

For over 25 years, Pinnacle Companies have worked with dialysis providers and nephrology groups across the country. Our expanded capabilities, expertise, and perspectives differentiate us from other advisors.

1 Compensation Valuation

- Over 4,000 Medical Director Compensation Fair Market Value opinions prepared for nephrologist / vascular surgery / endocrinology physician specialists
- An appreciation of physician compensation complex nuances (administration, policies, and compliance)
- Commercial reasonableness analysis
- Compensation plan design

David White • 303-801-0126 • DWhite@AskPHC.com

2 Business, Real Estate & Asset Valuation

- 20+ years in valuation of dialysis clinics (over 3,000 clinics evaluated)
- FMV opinions for joint ventures, mergers, acquisitions, and sale transactions
- Fair value for financial reporting and quality of earnings analysis to support transactions
- Real estate valuation – appraisal of underlying real estate and FMV medical office lease arrangements
- Fixed asset valuation – medical equipment and other furnishings, fixtures, and equipment

James Connors • 303-801-0128 • JConnors@AskPHC.com

3 Management, Strategy & Value-Based Care

- Interim or partnered executive support for nephrology practices (CEO, CFO, etc.). Assist clients with care coordination and parentship/investment opportunities
- Specific services include the following:
 - Merger and acquisition strategy / JV development and management
 - Practice operational assessments / improvement
 - Overhead analysis and improvement
 - Physician manpower planning; Strategy facilitation and development
 - Physician alignment (employment, PSA, clinical co-management, or other contractual arrangements, including value-based care models)
- Vascular Access Center / ASC development and management
- Payer contract negotiation

Todd Hoopingarner • 317-781-3604 X 1502 • THoopingarner@AskPHC.com

4 Revenue Cycle Management v. "Billing Service"

- Working with over 250 Nephrologists across the country
- A RCM provider that will partner with you and not just be a vendor
- With 25 years of experience, we can define what you can do to help improve revenue
- We will identify trends and complete analysis to reduce accounts receivable and improve collections
- We do not solely rely on robotic algorithms of submitting claims regardless of if they are payable
- Provide excellent customer service with a knowledgeable and experienced patient account representatives

John Murphy • 317-781-3604 X 1503 • JMurphy@AskPHC.com

5 Reimbursement Coding & Documentation

- Coding, documentation, reimbursement, and revenue cycle services
- Extensive background in Medicare coordination of benefits and Prospective Payment System methodology
- Revenue cycle expertise for multiple dialysis clinics, development of dialysis leadership, employee training programs, and review of payer contracts
- HCC Coding, audit, and validation services for "sweeps"
- Risk score validation and improvement strategies and improve coding skills through continuing education "CEUs"

Amy Pritchett • 251-404-8512 • APritchett@AskPHC.com

6 Telehealth

- Strategy and operations support to develop and enhance telehealth integration
- FMV analysis and compensation / price planning
- Assistance developing pricing strategies and methodologies for physician services provided to healthcare organizations
- Expertise in billing / coding of telehealth services to optimize reimbursement

Chris Fete • 303-801-0121 • CFete@AskPHC.com

7 TeleNeph

- Providing rural hospitals with:
 - Nephrology Physician services
 - Market assessment
 - CME education
 - Nurse training

Ron Kubit • 720-899-4990 • RKubit@TeleNephLLC.com

"We have used Pinnacle for several years to value our employed physician compensation and our medical directorships. I've been impressed with how knowledgeable Pinnacle is about the dialysis industry. Pinnacle is also very comprehensive in their review, getting as much information as possible before issuing an opinion."

– Dialysis Company Attorney