



THOMAS J. PEDERSEN

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EXPERIENCE

**Founder, Vice President and Secretary
01/07 to Present**

**PA HEALTHCARE ADVISORS, INC.
Aliso Viejo, California 92656**

Orange County (CA) specialized healthcare consulting and advisory services firm focused on interim and long-term management; restructuring and turnarounds; specialty medicine program development and business development engagements for healthcare organizations; hospitals and hospital systems; medical groups; medical foundations; healthcare product and services organizations and other entities; and, litigation support and expert witness services.

Recent and current engagements include:

- Executive Director of Rotating Gamma System Center (RGSC) – (turnaround); Neurosurgical and Radiation Oncology Group investor LLC in RGSC; and General Investor LLC in RGSC;
- Management of a neurosurgical practice dedicated to 2 separate Gamma Knife and 1 Rotating Gamma System Radiosurgery programs;
- Represented the Assignee for a former radiology practice management organization, served on the Board of Managers of 2 Southern California PET/CT joint ventures, including process improvement regarding imaging center volume, billing and collections; and responsible for in excess of \$1.5 million in distributions to estate;
- Directed Interim Chief Financial Officer (restructuring) services to the Southern California headquarters of a multi-state hospice entity on behalf of its major equity investment group;
- Represented the Assignee for a former radiology practice management organization, completed sales of diagnostic medical imaging services entities/assets to multiple acquirers resulting in \$2.00 million in net proceeds to estate;
- Represented the Assignee for a former physician practice management organization, directed sales of income producing entities and assets, resulting in 83%+ net payoff of creditor debt over 3-year period;
- Served as Litigation Support and Expert Witness in several successful mediations and arbitrations in diagnostic medical imaging services legal cases.

**Principal, Co-Head, Healthcare Practice
07/05 to 12/06**

**BRANDLIN & ASSOCIATES ACCTNY. CORP.
Los Angeles, California 90067**

Los Angeles-based firm focused on providing due-diligence, litigation-support, bankruptcy, workout and healthcare interim management services (ended with departure of healthcare professionals).

- Focused on interim management engagements for healthcare organizations, medical groups, medical foundations and other entities. Recent engagements include:
 - Provided interim general management as Chief Executive Officer to a physician practice management services organization that provided comprehensive management services to a large 70+ member radiology practice, serving 9 southern California hospitals.
 - Developed restructuring plan to reduce costs and expenses
 - Uncovered significant mid-seven figure debt owed by radiology practice as result of prior PPM mis-management
 - Improved claims management operations by \$375,000/month, or 11%

- Closed \$15 Million asset-based revolving line of credit for radiology practice
- Engineered sale of 2 multi-modality diagnostic imaging centers that together were losing in excess of \$125,000 month
- Development of special programs for healthcare organizations – recent engagements include:
 - Developed successful “Gainsharing” program model and implementation plan in orthopedic surgery for major southern California medical center
 - Development of concepts for neurosciences institute of excellence for a major southern California medical center
 - Performed due-diligence for major investment bank for a \$55 Million debt restructuring investment in a regional diagnostic medical imaging, radiation therapy and management services company, review and analysis of: accounts receivable and finance; diagnostic medical imaging equipment; PACS systems; A/R Management Systems; IT systems
- Directed orderly wind-down of PPM operations representing the Assignee for a former physician practice management organization
- Served as Litigation Support and Expert Witness in three (3) successful mediations in diagnostic medical imaging services legal cases

**Founder, Manager, President
and Chief Executive Officer
03/97 to 06/05**

**PHOENIX HEALTHCARE CONSULTING, LLC
Manhattan Beach, California**

Phoenix Healthcare Consulting, LLC was a healthcare consulting firm that provided professional executive management consulting services to medical groups, physicians, hospitals and hospital systems, health plans and HMO's, and healthcare services providers. The firm employed 6 full-time senior executive consultants

- Co-founder of this healthcare consulting firm with six senior executive consultants from previous firm
- Developed and established several revenue-stream alliances with healthcare services providers to complement project-based, retainer, and hourly consulting revenue-activities
- Served as Interim-Chief Operating Officer for a newly formed physician foundation (175 physicians) for a major northern California health care provider for 22 months
- Directed the operations assessment for a major Southern California radiology practice and its majority-owned physician practice management organization
- Directed operations assessment for primary care and multi-specialty medical group and developed Best Practices for this group for its market entry as an Accountable Care Organization (ACO)

**Director
03/94 to 02/97**

**MEDICAL PATHWAYS MGMT CORP.
Torrance, California**

Medical Pathways Management Corporation is a healthcare consulting firm engaged in providing professional executive consulting services to medical groups, physicians, hospitals and hospital Systems, health plans and HMO's, and healthcare services providers. The firms' annual revenues are in excess of \$4,000,000 and it employs approximately 21 full-time executive consultants.

- Generated in excess of \$400,000 in annual professional billings and \$650,000, or 20%, of total firm revenues in initial fiscal year;
- Developed new professional physician management services program with revenue-based fee structure, generating \$240,000 in annual revenues;
- Developed and instituted incentive-based professional fee compensation for representation of merger and acquisition candidates, upon achievement of transaction prices negotiated in excess of baseline valuations, generating 1996 revenues of \$460,000;
- Served as Litigation Support and Expert Witness in several successful mediations and arbitrations in diagnostic medical imaging services legal cases

**President & Chief Executive Officer
06/92 to 06/94 (Turnaround)**

**TOWER IMAGING GROUP
Los Angeles, California**

Tower Imaging Group operates seven medical diagnostic imaging, one medical billing, and one professional medical services corporation(s) with total annual revenues in excess of \$48,000,000. The company provides advanced technology diagnostic medical imaging services, healthcare professional management services, financial management services, and development of software/systems technology for data, voice, and image transmission.

- Directed an increase in revenues to \$48,000,000 from \$36,000,000 within the initial ten months of employment;
- Directed a reorganization and consolidation of the affiliate corporations resulting in first two year labor cost reductions of \$1,060,000 and total annual cost reductions of \$1,750,000;
- Refinanced short and long term corporate debt obligations for savings of \$462,000 within the initial four months of employment;
- Directed and developed a concerted marketing plan to secure managed care contracts, developed capitation payment models, secured numerous preferred provider organization (PPO) and technical services contracts with a net revenue value of over \$4,000,000.

**President, Chief Executive Officer
and Director (Turnaround)
10/89 to 05/92**

**COFFMAN SYSTEMS, INC. (CSI)
Cerritos, California**

CSI developed and marketed third and fourth generation language (3GL) and (4GL) application generator software products to the domestic and international financial services and telecommunications industries.

- Directed revised marketing and sales focus, increased revenues to \$7,965,000 from \$2,600,000, improved net income to \$1,635,000 from \$222,000 in one fiscal year increased revenues to \$12,000,000 and net income to \$2,650,000 by the end of the second fiscal year;
- Negotiated international distribution contracts with major multinational corporations, resulting in increased international software revenues of \$1,350,000 from \$400,000 in two fiscal years;

Attracted six acquisition/investment opportunities, engineered three separate equity financings of \$375,000, \$500,000, and \$800,000 and directed and completed merger and transition activities of CSI.

**President and Chief Executive Officer
and Director (Turnaround and Consulting Services)
07/88 to present**

**AMERITECH DEVELOPMENT, LTD
Newport Beach, California**

AmeriTech Development, LTD., develops joint venture projects for domestic and multinational corporations and advises and consults on technology and services related mergers and acquisitions.

- Retained as contract CEO to evaluate ongoing operations for software development corporation; recommended and directed liquidation;
- Directed joint venture development, including contracts, with multiple organizations, for six profit centers; all centers were cash flow positive and profitable within six months of opening.

**Executive Founder, Senior Vice President,
Chief Operating Officer and Corporate Secretary** **AMERICAN HEALTH SERVICES CORP.
(now InSight Health Services Holdings Corp.)
Lake Forest, California**
11/82 TO 08/88

American Health Services Corp.(now InSight Health Services Corp.) develops and operates joint venture diagnostic medical imaging and radiation therapy facilities with major healthcare providers; 1988 annual revenues--\$47,000,000; current annual revenues approximately \$265,000,000; formerly NASDAQ listed, privately held since 2001).

- Co-founded corporation, constructed and presented business plans to investors and secured five stages of corporate financing; initial equity, \$2,000,000, debt, \$3,500,000, mezzanine, \$1,000,000, initial public offering, \$4,350,000, and warrant exercise, \$2,345,000;
- Directed all business development activities and managed operations for seven profit centers generating annual revenues of \$18,500,000 and net operating income of \$3,500,000;
- Initiated and directed plans and negotiated agreements for the acquisition of three major profit centers, increasing corporate revenues \$8,500,000 and net operating profit \$2,550,000.

**Executive Vice President
and Chief Operating Officer and Director** **AMI DIAGNOSTIC SERVICES
Los Angeles, California**
11/80 to 11/82

AMI Diagnostic Services, Inc., provided high technology diagnostic medical imaging services to primary healthcare providers on a shared and joint venture basis; annual revenues--\$55,000,000.

- Reorganized operations into four business units, eliminated excess overhead costs, improved marketing and sales focus, and engineered strategic nationwide expansion of services through acquisitions, increasing revenues to \$40,000,000 from \$14,000,000 and improving net income to \$5,600,000 from \$1,100,000.

**Division Manager, Computed
Tomography Systems Group** **SIEMENS MEDICAL SYSTEMS CORPORATION
Iselin, New Jersey**
09/78 to 11/80

Siemens Medical Systems Corporation (now Siemens Medical Solutions, Inc.) is the second largest global developer, manufacturer, seller and servicer of diagnostic medical equipment .

- Established new division (P&L) including marketing, sales, technical services, customer support, and product development, increasing revenues to \$66,000,000 from \$950,000 and net contribution margin to \$24,000,000 from a loss of (\$1,200,000) in one year.

**Regional Manager (Eastern Region)
Director, Management Development
Regional Manager (Central Region)**
07/76 to 08/78

**EMI MEDICAL, INC.
Northbrook, Illinois**

**District Manager (XMS)
National Accounts Manager (ISG)
Senior Account Executive**
06/73 to 06/76

**XEROX CORPORATION
Stamford, Connecticut**

Senior Account Executive
05/71 to 05/73

**DUN & BRADSTREET, INC.
Chicago, Illinois**

EDUCATION: Bachelor of Arts, English and Education; Minors: Biology and Mathematics, University of Illinois, Chicago, Illinois - 1971 completed numerous post-graduate level courses in business law, executive management, healthcare management, and physics.

PROFESSIONAL: Mr. Pedersen has served as a guest speaker at, roundtable participant in and/or conference participant at national financial, technology, medical and health care conferences, such as the American Association of Neurosurgeons (AANS); American Society of Neuroradiology (ASNR); Channing-Weinberg Conference on Emerging Technologies; California Radiological Society (CRS); Healthcare Financial Management Association (HFMA); Economics of Diagnostic Imaging Symposia (EDIS); and, Radiological Society of North America (RSNA)