

From left to right:
Esperanza Martinez,
Bob McAuslan, Dr. Ronald
Barnet, Mark Rosenberg



Esperanza Martinez, vice president, Corporate Banking, is the face of Compass Bank for BDP Eye Center, and it's a role she finds both rewarding and challenging. When the company first came to Compass about two years ago, it was in need of a regional banking relationship. "They wanted a bank that was large enough to take care of their needs in multiple areas, such as treasury management, wealth management and financing, but could still provide the kind of personal service they valued," Martinez says. "We call ourselves 'the little big bank' in some of our marketing literature and that's a good description of just what they were looking for."

Rosenberg is clear about what he thinks relationship banking should involve. "It's where your ability to borrow and do things creatively is based on your relationship with the bank and its people, not just asset-based lending," he says. "It takes a banker who is able to understand our business, our strategy, where we are and what solutions we need. That is pure relationship banking. It's very rare these days, but we have it. Esperanza and her team know our business and they make decisions on that basis."

Serving those who serve

Knowing that the business side of the practice is on such

sound footing allows Dr. Barnet and his colleagues to focus on the professional side. And as proud as he may be of the business's success, Dr. Barnet is at least as proud of its involvement in Operation Safe Soldier. While

Seeing Clearly Across the State

CLIENT:
Barnet, Dulaney, Perkins Eye Center,
PLLC

BANKER:
Esperanza Martinez

CHALLENGES:
▶ Growth far beyond expectations
▶ Declining reimbursement rates
▶ Managing a capital-intensive business

With 20 facilities, Barnet, Dulaney, Perkins Eye Center has kept tabs on Arizonans' ocular health for more than three decades

It's no exaggeration to describe Barnet, Dulaney, Perkins (BDP) Eye Center, PLLC as the nexus of vision care in Arizona. With about 20 owned and affiliated facilities in urban, suburban and rural locations throughout the state, BDP Eye Center has been dedicated to providing comprehensive eye care to Arizonans through all stages of their life for more than 30 years.

"We do more eye surgery for Arizonans than any other practice and we represent the most comprehensive eye care delivery system in the state," says Mark Rosenberg, executive director of BDP Eye Center.

Finding the right formula for consistent growth

Today, the business has grown far beyond its founders' original expectations, says Dr. Ronald Barnet, who joined his practice with that of Dr. David Dulaney almost 15 years ago. While growth has been relatively steady and incremental on a year-to-year basis, cumulatively, it amounts to about 270% since 1992, Rosenberg says.

BDP Eye Center, whose professional staff includes more than two dozen surgeons, ophthalmologists and optometrists, has been Arizona's pacesetter in eye care for many years. It was the first ophthalmology practice in the state to do small-incision cataract surgery, to use intra-ocular lenses, to offer laser treatment for cataract patients, to do LASIK vision correction, to use focusing lens implants and to use implantable contact lenses.

Responsibility for the non-health care-related aspects of running this booming business falls on Rosenberg's shoulders. "People don't think of us as a government-regulated business, but so much of the business is dependent on Medicare and the insurance companies key their reimbursements off those rates," he explains. "One of the biggest challenges is that we are in an industry where reimbursement rates are fixed and continue to go down, while the costs of doing business are variable and continue to go up—rent, employees, equipment, insurance, etc."

Compass Bank plays an important role in helping BDP Eye Center meet those challenges, he adds. "Health care is a very capital-intensive business. Having a good, strong banking partner is critical and that's just what Compass provides for us."

the military offers laser vision surgery for its members, its facilities are limited. Troops heading for overseas duty in Iraq and Afghanistan are given priority for the procedure, leaving a great deal of unmet demand among other members of the armed forces.

On the Fourth of July this year, BDP Eye Center performed surgery on about 50 soldiers, sailors, Marines and members of the Arizona National Guard. All the staff working in the clinic that day volunteered their time and the procedures were performed free of charge for the service members. Dr. Barnet, a former Lt. Commander in the U.S. Navy and a Vietnam veteran, says he was moved by the experience.

"All of these men and women were going to be deployed and I was struck by how young so many of them were," he recalls. "One was here with his wife and their three-week-old baby. Another was going into his second or third deployment and he told the story of having to go out on an early-morning mission. He slept close to his glasses and rolled over, breaking them, during the night. It brought back memories of my service in Vietnam and how when the alarm sounded you sprinted for that bomb shelter without stopping for anything. I felt it was a real privilege to be able to do something to help these young men and women." ■