



US Radiology Specialists (USRS) is one of the country's largest and most sophisticated imaging companies. With more than 4,500 team members across 14 states, the company conducts nearly 8 million radiological studies annually with a particular focus and expertise on the outpatient site of care. It has over 180 multimodality and women's imaging centers, including seven joint ventures with the country's top health systems. USRS also supports seven leading subspecialized radiology practices that read images for many of the company's outpatient centers and more than 80 hospitals. Its operating model is built around a commitment to clinical excellence, exceptional patient experience, and state-of-the-art technology.

USRS is investing in recruiting capabilities to attract the best and most diverse physician talent in today's challenging radiologist labor market.

Stakeholder Value Proposition

PATIENTS	PHYSICIANS	HEALTH SYSTEMS	PAYORS
<p>Access to highly sub-specialized radiologists with full diagnostic capabilities</p> <p>Access to more convenient and lower cost setting than hospitals</p> <p>High quality service as evidenced by strong patient NPS</p> <p>Best-in-class billing service providing timely and insightful communication</p>	<p>Aligned economic incentives with physicians retaining a majority of earnings on a go-forward basis with above-market compensation</p> <p>Ability to maintain full control over clinical operations at a practice level</p> <p>Benefit from MSO to drive growth and administrative efficiency</p> <p>Improved clinical productivity via technology enablement</p> <p>Leverage USRS scale and relationships to generate new business opportunities with health systems</p> <p>Embedded network of outpatient centers to staff as volumes move out of the hospital</p>	<p>Access to reliable, highly sub-specialized physicians</p> <p>Participate in shift to outpatient through JVs</p> <p>Lower cost of service and administrative burden through differentiated operating expertise</p> <p>Innovation partner focused on growing volume</p> <p>Improve patient experience with ability to offer consumers a lower cost, high quality option</p>	<p>99%+ in-network contracting strategy</p> <p>Drive volume to lower cost setting of care</p> <p>Clinical value initiatives and technology investment lead to better patient outcomes</p> <p>Access to high quality provider with strong NPS</p> <p>Enhanced compliance and administrative capabilities</p>

USRS’s network of imaging centers gives patients convenient access to high-quality imaging services at a lower cost. A growing number of health systems have selected USRS as a preferred partner to provide their patients with an attractive alternative to hospital-based inpatient and outpatient care.

USRS partners with top private practice radiology groups, outpatient imaging operators, and leading health systems to provide top-level, evidence-based care and generate high-quality outcomes. USRS diagnostic imaging facilities use the latest technology to deliver best-in-class patient care.

Access and Cost Benefits:

Patients can take advantage of USRS’s expansive network of imaging centers to get better access to

high-quality imaging services at a lower cost. Hospital-based outpatient imaging is significantly more expensive; typically, three to five times the cost of USRS imaging. The company is actively expanding patient access to lower-cost sites of care. More than 99 percent of USRS’s commercial revenue is covered by in-network contracts, which translates into lower costs, improved access to an array of imaging options, and high quality of care for patients.

To continue increasing patient access, USRS partner companies have opened 31 new centers since 2018. USRS and its joint ventures also have invested more than \$263 million on equipment, technology, and facilities during that period.

Physician-driven subspecialty radiology practices are

at the core of the USRS operating model. But what sets the company apart from many of its peers is its focus on outpatient imaging centers that provide patients and providers with improved access to diagnostic imaging services at a more affordable cost than a hospital. This model results in higher scores for patient engagement, patient satisfaction, and referring physician satisfaction.

USRS also partners with payors on value-based care initiatives, including a site-of-care program with one of the nation’s largest commercial payors to help educate referring physicians about the benefits of lower-cost outpatient imaging for their patients.

Investments:

USRS is investing in recruiting capabilities to attract the best and most diverse physician talent in today’s challenging radiologist labor market. The company’s talent acquisition team has built a mature pipeline of subspecialty radiologist trainees from prestigious national programs, including those at Yale University, Harvard University, the University of Pennsylvania, Mallinckrodt Institute of Radiology at Washington University, and Duke University. In 2022, the company hired 43 positions on a base of 330 physicians.

USRS also has a professional development program to retain radiologists. Once they join a USRS practice, physicians participate in the company’s customized Physician Leadership Development Program, which augments medical education with training in operations, economics, finance, strategy, organizational development, and leadership skills.

The company holds a regular National Physician Summit that brings together physicians from its partner practices to share clinical and professional learnings. As a result of these and other actions, physician

USRS Best-in-Class Mammogram Metrics

Metric	USRS 2021	BCSC Benchmark	USRS Performance
Cancer detection rate (per 1,000 exams)	5.7	4.7	21% ▲
% recall (recall rate)	9.4%	10.6%	11% ▼

turnover has been under 5 percent since 2020, with an average of about 2 percent unplanned attrition.

The company prioritizes professional growth throughout the organization, promoting from within and expanding existing employees’ roles. The company’s Technologist Advancement Academy offers formal technologist progressions programs for X-ray and ultrasound techs, which helps alleviate a bottleneck to radiology care caused by a national shortage of radiology technologists.

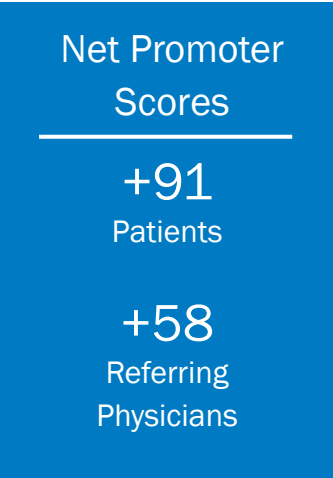
The company has invested in an automated confirmation and registration software to allow easy, mobile check-in for patients. Its Patient Access Center of Excellence centralized support center provides a single point of contact for referring physicians and patients. Patients are directed to the imaging center that is most convenient and matches the optimal equipment for their required study.

USRS also has invested in clinical applications, service delivery management, patient experience technologies, emerging artificial intelligence technologies, billing systems, and information security.

USRS has consistent and robust access to capital for investment. These investments range from talent acquisition to the ability to upgrade to the latest technology.

Measures of Quality:

USRS offers increased access, high-quality, lower costs, and expertise in outpatient imaging. This combination results in significantly higher patient and referring physician satisfaction scores than the national average. Patients have given USRS a Net Promoter Score (NPS) of +91 (n >575,000), which is two to three times the national healthcare average. Ninety-seven percent of respondents have been satisfied or very satisfied with their overall experience. The company’s average referring physician NPS of +58 (n=1,120) is well above average, demonstrating that both patients and providers recognize and value the expertise, convenience, and cost-effectiveness of USRS’s outpatient imaging centers.



A key indicator of quality in physician radiology services is subspecialization, including mammography, neuroimaging, pediatric imaging, and musculoskeletal and abdominal imaging. The expertise brought to bear by fellowship-trained, subspecialized radiologists helps providers make more accurate diagnoses and treatment plans. More than 95 percent of reads in USRS physician practices are performed by radiologists operating in their subspecialties.

USRS physician practices performed better than the benchmark on Mammography Quality Standards Act metrics in 2021 (the last year for which data is available), including key measures of callback rates, cancer detection rates, and percentage of early-stage cancers

diagnosed. Across 458,000 mammography cases in 2021, USRS physicians had a cancer detection rate of 5.7 out of 1,000, which was significantly better than the Breast Cancer Surveillance Consortium (BCSC) benchmark of 4.7, while maintaining a desired low overall recall rate of 9.4 percent compared with the BCSC benchmark of 10.6 percent.

USRS’s quality and compliance programs have shown tangible results for its physician practice partnerships as measured by participation in the Centers for

Medicare & Medicaid Services (CMS) Quality Payment Program (QPP) and its Merit-based Incentive Payment System (MIPS) scores. MIPS is the part of Medicare’s QPP that emphasizes value and quality of care rather than volume. MIPS comprises four performance categories that are weighted and rolled into an overall performance score: quality (40 percent), promoting interoperability (25 percent), improvement activities (15 percent), and cost (20 percent). After joining the USRS

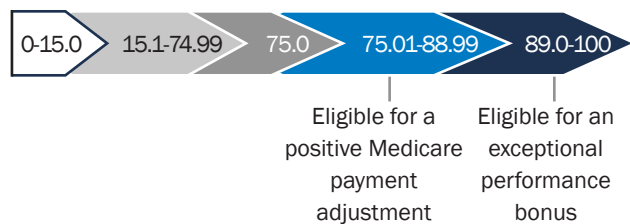
network, each eligible partner practice participates in MIPS and has shown steady improvement in MIPS adjustment rates. In 2021, all of the company’s partner practices received MIPS scores exceeding the performance threshold, which produced upward reimbursement adjustments from CMS.

USRS invited Dr. Kristen DeStigter, Chair of Radiology at the University of Vermont, to perform an external review. Here is an excerpt from her report: “There is no reason to believe USRS is anything but best in class. ... The Standard of Practice for Radiology is being met or exceeded by USRS.” She also cited numerous best practices including Peer Learning Pictorial modules, a “Just Culture,” high patient satisfaction,

Average USRS 2021 MIPS Performance Scores

95.45

SCALE



high levels of subspecialty reads, scholarly activity, participation in MIPS, and Quality Task Forces such as Interventional Radiology and Breast Imaging.

Governance:

The USRS physician practice model is unique in the industry. Radiologists retain clinical independence and have a guaranteed right to local clinical governance in perpetuity. That means medical experts make clinical decisions that are designed to produce the best outcomes for patients. USRS physicians are significant owners in the company, comprising 34 percent of all shareholders with six seats on the USRS Board of Directors. USRS radiologists elect a National Physician Leadership Board of 12 physicians, which ensures best practices and clinical integration across the company.

Physician-led radiology practices are at the heart of USRS care delivery. The company’s seven top-rated, subspecialized physician practices in six states include more than 400 physicians and Advanced Practice Providers, who span diagnostic and interventional radiology. They are supported by a world-class management services organization.

Physician ownership and engagement in leadership are key components in the success of USRS’s operating model. Nearly all USRS physician partners and senior executives are shareholders, directly connecting the company’s financial success to its operational leaders and practicing radiologists and improving the recruitment and retention of top talent. Most of the company’s Board of Directors are radiologists. The company expects to continue that level of medical expertise on the Board to ensure that business interests do not supersede USRS’s commitment to clinical excellence and patient care.

The company has a robust physician-led clinical governance structure that includes a Clinical Governance Board (CGB) at each practice and an enterprise-wide National Physician Leadership Board (NPLB). Local CGBs are responsible for medical decisions and control how physician practices organize and staff themselves (for example, hiring physicians and staff and scheduling). The NPLB and its subcommittees, made up of a rotating group of senior radiologists, work with the local practices and company operational leaders to provide expert medical input to key practice and company decisions.

USRS maintains a best-in-class compliance program, something payors and health systems demand. It also has an in-house Center for Quality that leverages technology and research to meet the six National Academy of Medicine Domains of Healthcare Quality: safety, effectiveness, patient-centered, timeliness, efficiency, and equity.

This Center for Quality offers enterprise-wide subspecialty review Boards, patient safety organizations, active peer learning programs, quality and best practice working groups, patient family advocacy councils,

and technologies that help patients understand their imaging results more easily.

Local Impact:

USRS serves the communities where it operates. It gave more than \$200,000 in matching charitable contributions to local nonprofit organizations in 2021. In 2022, employees contributed more than 600 hours of local community service through its Commitment to Service program.

USRS offices and imaging centers maintain locally focused community involvement programs that are driven by employee connections in those specific locations. These include:

- Volunteering time to help care for the therapy animals and facilities at the Therapeutic Ranch for Animals and Kids in Tucson, Arizona
- Preparing meals at Ronald McDonald House locations in Arizona and North Carolina for families whose children required extended hospital stays
- Assembling thousands of nonperishable food packages and meal kits at community food banks
- Fundraising in New Jersey, Texas, and New York for the American Cancer Society, the Leukemia & Lymphoma Society, and the Susan G. Komen organization to support cancer awareness and research

- Raising more than \$60,000 in North Carolina for the Levine Cancer Institute and Carolinas Breast Cancer Fund to support breast cancer research

USRS was named a Best Place to Work in the Raleigh-Durham area for 2021.

The company works every day to be a good neighbor and to provide quality outcomes for its patients.

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