

## ▶▶▶ SERVICE LINE OVERVIEW ▶▶▶

### STRATEGY, OPERATIONS & COST REDUCTION

Pinnacle specializes in helping health organizations address complex strategic and operational challenges through focused collaboration and partnership with executives and physicians. We rapidly assess situations, identify opportunities, and implement solutions that are tailored to our client's unique needs.

Areas of expertise include strategic planning, aligning services to address current market demands, enhancing physician engagement, geographical expansion, performance improvement, and supply chain strategic sourcing and contracting resulting in lean processes and significant expense reduction.

We also assist clients with development and implementation of new programs and service lines, medical administration, and management and leadership coaching.

**Anthony Long – Partner**  
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720-370-9800

#### Areas of Expertise Include:

- Strategic / Business Planning
- Full Range of Alignment and Integration Models
- Physician Compensation Design and Implementation
- Service Line Development
- Cost Reduction Strategies
  - High Dollar / High Volume Impact Items
  - PPI Database
  - Contract Management
  - Audit and Compliance
  - Gainsharing
- Financial / Operational Assessments
- Interim Management / Leadership Development
- Practice Management Services (Medical Practice Advisory)
- Community Need Assessments (Physician Supply/Demand)

### COMPENSATION VALUATION

Determining appropriate and compliant executive, physician, and advanced clinical professional salaries can be complicated. Diverse factors like the Stark Law, Anti-Kickback Statutes, Medicare, IRS compliance, changing expectations and trends, as well as the rapid pace of healthcare transactions, make it difficult to confidently assess and establish workable compensation terms.

Pinnacle is one of the nation's leading valuation firms specializing in healthcare associated compensation. Pinnacle's experts guide hospital and other health executives through the most complex compensation arrangements. Pinnacle's fair market value opinions support transaction objectives while providing the appraisal rigor needed to satisfy evolving government scrutiny.

**David White – Partner**  
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#### Common Arrangements Valued Include:

- Employment
- Medical Directorships (hospital, dialysis, SNF, ASC, etc.)
- Physician Executive (Clinical and Non-Clinical)
- ED / Trauma Call – programmatic approach
- Professional Service Agreements
- Service Line Coverage
- Income Guarantees
- Key Opinion Leaders
- Management Service Agreements
- Co-Management Agreements
- Clinically Integrated Networks
- Telemedicine

### BUSINESS, FIXED ASSET & REAL ESTATE VALUATION

Accredited professionals provide business valuation opinions to support transactions for mergers, acquisitions, and joint ventures in the health care industry. In addition to the valuation of an operating business, Pinnacle performs valuation of intangible assets such as non-compete agreements, customer relationships, trained and assembled workforce, medical records, and proprietary technology. Furthermore, Pinnacle has accredited professionals to support machinery and equipment, and real estate transactions.

Pinnacle assists clients in valuing options to buy or sell business interests, securities, and off-balance sheet arrangements. Pinnacle also provides financial advisory services to clients to assist in strategic business planning efforts.

**Curtis Bernstein – Partner**  
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#### Areas of Expertise Include:

- Physician Practices
- Diagnostic Imaging Centers
- Ambulatory Surgery Centers
- Cancer Centers
- Dialysis Centers
- Rehabilitation Facilities
- Skilled Nursing Facilities
- Cardiac Cath Labs
- Sleep Centers
- Urgent Care Centers

## COMPLIANCE, AUDIT & RISK MANAGEMENT

Our team of seasoned healthcare professionals offer compliance and internal audit support for providers, hospitals, health systems, academic medical centers and health plans. Law firm client gain litigation support with audit, statistical and medical necessity expertise and are determined by the unique needs of each case.

Pinnacle's team is comprised of a diverse group of healthcare professionals with a wide range of healthcare and compliance related certifications. This includes but is not limited to HCCA, coding / billing / reimbursement from American Academy of Professional Coders (AAPC) and American Health Information Management Association (AHIMA), risk management / internal audit from the Institute of Internal Auditors (IIA) and Information Systems Audit and Control Association (ISACA). In addition, our team members are licensed accountants, nurses and other healthcare clinicians.

**Kelly Loya – Associate Partner**

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704-287-4545

### Areas of Expertise Include:

- Payor / Provider Disputes
- Medicare / Medicaid Fraud Investigations/Litigation Support
- Statistical Analysis and Extrapolation
- Billing and Reimbursement Issues
- Independent Review Organization
- Investigations and Audits
- Compliance Program Development
- Interim Compliance Resources
- Privacy / Security Assessments
- Compliance Program Effectiveness Reviews
- Co-sourced Internal Audit Resources
- Risk Assessment
- Internal Audit and Compliance Resource Strategy

## PROFESSIONAL FEE MEDICAL CODING & DENIAL MANAGEMENT

We provide revenue cycle solutions for a wide variety of clients including providers, hospitals, health systems, academic medical centers, and health plans. Pinnacle has extensive experience and expertise in health care operations, compliance, revenue cycle review, and coding services. Working alongside our clients in any capacity needed, from external guidance to internal revenue cycle task driven support, our goal is to ensure we leave clients in a better position for having worked with us.

Our highly qualified, capable, dedicated and experienced team have exceptional and diverse specialty experience in the industry. All coders hold a wide range of multiple specialty specific certifications in good standing and the team makeup uniquely compliments client's needs.

**Lori Carlin – Director**

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### Highlights Include:

- Highly Skilled and Experienced Coders, Multi-specialty Credentials
- All Coding Staff are Onshore
- Competitive Turnaround
- Advanced EMR Knowledge
- Coder and Provider Education Services
- Denial & Work Queue Resolution Services
- Per-Chart and Hourly Pricing Options

## MEDICAL PEER REVIEW & STAFF DEVELOPMENT

Pinnacle leverages its expert physician network to address questions of clinical decision-making, medical necessity and related matters. We also offer and coordinate intelligently designed, practical and efficient physician performance improvement solutions with a focus on physician peer review and medical staff leadership.

Pinnacle serves a wide variety of professionals including physician leaders, medical staff, attorneys, risk / quality managers, executive leadership and medical boards. Beyond providing effective case assessments and delivering clear, concise reports, our comprehensive consultative, educational and other offerings are integral to maximizing clinical quality and safety while reducing risk.

**Anthony Long – Partner**

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### Highlights Include:

- Physician Peer Review Coordinated Services
- Expert Physician Network Resource
- Medical Staff Development
- Medical Staff Governance and Alignment
- Litigation and Risk Management Support
- Compliance Risk Mitigation
- Clinical Performance Improvement
- Serves Wide Variety of Professionals
  - Physician Leaders / Medical Staff
  - Attorneys / Risk / Quality Managers
  - Executive Leadership
  - Medical Boards