in allergy, asthma and immunology. Our network of 33 hubs spans fifteen states and encompasses over 75 total locations of service. We currently employ approximately 70 full- and part-time allergists and immunologists and over 500 practice employees. As our reputation continues to grow, we are committed to our vision and to bringing only the best physicians and practices into our care network.

PRACTICE GROWTH IN NUMBER OF PHYSICIANS



Allergy Partners Practice Locations

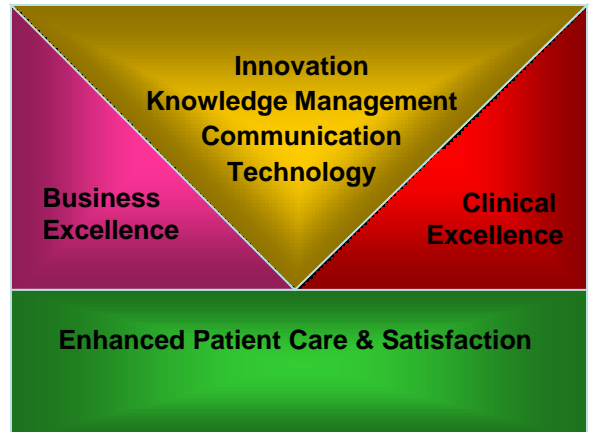


<u>Arizona</u> Oro Valley Tucson	<u>Illinois</u> Elgin Elk Grove Evanston Skokie	<u>New Mexico</u> Albuquerque Los Alamos Rio Rancho Santa Fe	<u>North Carolina Cont.</u> Kernersville Lenoir Marion Morganton Mount Airy North Wilkesboro Pinehurst Raleigh Spruce Pine Statesville Supply Whiteville Wilmington Winston-Salem	<u>Pennsylvania</u> Lewisburg	<u>Tennessee</u> Sevierville
<u>California</u> San Luis Obispo	<u>Iowa</u> Cedar Rapids	<u>North Carolina</u> Administration Arden Asheville Brevard Clyde Fayetteville Franklin Greenville Hampstead Hendersonville		<u>South Carolina</u> Anderson Charleston Clemson Columbia Gaffney Greenville Moore Simpsonville Spartanburg Spindale Summerville Union	<u>Virginia</u> Chantilly Charlottesville Fredericksburg Gloucester Lynchburg Mechanicsville Midlothian Newport News Richmond Stafford Waynesboro Williamsburg
<u>Florida</u> Crestview Ft. Walton Beach	<u>Kentucky</u> Crestview Hills Florence				
<u>Georgia</u> Athens Winder	<u>Missouri</u> Cape Girardeau				
<u>Illinois</u> Arlington Heights Chicago Des Plaines	<u>Nevada</u> Henderson				

Our Vision for Success

At Allergy Partners, our goal is simple. We want to work within our specialty to become the recognized leader in the delivery of high quality care for the treatment of asthma and allergic disease. We believe the pathway to success lies in our commitment to providing a supportive, innovative and caring environment for our physicians and staff which will allow them to deliver the best possible patient care.

Historically, allergy practices have run as a cottage industry comprised of independent practices made up of one or two physicians. The “do it on your own” model worked well for many years but increasing pressures from managed care companies, regulatory agencies and our consumers have challenged us to rethink the traditional care delivery model. Creating a platform for change is not easy - but it is necessary for the future of our specialty.



Clinical Excellence

At the heart of any medical practice is its commitment to the continued improvement of patient care. We have found that our larger size has been an advantage in this area, as we are able to identify best clinical practices among our physicians and implement them practice wide. Using this approach, we have developed standardized skin testing protocols, a uniform approach to immunotherapy, and a consistent medical information documentation set applicable to all locations.

We monitor patient safety and satisfaction and are committed to continually enhancing the level of care our patients receive in all our locations.

Business Excellence

Another significant area in which we have been successful in creating value for our physicians is in the day-to-day administration of our business needs. Regardless of size, medical groups need a sharp business acumen to succeed in a turbulent industry. Together, we have effectively worked to identify and substantially increase operating efficiencies while leveraging our size to reduce operating costs for our Hub locations.

We have successfully centralized many business functions through our corporate office including payroll services, retirement savings programs, accounts payables, tax filings, and operational oversight of our individual practice locations. As a result of our size, we have been able to offer a broad package of benefits to our staff and physicians including cafeteria benefit plans, dental plan, major medical, short and long term disability plans and other various insurance products not easily affordable by smaller medical practices.

Central Billing Office

Allergy Partners provides billing and accounts receivable management through our Central Billing Office, (CBO). Physician/professional fee billing is not always straightforward. Many steps must be taken to ensure that health care services are translated accurately in order to reach the desired result of reimbursement.

Our experienced and professional team uses the latest reimbursement strategies to optimize revenue cycle performance. The CBO coordinates eligibility and benefit verification, billing, electronic claims transmission, payment posting and reconciliation, insurance follow up, and patient balance collections. The staff of the CBO provides centralized charge entry of extract and coding support, along with the latest updates on payer rules and regulations to our practices.

By centralizing reimbursement management, the CBO is able to exceed industry benchmarks for days on A/R, track contract compliance, and provide the support and information our practice locations need to meet compliance standards for the capture and charge of services.

Information Technology

Allergy Partners uses Information Technology to improve the quality, safety, and efficiency of patient care through a centralized data center that houses both physical and virtual servers. We are very proud of our state of the art technology and highly trained staff that supports the physicians practices in a timely and efficient method.

We use centralization to provide a consolidated approach to managing data that keeps evolving and growing. By maintaining the large amounts of data concentrated in one place, we provide a more efficient system reducing the Information Technology costs assessed single practices. Our computers and electronic devices make it easy for the physicians to store, share, and access health information. Our network is focused on producing a stable, cost effective infrastructure that adds to patient care.

Our Information Technology goal is to provide access and use of health information while managing the complexity of the IT investment which can go beyond acquiring that technology. We deliver quality Information Technology services and infrastructure that integrates with the practice and adds to the quality of health care provided by the physicians.

Extract Laboratory



We are particularly proud of what we have been able to accomplish with our extract lab. Early in our development, we realized there was a tremendous need for standardizing the process of formulating extract and that our size would enable us to make great strides in this area. Standardization of the formulation process would help our physicians more easily implement current recommendations in achieving optimal dosing. By implementing this over such a large practice we

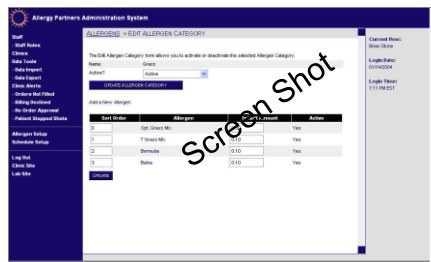
could obtain data that would help consensus based practice progress toward evidence based medicine. Additionally, we recognized that production at one facility would create a “focused factory” where increased efficiency and safety of production would be made possible. Initially, we gathered data from our then existing practices and analyzed some 60,000 skin tests. We combined that information with known cross-reactivity data, our own pollen counts, and available pollen-zoned maps. We then reviewed data on volumes necessary to deliver the appropriate number of biologic allergy units per injection as well as data on the potential degradation of extract due to protease activity present in certain allergens. From there we developed recommendations for extract formulation to be utilized across our practice. Today our lab, which is located in Asheville, North Carolina, produces over 137,000 vials of extract each year, with fewer than six full-time equivalent employees.



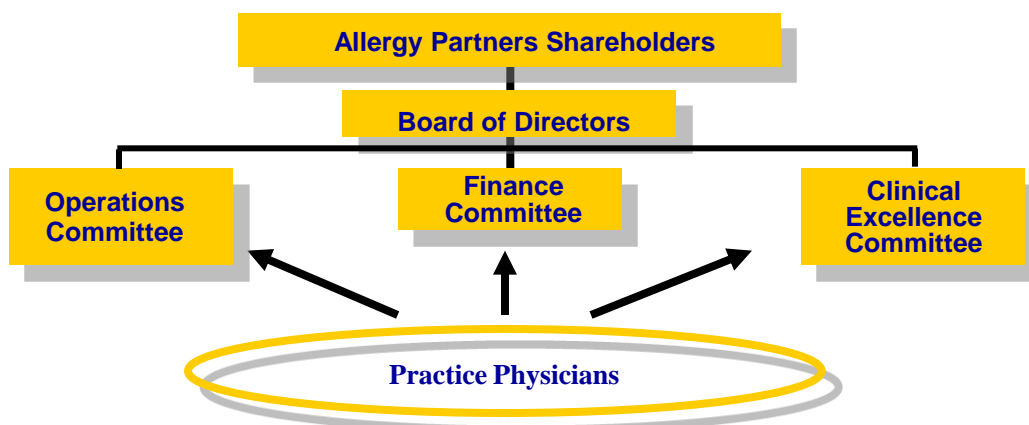
We now have the largest group of immunotherapy patients treated using a standardized formulation process that currently exists. We have gathered safety data over the last several years and are preparing that for publication now. In our offices, we administer some 700,000 injections per year. We want to expand this to track efficacy data in the future. This standardization of one of our most important practices, combined with tracking safety and efficacy, represents what we hope will be a huge contribution to our entire specialty.

We are currently implementing on-line extract ordering as well as software to manage shot clinic records. This software allows our physicians to transmit extract formulation instructions real time while keeping accurate records on shot activity and reactions. This is yet another step in improving safety and gathering data that we hope will result in improved practice. Additionally, alerts are built into the system which help inventory control and patient adherence by alerting our offices when patients deviate from their prescribed shot schedules.

This program was spearheaded by Brian Stone, M.D. in conjunction with our Operations Committee and is owned by Allergy Partners.



Ownership & Group Governance



Allergy Partners is a professional corporation owned and operated by its shareholder physicians. New physicians joining the group are generally considered for shareholder status after completing three years of employment. All shareholders are subject to the same contractual provisions and are equal with respect to voting rights, number of shares owned, and control of the company.

Allergy Partners is managed by its Board of Directors, which meets monthly. Membership on the nine-member Board is restricted to shareholders. However, two of the three standing Board-level committees, Operations and Clinical Excellence, are open to all physicians. Participation on these committees is not only open to all physicians but is *encouraged*. Each committee has a specific charge and is chaired by a member of the Board who reports monthly on the committee's activities.

Standing Board Committees

Finance Committee

Committee Charge:

- Physician compensation
- Financial oversight
- Performance/productivity
- Capital needs & financing

Operations Committee

Committee Charge:

- CBO Services
- “Best Business Practices”
- Information Systems and Technology
- Managed Care Contracting Oversight
- Day-to-day operational concerns

Clinical Excellence Committee

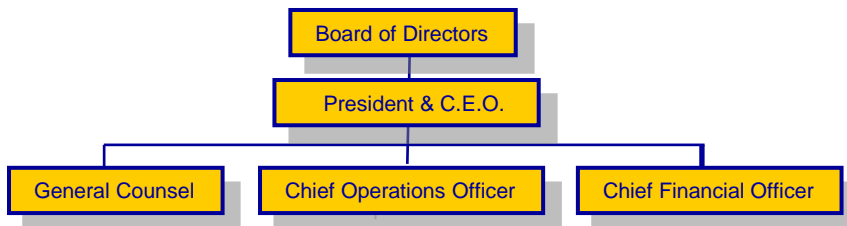
Committee Charge:

- “Best Clinical Practices”
- Patient satisfaction
- Forms and records
- Patient care management
- Standards of care

Because we do not need to satisfy the performance expectations of outside investors, our business and growth model is built on a “travel slow – arrive early” foundation. One-hundred percent of all corporate “profits” resulting from patient care activities, to the extent realized on an annual basis, are returned only to the physicians of Allergy Partners.

Day-to-Day Operations

Allergy Partners Administrative Structure



While the Board of Directors makes high level policy decisions, the day-to-day management of Allergy Partners takes place in our corporate office in Asheville, North Carolina. There, a committed, highly-trained and experienced staff gets things done. As a result of our size and financial position, we have been able to recruit and retain a senior executive staff, whose expertise and ability, is beyond the reach of smaller practices.

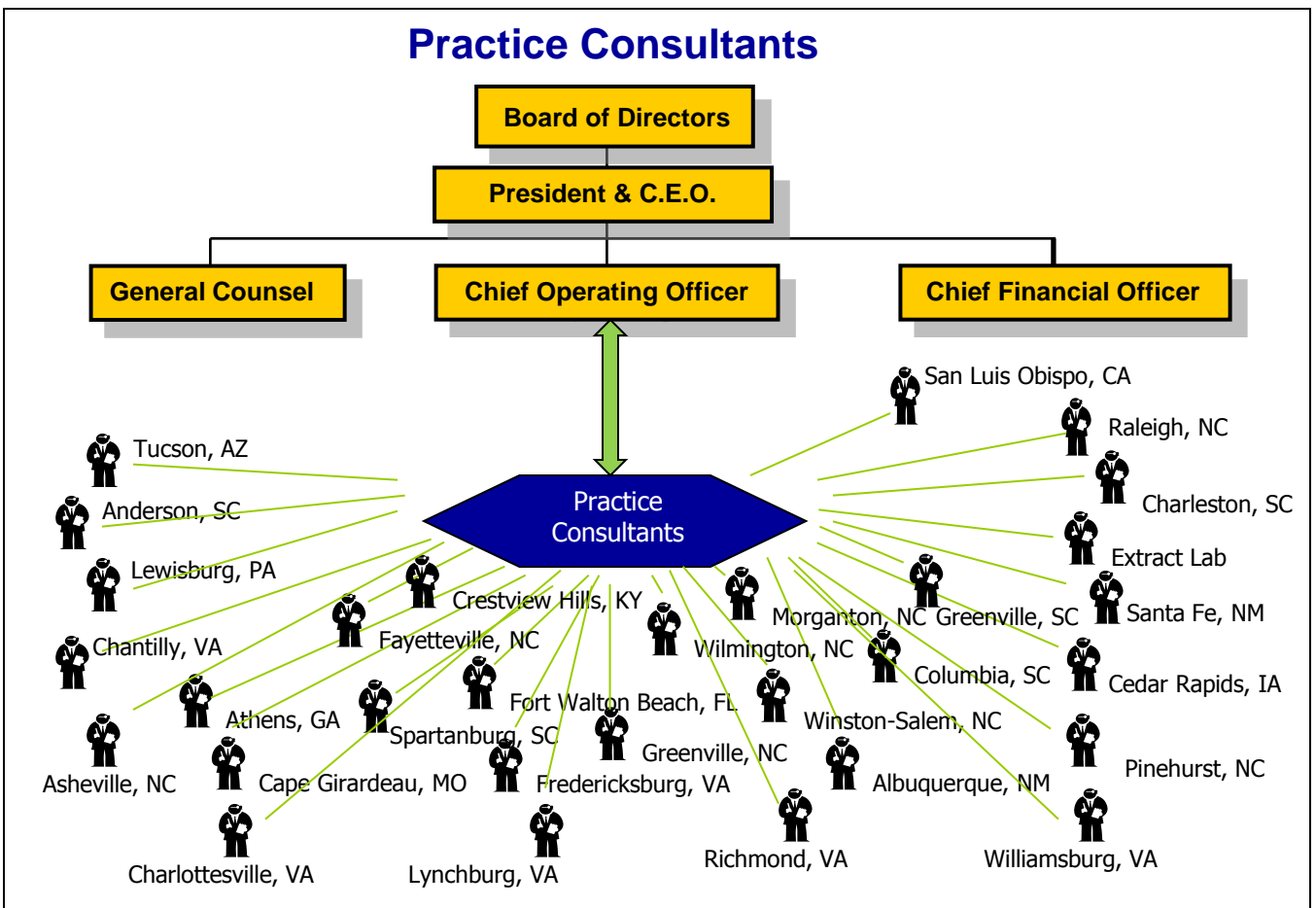
President and Chief Executive Officer: Dr. David Brown has served in this capacity since first incorporated as Allergy Partners, P.A. in 1994. Dr. Brown reports to the Board of Directors and concentrates his activities in the areas of practice development, clinical oversight and physician recruiting and mentoring. As C.E.O. of the company, he is ultimately responsible for the integrity of all clinical and business services and the development and execution of corporate strategy.

General Counsel: Allergy Partners' in-house legal counsel oversees areas of risk management, professional and general liability, contracting and leasing, human resources, employment liability and regulatory law including Office of the Inspector General (OIG) compliance, and Health Information Portability and Accountability Act (HIPAA) compliance.

Chief Operating Officer: Our Chief Operating Officer and the Operations Team oversee the practice operations of Allergy Partners' Hub and service locations. The Operations Group is responsible to provide implementation, training and support services for Allergy Partners' Information Systems and Technology platform. Additionally the Operations Team leads Allergy Partners in managed care contract negotiations and credentialing activities, marketing and communications, central billing services as well as coding and billing training and oversight. Allergy Partners' Practice Consultants (PC) provide an enhanced communications conduit to the practice managers and physicians. Working collaboratively with the Practice Managers and Physicians, many best business and operational practices have been implemented.

Chief Financial Officer: The company's accounting and fiscal services division is headed by the Chief Financial Officer. This service administers staff and physician payroll, manages accounts payable for all hub locations, is responsible for practice budgeting and forecasting, and all hub and individual practice financial reporting. Additionally, our financial services division is responsible for day-to-day administrative oversight of our retirement savings plan, financial controls and internal audit and managed care contracting.

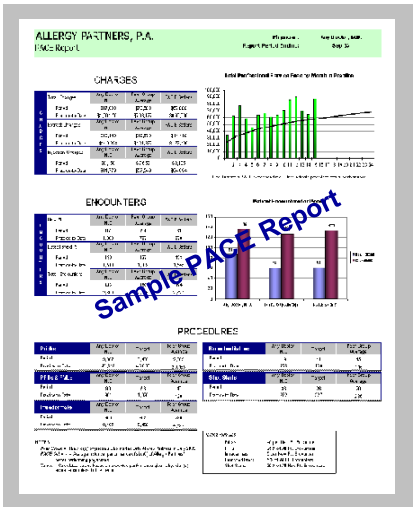
Practice Consultants



One of the strengths of Allergy Partners is the Practice Consultant (PC) Team – a team of healthcare professionals qualified by academic, practice training and work experience to consult with physicians and practice managers in achieving excellence in practice performance. These individuals are dedicated to specific Hub locations to provide consultation and recommendations for best business and operational applications in the medical practice. The PC's have extensive experience in managing physician groups, excel in communication and leadership and exhibit strong problem solving skills. The Practice Consultants work closely with the Hub leadership to promote a successful practice and maximized Hub and individual performance.

Most allergists in small practices would appreciate the opportunity to have an outside consultant become familiar with their practices, provide advice on potential improvements and be available as a resource for unique situations that may arise from time to time. Because of our size, Allergy Partners can cost effectively employ our own team of practice management professionals to provide assistance in making your practice all that it can be.

Ensuring Individual Success

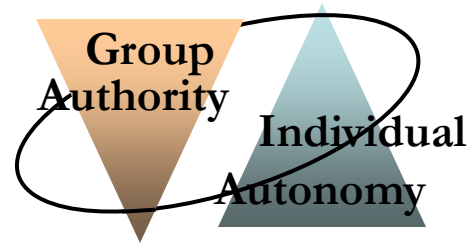


New physicians who join our practice join a system with considerable built-in efficiencies and a proven track record of success. Our physicians have immediate access to all we have done to optimize the delivery of patient care and to all the business efficiencies we have instituted. Physicians who join one of our practice locations will be able to avoid the losses that are ordinarily incurred when starting a practice due to start-up expenses, poor negotiating position, decreased economies of scale, lack of referrals, and the lack of expertise that comes from experience.

An additional advantage of our practice is the process by which we develop new and existing physicians. We at Allergy Partners have long recognized that the key to our success and a measure of our value, is the success of our individual physicians. One of the primary functions of the administrative team is to support, monitor, and enhance the development of our physicians. Through an initial orientation process, ongoing mentoring and timely and relevant reporting, we believe we provide unparalleled support to our physicians.

How Well Do You Play With Others?

Being part of a large group practice is not for everyone. While a larger group is better able to organize around a different set of technological, behavioral, and market factors, the desires of the individual physician may not always be considered as a first priority.



As physicians, we place high value on independence and autonomy. For this reason, some physicians find it uncomfortable operating in a team decision-making environment. As part of a larger medical practice each physician must first be willing and able to see themselves as part of the larger organization. By working alongside other experienced and knowledgeable professionals, each must be willing to share and accept the operational and governance responsibility to the betterment of the entire organization.

To that end, it is critical that we, as a group, create a network of compatible, like-minded physicians and, more importantly, that physicians within each Hub be driven by similar “lifestyle” values. Before joining any medical group practice, one should first give serious consideration to the question: “How well do you play with others?”

Contact Information

To learn more about our practice and the opportunities available to you through Allergy Partners, P.A., we invite you to contact us at the information provided below:

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Visit us at
www.allergypartners.com

ALLERGY  PARTNERS

Allergy Partners Practice Network Offices and Physicians

** Board Certified- American Board of Allergy & Immunology*

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