

Action Item	Responsible Party	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Notes
Meet with doctors and review merger analysis prepared by BSM									
Schedule follow-up call with all doctors to review analysis, recommendations, and tentative merger schedule									
Gain consensus to move forward									
Establish implementation team: • Legal • Accounting • Consulting									
Facilitate planning meeting with physicians, practice managers and advisors									
 Gain consensus on deal structure issues: Advisors to provide input on legal and tax issues (can it be done as a merger, or need to be a practice acquisition?) Agree on deal structure Confirm ownership percentages Agree on any changes to group governance Agree on any modifications to the owner compensation model 									
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Create business plan forecast for combined entity.									



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Complete inventory of all fixed assets to be transferred as part of the transaction:									
Complete legal documents: Transaction document (merger or purchase agreement) Consider any amendments to corporate documents Prepare other documentation related to the transaction (employment agreements, shareholder agreements, etc.)									
Finance and Accounting: Integrate chart of accounts Work on other integration issues Review and standardize cash management procedures									
Facilities Management: Review lease agreements and update as necessary Review all facility maintenance agreements and update as necessary Review vendor contracts and update as necessary									



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 Personnel: Review employee policy and procedure manuals and update as necessary Review pay structure and make any necessary adjustments Review benefit and development plans and make any needed adjustments Integrate staff into agreed upon payroll system Develop communication and integration plan for staff regarding the merger Develop plan for integration including engagement plan in mission, vision and values Add staff to benefit plans as necessary Complete assessment of roles and responsibilities of various staff Develop engagement survey and plan 									
Insurance Coverage: Review of property and casualty, workers compensation, as well as general liability insurance and update as necessary Review malpractice coverage and update as necessary Assess need for buy-sell or key man life coverage									
Other Operational Considerations: • Review and update fee schedules Assess practice management and EHR platforms									



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Marketing and Practice Development:									
 Agree on "naming" or branding strategy 									
 Develop online marketing plan including 									
consolidation of web presence and									
coordination of SEO functionality									
 Update re-branded collateral materials: 									
business cards, stationery, patient									
education materials, and other forms and									
resources									
Develop social media re-branding									
strategy and management plan									
Develop growth strategy									
 Develop plan to announce the merger- 									
internally, then externally.									
Schedule open house									