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Pinnacle is a nationally recognized healthcare consulting firm with locations across the country. Our customized solutions include a wide range of strategic, financial, operational, compliance, and valuation services — all designed to help our clients manage risk, improve performance, and create innovative solutions.

WORKSTREAM	GENERAL SCOPE	CURSORY DETAILS	DEAL STAGE	SUBJECT MATTER LEADERS OF BROADER TEAMS
Quality of Earnings (QoE)	Independent financial diligence, recast EBITDA, and assess deal-specific financial considerations.	1. Review financials (GL, statements, reports). 2. Recast EBITDA with normalizations. 3. Analyze revenue by payer / provider / service. 4. Summary version in databook form.	Pre Close	**Curtis Bernstein** Partner **Peter Kim** Manager
Coding Audit & Compliance	Assess coding accuracy and compliance risk across sampled charts, impacting revenue recognition and regulatory exposure.	1. Define sample size by payer. 2. Request encounter documentation. 3. Conduct coder audit. 4. Summarize risks and revenue impact.	Pre & Post Close	**Kelly Loya** Associate Partner **Angela Paine** Director
Black Box Payer Analysis	Benchmark reimbursement rates using proprietary market data to assess rate competitiveness.	1. Collect rate sheets. 2. Input into comparative model. 3. Output summary: favorable / neutral / unfavorable vs. market.	Pre Close	**Zach Maher** Director **Jason Baldwin** Manager
RCM Assessment	Evaluate RCM performance and support post-close integration.	1. Review A/R, denials, DSO. 2. Assess RCM systems and vendors. 3. Recommend improvement / integration roadmap.	Pre & Post Close	**Kristen Taylor** Associate Partner **Lori Carlin** Principal
Purchase Price Allocation (PPA)	Allocate purchase price to assets for GAAP reporting.	1. Review structure and agreements. 2. Value intangibles (tradename, non-compete). 3. Calculate goodwill / tax impacts. 4. Deliver reporting documentation.	Pre Close	**Jim Connors** Principal **Jana Sizemore** Senior Manager
Strategic Advisory & Integration Planning	Support integration strategy across ops/tech/finance and optimize org structure.	1. Review org structure. 2. Analyze synergies. 3. Build integration roadmap (ops, RCM, EHR).	Pre & Post Close	**Anthony Long** Partner **Kyle Kramer** Partner

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Operational Assessment & Improvement	Assess, prioritize, and refine operational performance to boost efficiency, mitigate risk, and drive financial performance.	1. Conduct comprehensive operational assessments (workflow, staffing, revenue cycle, supply chain, etc.). 2. Deliver actionable strategies for governance, process redesign, and workflow optimization. 3. Provide interim or ongoing administrative leadership, as needed.	Pre & Post Close	**Anthony Long** Partner **Lucas Hutchison** Director
Future-State Business Modeling	Model future performance scenarios based on strategic growth plans to support valuation and exit planning.	1. Align on growth assumptions. 2. Build 3-year pro forma with levers (volume, payor, staffing). 3. Share views for client scenario testing.	Pre & Post Close	**Jim Yanci** Principal **Tony Malcoun** Senior Vice President
Compensation Valuation & FMV	Analyze and document FMV assessment for clinical and administrative arrangements to mitigate regulatory risk.	1. Collect compensation data and contracts. 2. Complete FMV analysis using proprietary data and national benchmarks. 3. Document FMV opinion report for compliance and transaction support.	Pre Close	**Drew Hoffman** Partner **Allison Carty** Principal
Compensation Plan Design	Design, test and implement compensation models aligned to organizational goals, market competitiveness, and compliance standards.	1. Assess current compensation structures. 2. Develop models tied to performance and growth objectives. 3. Support rollout, education, and change management.	Pre & Post Close	**Christopher Fete** Partner **Clayton Northrop** Director
Value-Based Care Strategy & Enablement	Develop and operationalize value-based care strategies to drive financial performance and care quality outcomes.	1. Assess organizational readiness and market opportunities. 2. Design VBC models and strategy for optimal success. 3. Enable operational workflows, analytics, and stakeholder alignment.	Pre Close	**Kelly Conroy** Principal **John P. Carter** Director
HIPAA & Privacy Review	Evaluate HIPAA compliance and presence of Business Associate Agreements (BAAs).	1. Confirm privacy protocols. 2. Sample BAAs with vendors. 3. Identify any missing or outdated documents. 4. Recommend remediation actions.	Pre Close	**Kelly Loya** Associate Partner **Sheila Limmroth** CCO
Compliance Advisory Program	Provide continuous compliance support and advisory services to healthcare organizations and compliance professionals.	1. Offer real-time guidance on regulatory changes. 2. Support compliance officer resource needs. 3. Facilitate continuity of expertise, documentation, and staff development. 4. Streamline compliance across PortCo's	Post Close	**Sheila Limmroth** CCO **Alex Houston** Manager