

Resuscitating hospitals' bottom lines

WHEN RAINIER "RAY" GONZALEZ DECIDED TO GO INTO THE HEALTH CARE BUSINESS, the original plan was to own and operate assisted-living facilities through acquisitions. In December 2003, however, the then-30-year-old was offered an opportunity that changed all that.

"We got approached about [acquiring] the hospital in Cameron, Louisiana," says Mr. Gonzalez, founder and CEO of Pacer Health Corporation. "They were a week away from bouncing their payroll checks."

Within a month, the deal was complete and Pacer was born.

The company provides health care services in the southeastern United States, building a network of hospitals and medical treatment centers through smart acquisitions. It buys hospitals in financial trouble that it can nurse back to health.

Under Mr. Gonzalez's leadership, the company has acquired seven facilities, two of which were sold earlier this year, and earned nearly \$30 million in net revenues. He has directed the turnaround of all Pacer facilities and guided the company to a \$400,000 profit in fewer than two years.

His career began as an associate at Sidley Austin Brown & Wood, a Washington, D.C., law firm. The Cuban native, who immigrated to the United States in 1980 during the Marielito exodus, says his entrepreneurial drive lured him away from a career in law.

His latest business venture has been a challenge. Pacer's first hospital, the now-profitable facility in Cameron, was lost during Hurricane Rita. A second facility was closed after being hit first by Hurricane Katrina, then Rita.

"It was a defining moment," Mr. Gonzalez says. "You wake up one day and two of your facilities are gone.

One is completely underground and the other is closed down. At the time it was 50 percent of our business."

The company forged ahead. With funding from Federal Emergency Management Agency, the company is building a \$20 million hospital to replace the one that was lost in Cameron. The hospital is expected to be up and running later this year.

RIISING STAR



Rainier Gonzalez, Pacer Health Corporation

A flourishing 'broadband' of brothers

TELECOMMUNICATIONS COMPANY GOODMAN NETWORKS STARTED AS THE DOT-COM bubble was bursting and the telecom industry was in major upheaval. While many telecom start-ups went belly up, Texas-based Goodman not only survived, it thrived in a highly competitive marketplace.

Started in 2000 by brothers John, James, Joseph, Jonathan, and Jason Goodman, the family-owned and operated company has grown from a small business into a multimillion-dollar firm in six years. "We started the business with a credit card, a dream, and a prayer," Joseph Goodman recounted at the **Hispanic Business** CEO Roundtable in November.

The Goodmans' experience in the technology industry helped keep the nascent company from becoming another fatality during the telecom shakeout, says Joseph Goodman, vice-president of contracts and staffing.

The company provides tele-

communication services for equipment manufacturers, such as Alcatel, and carriers, such as Cingular. As the company notes, "It's quite an advantage that the same company and people that installed and turned on the system return to conduct hardware, software, or capacity upgrades as the network's needs change."

Two events – the tech bust and the Sept. 11 terrorist attacks – led telecom carriers and equipment manufacturers to cut their operating costs by turning to outsourcing, Joseph Goodman says.

Goodman Networks was prepared and ready to provide those services.

With more than 800 employees nationwide, Goodman Networks has built a reputation for solving telecommunication issues on time and on budget – and it shows.

Goodman Networks' revenues more than doubled between 2004 and 2005 to \$73 million.

INFO BUSINESS



The Goodman Brothers, Goodman Networks

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