

# SERVICE LINE OVERVIEW

## STRATEGY, VALUE-BASED CARE & 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.

Our areas of expertise include strategic planning, aligning services to address current market demands, enhancing physician engagement, value-based strategies, ACO development, geographical expansion, facility planning, 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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### Areas of Expertise Include:

- Strategic / Business Planning
- Full Range of Alignment and Integration Model Support
- Physician Compensation Design and Implementation
- Service Line Development
- Ambulatory Surgery Center Development & Management
- Cost Reduction Strategies (Benchmarking, Audit, Gainsharing Design)
- Value-Based Care Strategies
  - ACO Development and Application
  - Medicare Advantage Strategies
  - Value-Based Agreement Design
- Financial / Operational Assessments
- Interim Management / Leadership Development
- Practice Management Services (Medical Practice Advisory)
- Physician Need Assessments (Physician Supply/Demand)

## COMPENSATION VALUATION & PROVIDER ARRANGEMENTS

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. Our 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

## TRANSACTION SUPPORT SERVICES & VALUATION

Pinnacle's accredited professionals provide business valuation opinions to support transactions for mergers, acquisitions, and joint ventures in the healthcare 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. We also provide 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

## ENTERPRISE RISK & HEALTHCARE OPERATIONS MANAGEMENT SUPPORT

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 clients 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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### 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

## CODING & COMPLIANCE AUDITS

Pinnacle provides coding audits and coding advice for a wide variety of clients including providers, hospitals, health systems, academic medical centers, and health plans. We have extensive experience and expertise in healthcare operations, compliance, and coding services. Working alongside our clients from external guidance to internal coding task driven support, our goal is to ensure we support clients throughout their coding and compliance needs.

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 – Principal**  
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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
- Coding Audits
- Per-Chart and Hourly Pricing Options

## REVENUE CYCLE MANAGEMENT

Pinnacle Healthcare Revenue Solutions (PHRS) provides outsourced Revenue Cycle Management (RCM) and billing services. If you are having difficulty finding and retaining qualified staff, or considering an outsourced option, we will exceed your expectations. PHRS provides consistent and predictable performance that is necessary to plan your cash flow and focus on caring for your patients.

PHRS understands what it takes to successfully navigate changes in healthcare, provider requirements, and the nuances of specialty medical practices. PHRS has spent the last 20+ years focusing on the unique needs of the most complex medical specialties including: nephrology, obstetrics, gastroenterology, urology, dermatology, cardiology, orthopedic surgery, and internal medicine.

**Todd Hoopingarner – Partner**  
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### Improve In-House Operations Through:

- Full workflow review
- Patient intake process to reduce avoidable denials
- Assess work queue design for accounts receivable follow up
- Benchmark performance
- Benchmark staffing levels
- Establish key performance indicators (KPI's)
- Establish performance dashboards