

WELCOME

We at DoctorsManagement are happy to welcome you as a new member to our staff. You will find that we are sincerely concerned for the success of our clients and employees.

The entire healthcare system is undergoing dramatic changes that demand new strategies, techniques, and resolve in effectively serving the needs of our clients. Our primary goal is to provide the highest quality physician office management consulting services available in the country.

You play an important role in achieving our goal. The success or failure of any consulting firm depends largely upon its employees. If we do the job entrusted to us, work well together, and have mutual respect for each other, the firm will achieve a high reputation among its peers and medical community. We are proud to have this kind of employee at DoctorsManagement. As DoctorsManagement grows, we want you to grow with it and by everyone working together, our future will be bright.

This manual has been prepared to give you the answers to most of your basic questions. Please understand this manual cannot anticipate every situation or answer every question. We believe it will show the philosophy of DoctorsManagement -- its commitment to quality consulting services, and our dedication to the needs of our clients and employees.

Please read this employee manual carefully and keep it for future reference. The manual is a summary of the principles for which we stand, what you can expect from us, and what we expect from you. If, after reading this manual you have questions, please discuss them with management. They will welcome the opportunity to help you in any way possible.

Again, it is a pleasure to welcome new employees, and to extend best wishes for continued success to those who have become a part of the growth and progress of our firm. An interesting, challenging and rewarding experience awaits you as an employee of DoctorsManagement. We are proud to have you with us.

Professional Regards,

Paul L. King
President
DoctorsManagement

PERSONNEL MANUAL INTERPRETATION

This manual is not an employment agreement or legal contract. No manual can anticipate every circumstance or question about policy. Each policy is dated and is current as of that date, but DoctorsManagement reserves the right to revise, supplement, or rescind any policy or portion of the manual from time to time as it deems appropriate, in its absolute sole discretion. The only exception to any changes is the employment-at-will policy permitting you or DoctorsManagement to end our relationship for any reason at any time, unless the President, who has such authority to make any contrary agreement, does so in writing. Employees will be notified as material changes to the manual occur.

DoctorsManagement benefit plans are defined in legal documents such as insurance contracts, official plan texts and trust agreements. This means that if a question ever arises about the nature and extent of plan benefits or if there is conflicting language, the formal language of the plan documents govern, not the informal wording of this manual.

EXCEPT AS PROVIDED FOR IN A SEPARATE WRITTEN CONTRACTUAL AGREEMENT, EMPLOYMENT IS TERMINABLE AT WILL FOR ANY REASON OR NO REASON, EITHER BY THE EMPLOYEE OR DOCTORSMANAGEMENT, REGARDLESS OF THE LENGTH OF EMPLOYMENT. THE MANUAL IS PROVIDED AS AN INFORMATIONAL GUIDE AND NOTHING IN IT SHALL BE CONSIDERED AS A PROMISE OR GUARANTEE OF EMPLOYMENT FOR ANY SPECIFIED PERIOD OF TIME. SPECIFICALLY, THIS MANUAL DOES NOT CONSTITUTE AN EXPRESSED OR IMPLIED CONTRACTUAL AGREEMENT.

The intent is to implement policies fairly by letter or principle. DoctorsManagement reserves the right to not apply these policies in individual cases where application, in our opinion, is considered inappropriate. The firm retains the exclusive right to determine which circumstances are extenuating. **All employees should observe the policies alike except where specifically noted differently in this manual or differently provided for in a separate written contractual agreement. Any discrepancies in the interpretation of any policy will be reviewed for resolution by management.**

This manual supersedes and replaces any prior manuals or employee handbooks previously issued by DoctorsManagement. In addition, this manual supersedes all prior management memos to the extent that such memo contradicts a subject or policy covered therein. Should any provision in this manual be found to be unenforceable and invalid, such finding does not invalidate the entire manual, but only the subject provision.

Unless otherwise restricted, DoctorsManagement retains the right to exercise customary managerial functions, including, but not limited to the right to:

1. Assign, supervise, dismiss and discipline employees.

2. Evaluate employees' performance.
3. Determine and change reporting times, quitting times, and shifts.
4. Transfer employees within departments or into other departments and other job classifications within DoctorsManagement.
5. Determine and change the size and qualifications of the workforce.
6. Determine and change methods by which operations are carried out.
7. Assign duties to employees in accordance with DoctorsManagement's needs and requirements to carry out its functions.
8. Establish, change and abolish procedures, rules, benefits and regulations.
9. Determine and change an employee's pay rate.

Upon request or termination of employment, this manual must be returned to DoctorsManagement.

GENERAL PHILOSOPHY

The philosophy of DoctorsManagement is that which stresses quality-consulting services to clients provided in modern, technologically advanced offices utilizing highly skilled, support personnel. It is one that emphasizes research and development in consulting methods, innovative delivery techniques, and excellence of service. It is this philosophy that brings strong competitive value to the management consulting community.

The cornerstone of any consulting firm is a satisfied client. It is the very purpose on which our existence is based. Clients expect to be treated in a professional manner. They require understanding of their needs and prompt, efficient resolution of their problems. Our business exists to meet the needs of our clients -- *to contribute to their success with the excellence of our products and services.*

We intend to maintain and modernize our offices both now and in the future. This is done so that clients and staff alike may have the most modern and attractive offices possible. Attractive offices promote better performance by the people who use them. They are visible evidence of standards of performance we intend to meet. A healthful and pleasant working environment is conducive to good work and the growth of new ideas.

We strive to maintain the most modern technology and superior equipment at DoctorsManagement. In a world of change, leadership in innovation is necessary for remaining competitive. We will emphasize in our offices, equipment that possesses a high degree of design compatibility and excellence of performance.

Clients, offices, and equipment -- *these only work with excellent people -- our employees.* At DoctorsManagement the emphasis will be placed on finding capable employees -- people with initiative, concern and pride in their job. The aim is to hire the best people, to challenge them, and then be sensitive to their professional development to an extent not often found in other organizations.

We believe each employee should feel their work is important, and that they are on a superior team. They should take pride in their work place, accomplishments, and find career satisfaction. We will maintain compensation standards for our employees that equal or exceed the best for comparable positions in this region.

We will select professionals who are devoted to superior management consulting, interested in well maintained facilities, technological innovations, and are concerned with client welfare. Our employees share the philosophy of company growth. They demonstrate this through providing services that creates a highly regarded reputation among peers and clients.

Business decisions have significant impact on our communities' welfare. The public has

every right to expect its corporate neighbors will act as responsible citizens. We will work hard to meet those expectations by maintaining an awareness and support of our communities' needs. We will give financial support when we are able and encourage active participation of our employees as volunteers. Although DoctorsManagement is an enterprise serving business, we have many obligations to our community. We intend to accept that responsibility.

DoctorsManagement

DOCTORSMANAGEMENT

ORGANIZATIONAL CHART

