



The **art** of healthcare **smart**.

At the heart of every healthcare organization is a passion to achieve higher standards of efficiency and excellence. The Advis Group uniquely understands these challenges. We offer practical guidance to pressing regulatory, operational and fiscal issues in healthcare.

Our innovative approach to problem solving helps clients **meet the demands of today's rapidly-changing business environment.**



ADVANCING PERFORMANCE

An experienced team of smart healthcare consultants

The Advis Group consists of more than 40 legally trained consultants, financial experts, clinicians, hospital executives and business strategy and communication experts. Our team has hands-on experience partnering with —

- HOSPITAL SYSTEMS
- COMMUNITY HOSPITALS
- PHYSICIAN GROUPS
- GOVERNMENT ENTITIES

Expert advice. Extraordinary vision.

We understand the “art of smart.” We use skill and creativity to provide meaningful help to our clients, working together **seamlessly and transparently to blend advice and vision.** In fact, it’s our name.

Look to Advis for **proven solutions** that advance operational performance, enhance the bottom line, and sustain your mission.





WHAT WE DO

Helping you manage the complexities of **your healthcare organization**

Healthcare is constantly changing. To survive and thrive, providers must be flexible, able to quickly adapt and optimize opportunities for improvement in a highly complex and regulated environment.

At The Advis Group, we're helping clients meet challenges head on, and prepare for the future through implementation of new ideas and new revenue streams. We offer an array of consultative expertise from 340B to mergers and acquisitions to operational efficiencies.

“ They are a superb team of professionals with remarkable expertise. They consistently deliver meaningful solutions. As a result, we trust The Advis Group to play an integral role in advancing our goals and helping to implement our strategies. ”

– DENNIS HESCH
EXECUTIVE VICE PRESIDENT, SYSTEM CHIEF FINANCIAL OFFICER
THE CARLE FOUNDATION



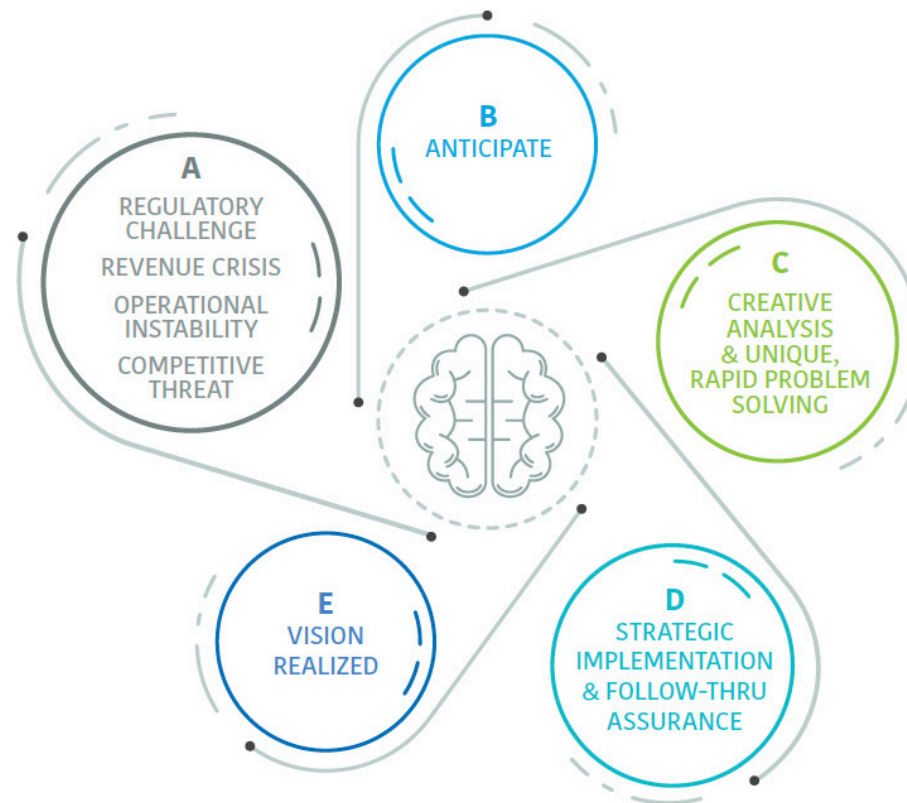
THE WAY WE WORK

Realizing your vision

The Advis Group helps you go beyond keeping pace with industry change to ensure your next move is not only right, but ahead of the pack.

We guide you every step of the way toward implementing forward thinking, revenue producing solutions under the most difficult circumstances. We'll help you quickly reach a successful outcome. Our goal is nothing less than realizing your vision.

That's the art of healthcare smart.





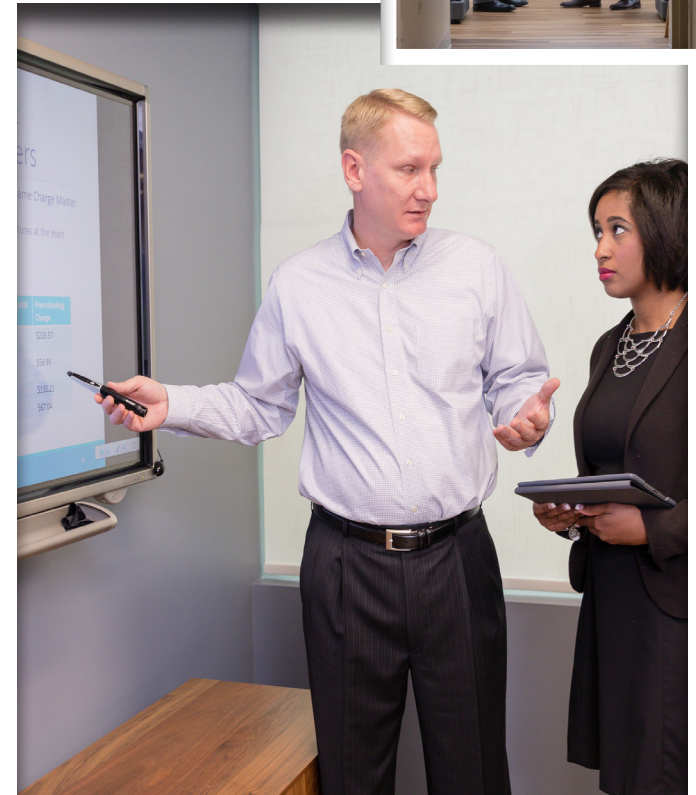
REGULATORY • OPERATIONS • FISCAL • NEW REVENUE STREAMS

Turning obstacles into **opportunities**

Today's healthcare delivery systems are technical, complex and extremely fast-paced. Regulatory and compliance issues, operational difficulties and financial challenges can represent barriers to healthcare providers. Lacking an understanding of the regulatory world of healthcare compliance can cost a provider millions.

We uniquely understand the rules and regulations and creatively translate them into compliant opportunities for our clients.

As an extension of your team, The Advis Group brings a new level of creative thinking and practical expertise based on our experience and years of success. We're lawyers, clinicians, pharmacists, hospital operators and strategists with hands-on experience partnering with a full array of healthcare operations.





OUR SERVICES

Comprehensive smart healthcare solutions

Our services span the spectrum of needs from regulatory and compliance issues, to operations and financial needs, to new revenue stream analysis and implementation. The following pages highlight our range of services that include:

- STRATEGIC PLANNING
- REIMBURSEMENT
- REGULATORY COMPLIANCE
- FEASIBILITY, DEVELOPMENT & MANAGEMENT
- PHARMACEUTICAL OPERATIONS & 340B
- POST-ACUTE CARE
- HEALTHCARE OPERATIONS
- MERGERS & ACQUISITIONS
- GOVERNANCE & DIVERSITY DEVELOPMENT
- PERMANENT & TEMPORARY OUTSOURCING
- CODING
- CERTIFICATE/DETERMINATION OF NEED
- STRATEGIC COMMUNICATIONS
- MACRA/MIPS
- RISK CONTRACTING





STRATEGIC PLANNING & REIMBURSEMENT SERVICES

Expertise that spans the **spectrum of healthcare needs**

STRATEGIC PLANNING

We partner with healthcare facilities to develop realistic strategic plans and guide the planning process with attention to culture, reimbursement, continuum of care, the regulatory environment, your mission and business aspirations.

“CHRISTUS has enjoyed a very successful relationship with The Advis Group over the years on so many strategies and creative concepts that have richly strengthened our success and fulfillment of our Mission.”

– ERNIE SADAU
PRESIDENT AND CEO
CHRISTUS HEALTH

REIMBURSEMENT

Advis has significant expertise with reimbursement matters involving a range of government programs and commercial payors. From answering specific single-issue questions to establishing a system-wide Medicare strategy, we routinely address complex reimbursement questions.

Our focus is on tracking and interpreting emerging healthcare trends to support the financial health of your organization. We work to ensure your eligibility to receive and retain reimbursement levels.



REGULATORY SERVICES

Ever-changing industry developments

REGULATORY COMPLIANCE

We're at the industry forefront in regulatory compliance, working across a broad spectrum of healthcare concerns in all 50 states to help clients navigate today's complex matrix of ever-shifting regulations. Our regulatory experience ranges from provider Conditions of Participation and provider-based regulations to complex Medicare and Medicaid reimbursement issues.

Our team constantly reviews and consults on state licensure laws, CLIA requirements, DEA registration and other licensure, registration and certification matters before today's healthcare providers.

We provide regulatory services in a number of areas including:

- Provider-Based Status
- Compliance Plans
- Plans of Correction (CMS-2567)
- Compliance & Regulatory Audits
- Billing & Coding
- Regulation
- Corporate Structuring
- Certificates of Need (CON)
- EHR Incentive Payments
- The 340B Drug Pricing Programs
- Licensing
- Telemedicine
- Payment Bundling
- Enrollment & Reimbursement under both Medicare & Medicaid
- Survey Preparation (Mock Surveys) for Facility Accreditation & Certification





Advis provides valuable counsel on unique regulatory structures and assists clients in structuring their organizations to ensure compliance with regulatory schemes including:

- HIPAA
- EMTALA
- Tax-exempt Status

We are experienced and well positioned to advise the following provider types—

- Small Physician Clinics
- Entire Health Systems including Long Term Acute Care Hospitals (LTACHs)
- Inpatient Rehabilitation Facilities (IRFs)
- Skilled Nursing Facilities (SNFs)
- Free-standing Emergency Departments
- Ambulatory Surgery Centers (ASCs)

“ Their depth of knowledge is what sets them apart from other consultants. Their considerable experience in the regulatory space and specialized expertise consistently adds value.”

*– JOHN ORSINI
SENIOR VICE PRESIDENT &
CHIEF FINANCIAL OFFICER
NORTHWESTERN MEDICINE*

An industry leader in facility development



Our experience in feasibility, development and management of all types of healthcare facilities is second to none. Our expertise ensures your facility hits the ground running and delivers on its performance metrics.

FEASIBILITY

We create a total competitive analysis of facility statistical and demographic data using local, regional and national data. We determine the efficacy of moving forward with a given concept, explore market position, assess your competition, and complete a regulatory analysis relative to the project. Models of care are also examined including joint venture opportunities, networking structures, and continuum of care.

DEVELOPMENT

We've developed more than 50 Long Term Acute Care Hospitals (LTACHs), along with other types of hospitals, Exempted Psychiatric Facilities, Micro-hospitals, Home Care/Hospices, Inpatient Rehabilitation Facilities (IRFs), Comprehensive Outpatient Rehabilitation Facilities (CORFs), Ambulatory Surgery Centers (ASCs) and Free-standing ERs.

MANAGEMENT

We're experienced in all facets of the continuum of care and drive alignment between acute- and post-acute care facilities, which not only helps to strengthen referrals, but improves care and advances revenue management.

○ Development of Non-traditional Service Venues

We've pioneered programs for non-traditional service delivery venues and have expertise in the development of Micro hospitals, Freestanding and Remotely Located Emergency Departments, Federally-qualified Health Centers, their affiliations, and joint venture architecture.

○ Provider Enrollment & Third-party Practitioner Credentialing Services

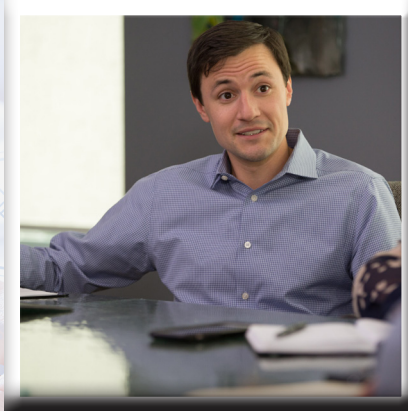
Our consultants and certified credentialing specialists work on issues related to all licenses, Medicare and Medicaid enrollment, provider and practitioner enrollment for all governmental and non-governmental payors, permit and certification matters.

○ Clinical Program Development

We specialize in the design and development of clinical product lines responsive to market demands, existing opportunities, and the competitive environment. We're well-versed in reimbursement structuring and financial modeling with extensive experience re-developing existing services to maximize productivity and ROI.

We're here to assist in the pursuit of your goals.





○ **Accreditation**

We've helped hundreds of healthcare organizations successfully prepare for and attain accreditation. From mock readiness surveys to extension surveys for new service additions. Our customized solutions ensure you'll meet your complex quality concerns. Our knowledge of accreditation and regulatory requirements creates winning responses to deficient findings.

We'll work closely with you to create pragmatic, cost-effective solutions for achieving full compliance.



“ Their consultants are knowledgeable and extremely responsive. Cumulatively, they have made us extremely successful in 340B and Specialty Pharmacy initiatives.”

- PATTI DEWANE
VICE PRESIDENT, FINANCE & TREASURER
SWEDISHAMERICAN HEALTH SYSTEM

Enhancing operations & identifying opportunities

PHARMACEUTICAL OPERATIONS

Our expert approach toward improving pharmaceutical efficiencies, care and work flow includes:

- Review of Pharmacy & Therapeutic Strategies
- Utilization of High-cost Drugs
- Formulary Management
- Overall Operations
- Infusion Services
- Oncology
- And more

340B

We have a wealth of HRSA experience, on-site audit time, and longevity working with the 340B program. Our services span all aspects of the 340B program spectrum including:

- HRSA Audit Support
- Contract/Specialty Pharmacy development
- Financial Impact Analysis
- Med-to-Bed
- Specialty Pharmacy Development
- Strategic Development
- Compliance Review
- Software Implementation
- Staff Training





A tactical plan to **maximize revenue capture**

POST-ACUTE CARE CHALLENGES: Today's health providers are pressured to place patients in the right venue to efficiently utilize resources and ensure patients receive quality care. The increasingly common practice is for payment models to cover the entire continuum of care, and not just acute or primary care alone.

The Advis Group sets clear paths to excellence in post-acute care and financial stewardship.

POST-ACUTE CARE SOLUTIONS: Our experience with post-acute facilities includes feasibility studies to assess the need for establishing a post-acute venue, new venue development, strategic planning and alignment and/or oversight management for all post-acute venues, including rehabilitation facilities. We've successfully developed new programs and our understanding of the reimbursement structure of the post-acute care venue ensures that necessary mechanisms are in place to maximize revenue capture.



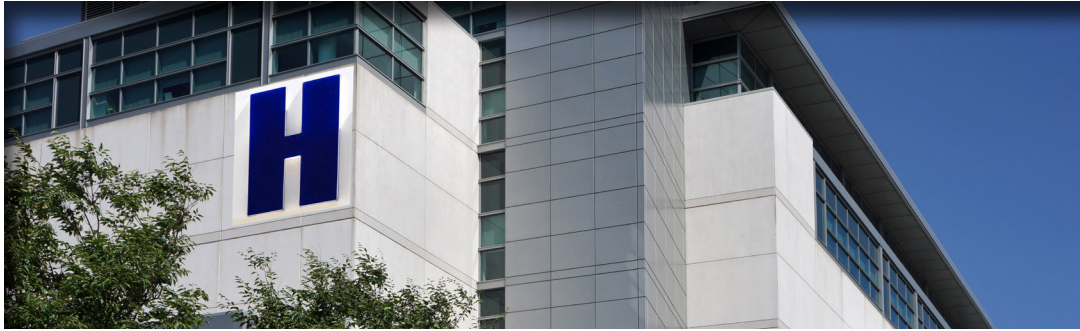
Advancing **quality and efficiency**

HEALTHCARE OPERATIONS

From stand-alone community hospitals to physician practice groups, academic medical centers and other healthcare organizations, Advis is experienced in helping clients advance quality, financial and operational efficiency, and satisfaction metrics. We facilitate:

- ED Throughput
- Labor and Non-labor Cost Reductions
- Length-of-stay Target Achievement
- Case Management
- Governance Structure & Education
- Utilization Strategies of the Post-acute Care Continuum
- Internship Leadership

MERGERS & ACQUISITIONS SERVICES



Driving performance of **new enterprises**

MERGERS & ACQUISITIONS

We develop and implement effective operating models to ensure new entities achieve full organizational integration. Significant considerations include:

- **Acceptance of Medicare provider/supplier agreements** and retroactive liability
- **Provider-basing and multiple-campus options**
- **License and accreditation transfer**
- **Implications of conducting acquisitions**
- **Minimizing reimbursement and cash flow interruptions**
- **Provider/supplier enrollment, credentialing, payor contracting** and completion of initial enrollment, change of ownership and Office of Civil Rights filings

GOVERNANCE & DIVERSITY DEVELOPMENT SERVICES



GOVERNANCE

We positively affect governance through:

- **Driving Board performance** with proven governance design, educational programs, surveys and evaluation tools
- **Drafting and revising corporate bylaws** to ensure best practices and compliance with regulations
- **Assessing Board meetings** through on-site attendance
- **Providing feedback and suggestions** in keeping with best practices



DIVERSITY DEVELOPMENT

We're seasoned in developing road maps designed to drive diversity goals and engage stakeholders. We work with healthcare organizations to ensure the benefits of diversity and inclusion are felt throughout your organization.

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*– DENNIS HESCH, EXECUTIVE VICE PRESIDENT, SYSTEM CHIEF FINANCIAL OFFICER
THE CARLE FOUNDATION*

OUTSOURCING & CODING



TEMPORARY & PERMANENT OUTSOURCING

We provide staffing solutions for specialized healthcare projects and train new hospital staff to take on large projects in-house, such as:

- **Medicare/Medicaid Enrollments**
- **Revalidations**
- **Maintenance of Enrollment Records**
- **EHR Meaningful Use Attestations & Filings**
- **340B Registrations**
- **Billing/coding**
- **Transitional or Change Management**
- **Departmental or Facility Administrators**
- **Compliance Officers**
- **On-boarding New Staff in Specialized Areas**

CODING

In the current climate of quality first, it is essential for hospitals, physician practices and other providers to ensure that ICD-10 data is accurately collected and completed. Our team is highly skilled in facility fee coding compliance assessment reviews for governmental claims to evaluate and assess compliance with federal health care programs and related Medicare/Medicaid regulations. Ongoing education aimed at driving compliance plans are specialties of our practice.

CERTIFICATE DETERMINATION OF NEED SERVICES



CERTIFICATE DETERMINATION OF NEED

Our team of legal, clinical and management experts can assist with all matters surrounding Certificate of Need. The process may include:

- Evaluation of State Law Need Requirements
- Development of Service Need, Methodologies & Projections
- Definition of Service Area
- Projections of Demographics for Defined Service Areas
- Establishment of Financial Stability & Viability
- Opposition Research
- Expert Testimony
- Communication & Outreach Strategy
- Program Design & Differentiation
- Preparation & Submission of Applications

MACRA/MIPS & RISK CONTRACTING SERVICES



MACRA/MIPS

We develop strategic plans to maximize bonuses and minimize penalties under MACRA, the Quality Payment Program (QPP), Merit-based Incentive Payment System (MIPS), and Alternative Payment Models (APM). Our proprietary readiness assessment models help with the selection of key performance metrics essential for future success.

THE RESULT: A multi-year approach which ensures providers avoid a negative payment adjustment and establish a strong position to receive future bonuses.

RISK CONTRACTING SERVICES

We help navigate risk-based programs to ensure the longevity of your risk strategy by identifying and optimizing the total cost of risk. We're experienced in:

- Strategies to reduce the cost of workers' compensation, professional liability, and more
- Identifying potential compliance issues
- Developing financial models to analyze your current plan amid changing healthcare regulatory influences
- Analyzing clinical and claims data to identify and understand cost drivers, and developing integrated strategies for disease management, wellness, pharmacy initiatives, and more



Led by Founder, CEO and President Lyndean Brick, The Advis Group is an invaluable partner for modern healthcare organizations—organizations striving to achieve goals while better serving their patients and communities.

At The Advis Group, your mission is our mission. We're experts. We're responsive. And we deliver the full power of our solutions and services, our experts and teams, our advice and vision, to your most challenging regulatory, operational and fiscal healthcare issues.

That's the art of healthcare smart.

19065 Hickory Creek Drive, Suite 115, Mokena, IL 60448-8684
708. 478.7030
THE**advis**GROUP.com


YOUR SMART HEALTHCARE CONSULTANTS