



# How Pulmonary Associates of Fredericksburg Stays Proudly Independent

Physician-led practice solves triage problems, improves patient access, and creates new revenue stream with Chronic Care Management (CCM)

ROHIT GOYAL, MD  
*Managing Partner of PAF*



## LOCATION

Fredericksburg, VA

## PROVIDERS

**3** pulmonologists  
**5** advanced practice providers

## PRACTICE

- Comprehensive treatment of respiratory conditions
- AASM-accredited Overnight Sleep Lab
- Critical care providers at Mary Washington Healthcare hospital ICUs

## Clinical Autonomy, Financial Sustainability

For over 30 years, Pulmonary Associates of Fredericksburg (PAF) has served families in Fredericksburg, VA - as a proudly independent pulmonology practice with physicians who are free to make the best decisions for their patients.

Chronic Care Management (CCM) helped PA improve patient access and:

- Deliver proactive care to **1300 patients** with just **1 LPN** and **3 CMAs**.
- Drive **\$840k** in annualized revenue at a **58% margin**
- Reduce call volume by **30%**
- Earn patient satisfaction scores of **9.6 out of 10**

# COVID-19 crushed independent practices — and they are **still battling margin compression**

In a post-COVID world, independent practices have found it even more difficult to maintain their autonomy. In 2020, a survey from The Physicians Foundation found that 8% of physicians had closed their practices due to COVID. The majority (76%) were private practice owners or partners.



Those practices that remained open faced significant income loss. While COVID-19 may be in the rear-view mirror, declining reimbursements and rising operating costs continue to threaten independent practices. To continue to provide high-quality direct care, independent practices have had to develop creative, entrepreneurial strategies to ensure financial sustainability.

For PAF, an in-house Chronic Care Management (CCM) service line has provided critical funding while resolving significant patient access and satisfaction issues.

## Private practices are being squeezed financially...

Independent practices are struggling - but most desperately want to stay independent. The [2022 Survey of America's Physicians](#) from The Physicians Foundation found that 46% of independent physicians lost income in 2022 versus 23% of employed physicians.

Between declining Medicare reimbursement rates, rising operating costs, and staffing headaches, margin compression is hitting hard. **At PAF, these challenges created a triage problem.**

## ...and private practice closures disproportionately impact patient access

Independent practice closures have had a disproportionate impact on patient access.

The Physicians Foundation's 2018 Survey of America's Physicians found that, **"employed physicians see 12% fewer patients on average than private practice owners."**

But even independent practices struggle with patient access due to challenges funding and hiring staff.



### Problem: PAF's triage nurse was overwhelmed and patients were frustrated

PAF had a triage problem. Financial pressures forced the independent practice to cut one of its two triage nurses, leaving just one nurse who was overwhelmed. Patients were complaining that it was hard to get in touch with the practice and were upset that they could not get the help they needed.



Patient satisfaction is critical for independent practices — **and access and ease of navigation are key factors driving patient satisfaction and patient loyalty.** A recent [patient loyalty survey](#) from Accenture found that 89% of patients who left a practice did so because of challenges navigating care: patients had a hard time working with the practice, had bad experiences with front desk or administrative staff, or didn't get the digital services and support they needed.

Accenture also found that patients are 2x more likely to leave if they have a bad front desk or online experience (versus a bad clinical experience). Patient engagement matters — especially for independent practices.

As the new managing partner, Rohit Goyal, MD had to solve this patient access issue — but simply hiring additional triage nurses would be an unsustainable expense. **How could they improve patient care while keeping their practice afloat?**



## Solution: Fund proactive between-visit care with CCM

Dr. Goyal looked to Medicare's Chronic Care Management program as a potential funding source for between-visit care. With an in-house CCM service line, PAF could generate additional income to fund staff to triage patient issues and provide high-quality proactive care management.



Using the Phamily platform for their CCM service line was a low-risk decision for PAF. If all went well, they would be able to quickly scale up to a profitable program within a couple of months with minimal financial risk — while dramatically reducing inbound call volume.

## Outcomes: PAF can stay independent and succeed

Phamily CCM enabled PAF to quickly launch a revenue-generating Connected Care service line while improving communication with patients. **“Triage has become a background issue — not something I think about every day,”** said Dr. Goyal.

Instead of getting frustrated, highly-engaged patients now form trusted relationships with the practice.

### RAPID SCALABILITY

**1 LPN and 3 CMAs** now serve ~1300 patients.

### RAPID REVENUE

**\$840k annualized revenue**

### RAPID PROFITABILITY

**58% net margin**

### PATIENT ACCESS

**1300 patients** now receive concierge-style care

### PATIENT SATISFACTION

**9.6/10** satisfaction ratings

### BETTER WORKFLOWS

Inbound call volume was **reduced by 30%**



A lot of these opportunities to build revenue are tough to do by yourself as a busy physician. You might earn slightly more profit doing everything yourself, but your failure risk will be much higher. Joint ventures — like our collaboration with Phamily — can lead to more success with less work.”

– ROHIT GOYAL, MD

Managing Partner, *Pulmonary Associates of Fredericksburg*

## Before CCM

★ ★ ★ ★ ★ 2023

The reason I give this two stars is not for the doctors themselves, who have been helpful, but for the administration. I have never experienced disorganization of this level from any type of office. They forgot to call in my prescription, they forgot to send my info to my primary care multiple times, they forgot to contact referral offices multiple times, and it has been two weeks since they were supposed to send in my rx. Every single time I call I get transferred to triage and no one picks up the phone, and I leave a message. It is honestly the kind of place where you cant believe that grown adults are in charge because it is that badly run.

★ ★ ★ ★ ★ 2023

I really wish they were more responsive I've left so many voicemails and no returned phone calls. When I finally got through to a nurse she basically tells me she don't know when someone will get back to me. I need my machine !! So unprofessional

## After CCM

10

“I am so thankful that you have the care mgt service. Definitely at 10. More drs should offer this service. It would prevent a lot of inconvenience of playing phone tag and office visits. I appreciate the weekly check in! Thank you!”

10

“Oh, it's a 10 for sure !! The regular reminders or suggestions for my health care have been very informative and useful !! And Erika has always been a joy and a big help in relaying questions or in helping with refills or other routine matters !!”

10

“I'd give it a 10. I love this service.”





“ Before CCM, it was a struggle with patient satisfaction and overwhelmed staff. **Since providing this service for nearly three years now it has proven to be a success.** Our patient satisfaction has improved, we have timely responses to patients, and staff feel more connected with the patients. Outstanding program.

– ANGIE CONYERS

Program Manager, *Pulmonary Associates of Fredericksburg*

## PAF Care Managers Build Trusted Relationships with Patients

“ My patients rely on me to help with their everyday struggles. It brings value to my life to know my patients depend and rely on me.”

– RAVEN PARSONS

“ I believe my patients found comfort in knowing that they have access to care in between appointments in the office. Knowing the patients trust me enough to help them with their care means more than I can put in words.”

– HEATHER LOVING

“ This program gives the patient a sense of relief knowing there is someone there.”

– ROSHANDA BAYLOR

“ Being a [care manager] has shown me that all of our patients go through different medical issues and circumstances in their life. Being a text message or call away is really so helpful to them.”

– ERIKA LOPEZ

## KEY TAKEAWAYS

- 1 **Don't go it alone.** Working with an experienced vendor can help you succeed more quickly with far less risk.
- 2 **Patient satisfaction is critical for an independent practice.** Done well, CCM can help you reduce call volume and wait times, improve access, and deliver personalized care that delights patients.
- 3 **CCM revenues can alleviate labor cost issues.** At scale, a CCM program can not only cover the cost of LPN and CMA care managers — it can generate operating income that allows reinvestment in other staff.

# What can Connected Care do for your independent practice?

Chronic Care Management (CCM) with Phamily is an important strategy for independent practices who want to provide exceptional patient care while combatting margin compression.



## Stop doing work for free

Your clinical staff is already spending time on between visit activities — from medication refills to triage calls — and you aren't earning any reimbursement. These activities count toward CCM.



## Spend more time with patients

CCM generates extra income for physicians, without extra work. Instead of crowding your schedule, you can spend more time with patients and deliver care the way you want.



## Intervene early and provide care at your office

When patients build trusted relationships with your care managers, they tell their care managers about new symptoms and issues. Care managers can intervene and escalate early — keeping patients out of the ED and hospital, and enabling high-quality outpatient care at your office.

Phamily enables independent specialty practices across the United States to deliver exceptional between-visit care to thousands of patients, while earning fair compensation for that work.



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Most medical practices are run the same way they have been for the last 15-20 years. In 2025, we wanted to evolve.”

– ROHIT GOYAL, MD

Managing Partner, *Pulmonary Associates of Fredericksburg*



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## WHAT'S THE RIGHT SOLUTION FOR YOUR PRACTICE?

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### Turnkey Program

4 Hours to Launch

Our highly-trained LPNs fit right into your practice workflows.



### In-House Program

Billable Events in 30 Days

Phamily enables 1 care manager to manage a panel of 500 patients.

## We can help you evaluate CCM for your practice.

Get in touch today for a free consultation — we'll help you figure out how to launch a profitable Connected Care program at your practice.



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