

MARK S. FEIGAL

Chief Operating Officer

PROFESSIONAL PROFILE

Mark Feigal has been providing comprehensive business consulting services to providers of dialysis and nephrology services for well over two decades. Currently, Mr. Feigal is a part owner and Chief Operating Officer in Healthcare Design Specialists, LLC, (HDS), an international consulting service company dedicated to the dialysis industry. HDS is regarded as the leading consulting company for independent and hospital based dialysis providers.

Mr. Feigal entered the dialysis consulting business in the mid 1980's when there was a need to develop prospective exception requests for outpatient dialysis providers. His experience in developing successful exception requests evolved into many areas in financial/business consulting. Examples include projects to compare facilities to industry standards, revenue process improvement and re-engineering; revenue enhancement; cost reduction; strategic planning; proforma and feasibility analysis; new business startups; integrated delivery system development; valuations and cost reporting.

PROFESSIONAL BACKGROUND

1996 to present

HEALTHCARE DESIGN SPECIALISTS, LLC Partner and Chief Operating Officer
Longmont, CO

- ✦ Provide management and consulting services for evolving renal integrated delivery systems led by Hospitals, Independent Physician Associations, and Physician Hospital Associations.
- ✦ Network development to include horizontal and vertical integration of providers of renal care.
- ✦ Marketing of integrated delivery networks to health plans.
- ✦ Development support of information systems required for outcomes generation as an integrated delivery network.
- ✦ Dialysis facility and nephrology practice consulting and management oversight services including business planning, joint ventures, reimbursement maximization, valuations, brokering, operational overviews, purchasing, benchmarking, and integration strategies.
- ✦ Utilize sales and marketing skills to position HDS as the independent choice among the various entities desiring to provide management services for integrated delivery systems.

1986 - 1996

DIALYSIS MANAGEMENT INC. Director of Account Activities
Golden, CO

- ✦ Nationwide work with integrated ESRD delivery systems on cost-effective, quality care.
- ✦ Business development through marketing, needs identification and sales of consulting services to hospital executives, nephrologists, provider owners and managers.
- ✦ Facilitated the formation of joint ventures between hospitals and nephrologists.
- ✦ Developed business plans and formal business valuations.
- ✦ Implementation of financial pro-formas for dialysis facilities which are used for planning and ongoing information systems.

- ♦ Determined component costs for management information, and in preparation for globally capitated reimbursement systems.
- ♦ Provided reimbursement improvement strategies amounting to hundreds of thousands of dollars for clients.
- ♦ Maintain computerized tools such as a 1600 facility data base on costs, spreadsheets, and presentation software expertise.

1984 - 1986

CARGILL/NORTH STAR STEEL Account Representative

St. Paul, MN

- ♦ Sales and customer service of hot rolled steel products.
- ♦ Liaison between four steel mills and the midwestern service center and nationwide leaf spring markets.
- ♦ Expedition of orders to fill customer requirements.
- ♦ Converted a sales department for a newly purchased steel company.

EDUCATION

B.A. - Concordia College - 1984
Moorhead, Minnesota

Major: Business Administration
Minor: Music

PROFESSIONAL PAPERS

Co-author of the article, *Capitation of ESRD Services: When, Where, Why, How?* Nephrology News & Issues, June 1997.

Co-author of the article, *The Hospital-Based Outpatient Dialysis Provider: Dinosaur or Strategic Partner of the Future?* Nephrology News and Issues, July 1999.

Co-author of the article, *Making Things Work (Successfully) in Hospital-based Dialysis* Nephrology News and Issues, October 2006

Co-author of the article, *Have You Looked At Your Wage Index Lately* Nephrology News and Issues, July 2009

PROFESSIONAL ACTIVITIES

Speaker at the 2002 and 2003 Hospital Based Dialysis Seminar in Chicago, IL on the following topics: Industry averages on revenue and cost per treatment; Collaboration with nephrologists in physician/hospital joint ventures.

Speaker at the 2004 *Dialysis Issues Seminar* in Chicago, IL on the topic of industry averages on cost per treatment.

Speaker at the 2006 *Hospital Based Dialysis Seminar* in Charlottesville, VA on the topic of contribution margin assessment, and a state of the industry.

Member of the National Renal Administrator's Association.

Attendance at the annual Renal Physicians Association and American Society of Nephrology meetings.