

Referring Clients to Integral Healthcare Solutions

Referral one-pager. Last reviewed October 2026.

Integral Healthcare Solutions, Inc. (IHS) is a healthcare consulting firm founded in 2002. Its founder and CEO is Thomas G. Goddard, JD, PhD, former Chief Operating Officer and General Counsel of URAC. IHS works through three practice lines. This page is for law firms and healthcare vendors whose clients need that help. It covers what IHS does, when a referral fits and how to make an introduction.

What does IHS do?

- Accreditation consulting guides an organization through a third-party accreditor's process, from gap assessment to readiness support.
- Compliance services build, test and maintain the programs that keep an organization within the laws, regulations and contract terms that apply to it.
- Program development builds a program from scratch under a standard, regulation or contract.

An engagement can run through six phases: a gap assessment, questionnaires, document and evidence mapping, drafting, mock review and readiness support. The written scope says which phases apply. IHS drafts. The client's staff and licensed clinicians review, approve and adopt the result, and the client's named contact submits it. The phases are described on www.integralhs.com/about/how-we-work.

When does a referral fit?

- The client needs to meet an accreditor's or regulator's standard.
- The client is building a program that it does not have yet, under a standard, regulation or contract.
- The client needs to run a compliance program, or has one that has never been tested.
- The client has an audit or a finding to answer, or a rule change to respond to.

The referred organization describes its situation in the discovery session.

What should the referred organization have ready?

It helps to have these at hand for the first conversation:

- The program, standard or regulation involved, and its version.
- The trigger, and any deadline the authority has stated in writing.
- The policies, procedures and records it already has.
- The type of organization and the number of sites.
- The name of the person who will submit to the accreditor or regulator.
- The licensed clinicians who will approve clinical content.

How do I make an introduction?

The referred organization books a free discovery session with Thomas G. Goddard, JD, PhD, where it describes its situation. It books at www.integralhs.com/introductory-call. Or you can email info@integralhs.com. One email with the organization's name and contact, sent with the organization's agreement, is enough.

What does IHS not do?

- IHS is a consulting firm, not a law firm. Nothing it provides is legal advice, and no attorney-client relationship is created. The referred organization's counsel decides legal questions.
- IHS does not contact or submit to an accreditor or regulator for a client. IHS drafts; the client's named contact submits.
- IHS does not guarantee an outcome. The accreditor or regulator makes the decision.
- IHS does not publish its fees. Each engagement is scoped after the free discovery session.