

## ▶▶▶ SERVICE LINE OVERVIEW ▶▶▶

### STRATEGY, OPERATIONS & COST REDUCTION

Developing effective strategies, aligning with physicians and perfecting operational efficiencies are critical to the vitality and success of service lines and programs.

Pinnacle specializes in helping health organizations address complex challenges. From promoting physician engagement to eliminating unnecessary supply chain spending, Pinnacle partners with clients to devise solutions tailored to their unique needs.

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

#### Areas of Expertise Include:

- Alignment and Integration
- Physician Compensation Design and Implementation
- Business Planning
- Service Line Development
- Clinical Co-Management Implementation
- Cost Reduction Strategies / Supply Chain
- Financial / Operational Assessments
- Interim Management / Leadership Development
- Practice Management Services (Medical Practice Advisory)
- Community Need Assessments (Physician Supply/Demand)

### PHYSICIAN & COMPENSATION VALUATION

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

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

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

- Employment
- Medical Directorships (hospital, dialysis, SNF, ASC, etc.)
- Physician Executives
- 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. Additionally, Pinnacle provides financial advisory services to clients to assist in strategic business planning efforts.

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

- Hospitals (Non-Profit, Specialty)
- Physician Practices
- Diagnostic Imaging Centers
- Ambulatory Surgery Centers
- Long-Term Care Facilities
- 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. We also assist our clients in litigation support and strategic operations.

Our team is comprised of a diverse group of healthcare professionals with a wide range of healthcare compliance 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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### 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

## 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. Working alongside our clients in any capacity needed from external guidance to internal support, our goal is to ensure we leave them in a better position for having worked with us.

What makes us exceptional is our highly capable, dedicated and experienced team that consists of a diverse variety of healthcare professionals who hold a wide range of certifications in medical coding and other areas of healthcare, with all work performed within the continental United States.

**Lori Carlin** – Director  
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### Highlights Include:

- Highly Skilled and Experienced Coders
- Integrated Coding Solutions
- Educational Services
- Resource Management
- Denial Management Services
- Work Queue Edit Resolution
- Coding Network/Coding Champions
- Per-Chart and Hourly Pricing Options
- Advanced EMR Knowledge
- All Coding Staff are Onshore
- Competitive Turnaround

## MEDICAL PEER REVIEW & STAFF DEVELOPMENT

NorthGauge Healthcare Advisors is an independent clinical peer review services company that leverages an expert physician network to address questions of clinical decision-making, medical necessity and related matters. We also offer intelligently designed, practical and efficient physician performance improvement solutions with a focus on physician peer review and medical staff leadership.

NorthGauge 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.

**Jon Moses** – CEO NorthGauge  
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### Highlights Include:

- Physician Peer Review 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